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| <u>MEETING</u> |
| ENVIRONMENT COMMITTEE |
| <u>DATE AND TIME</u> |
| THURSDAY 14TH MARCH, 2019 |
| AT 6.00 PM |
| <u>VENUE</u> |
| HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ |

TO: MEMBERS OF ENVIRONMENT COMMITTEE (Quorum 3)

Chairman: Councillor Dean Cohen

Vice Chairman: Councillor Peter Zinkin

Councillors

Elliot Simberg

Alan Schneiderman

Alison Cornelius

Geoff Cooke

Thomas Smith

Jo Cooper

Laithe Jajeh

Laurie Williams

Substitute Members

Roberto Weeden-Sanz

Tim Roberts

Nizza Fluss

Nagus Narenthira

Sarah Wardle

Kath McGuirk

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Monday 11 March at 10AM. Requests must be submitted to Paul Frost 020 8359 2205 paul.frost@barnet.gov.uk.

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: Gareth Greene 020 8359 7039

ASSURANCE GROUP

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ORDER OF BUSINESS

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| 4. | Report of the Monitoring Officer (if any) | |
| 5. | Public Questions and Comments (if any) | |
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| 18. | Any Other Items that the Chairman Decides are Urgent | |

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Decisions of the Environment Committee

21 January 2019

Members Present:-

AGENDA ITEM 1

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

| | |
|-----------------------------|------------------------------|
| Councillor Simberg | Councillor Alan Schneiderman |
| Councillor Thomas Smith | Councillor Jo Cooper |
| Councillor Laithe Jajeh | Councillor Laurie Williams |
| Councillor Alison Cornelius | Councillor Geof Cooke |

1. MINUTES OF THE PREVIOUS MEETING

Prior to the consideration of the minutes the Chairman requested that the Strategic Director for Environment provide a verbal update on the bin collection arrangements. Having heard the lengthy update Members of the Committee had the opportunity to ask questions and make comments.

Cllr Cooper noted that she requested an equities assessment impact at the last meeting. The Chairman request to Strategic Director for Environment to include this within a report at a future meeting.

During the discussion Members requested that a written report be submitted to the next meeting 14 March 2019.

Resolved

- That the committee noted that a report in relation to the bin collection arrangements be added to the work programme and submitted to the next meeting on 14 March
- That the minutes of the meeting held on 28 November 2018 were approved as an accurate record

2. ABSENCE OF MEMBERS

None.

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

None.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Prior to the public participation session, the Chairman noted that Councillor Alan Schneiderman had wished to make alternative recommendations to item 10. The Chairman requested for Councillor Schneiderman to read out his motion and alternative recommendations to the item which he duly did. The Governance Officer in attendance made the motion publicly available. The Committee noted this and the Chairman therefore stated that this will be considered when the item be considered.

The Environment Committee noted the details of public questions and public comments that had been submitted and circulated. Members of the public had the opportunity to ask supplementary questions.

6. MEMBERS' ITEMS

None

7. BARNET ANNUAL AIR QUALITY - 20182019

The Strategic Director of Environment introduced the report and drew the Committee's attention to the current and future statutory and policy framework within which air quality is delivered.

During the consideration of the time, Councillor Alan Schneiderman moved to amend recommendation 3 and 4 as outlined below. This was seconded by Councillor Cooper.

3. Add to recommendation 3:

- requested that the further development the anti-idling campaign and requested that best practice from other Boroughs be sought and proposals reported at a future meeting

4. add to recommendation 4:

- *support the Mayors diesel scraping fund*

The Chairman requested that the item be voted on. The Committee unanimously agreed resolution 1, 2, 3 (as amended) and 5. In respect to resolution 4 the amendment was lost. Four Members voted for the amendment and five voted against.

Having considered the report the Committee:

Resolved:

1. That the Committee noted the impact of the Ultra-Low Emission Zone, highlighted in section 1.30 of this report and the proposed action listed in section 1.34 of the report stating officers will assess the impact of the ULEZ in Barnet and bring back any policy issues to the Environment Committee. The Chairman was requested to write to Mayor Khan asking for further consideration of the impact of the ULEZ on families with older vehicles of 6+ seats who will be seriously affected by the proposed charge.
2. That the Committee noted the criteria Barnet will need to meet in order to sustain the Clean Air Borough status as set out in section 1.35 and table one of this report.

3. That the Committee noted the progress Barnet has made to address air quality in 2017 as set out in the Annual Status Report attached as appendix 1 of this report, the key achievements listed in section 1.46 and table one of this report. That the committee requested that the further development the anti-idling campaign and requested that best practice from other Boroughs be sought and proposals reported at a future meeting.
4. That the Committee note the limitations Barnet has in improving air quality on roads administered by Transport for London (TfL) and Highways England (set out in section 1.49 of this report) and makes further requests to the Mayor of London, and the Secretary of State for Transport to take additional action to support Barnet in improving air quality in the borough from the effect of these roads.
5. That the Committee noted support of the key actions for 2018 onwards set out in section 1.47 of this report, specifically:

5a. Noted the results of the school's audits and the proposed LIP funding to conduct an audit in the remaining 14 schools. (*Section 1.57*)

5b. Noted and confirmed support for the Council to fund the air quality audit for Beis Medrash Elyon School, NW9 7DH (approx. £6k) and (subject to the findings of the audit), provide £10k of funding to the school to implement recommendations of the audit as set out in section 1.57 of this report.

5c. Noted and confirmed support of Barnet's inclusion in the pan-London projects funded by the Mayors Air Quality Fund (*Section 1.60*)

5d. Noted the bids Barnet has submitted to the Mayors Air Quality Fund – Finchley Central and Brent Cross - and agreed in principle to the delivery of the projects should funding be successful. (*Section 1.64*)

8. CAR PARK CHARGING - PARKS

The Strategic Director of Environment introduced the report and reminded Members of the last meeting when he was requested to consider the implementation of charging for the use of car parks in Greenspaces. At that meeting it was resolved to develop and bring back to the Committee proposals setting out individual site basis prior to any implementation and present the proposals to a future meeting of the Committee. The Strategic Director of Environment therefore requested that Members consider the report and the recommendations

During the consideration of the item Councillor Elliot Simberg moved to amend the recommendation as noted below. This was seconded by Councillor Peter Zinkin.

Having considered the report the Committee unanimously:

Resolved:

- That the Committee agreed to consult on a site by site basis and requested that a report is submitted to the Committee in order to consider the findings prior to the implementation of charging for the use of car parks in Greenspaces sites as proposed and reported to the policy and resources committee for noting

- That the Committee further agreed and requested that the Strategic Director of Environment give consideration in respect to annual permits.

9. LOCAL IMPLEMENTATION PLAN – SUBMISSION OF FINAL DRAFT LIP

The Strategic Director of Environment introduced the report. Members of the Committee were given the opportunity to ask questions and make comments

Having considered the report, the Committee unanimously:

Resolved:

That the Committee approved the final draft Local Implementation Plan for submission to the London Mayor for approval.

10. UPDATE REPORT - NORTH FINCHLEY CONTROLLED PARKING ZONE (CPZ)

The Chairman noted that earlier in the meeting at item 5 Councillor Alan Schneiderman had move to amend the report's recommendations and therefore he verbally provided alternative recommendations that were tabled and made publicly available. This was seconded by Councillor Cooke.

Having considered the report, the Committee unanimously:

Resolve (as amended):

1. To approve the publication of Experimental Traffic Management Orders (TMOs) to extend the hours of control within Highwood Avenue, Limes Avenue and Frederick's Place to apply on Sundays between 11:00am-1.00pm and 5:00pm-7:00pm, as indicated by the area shown in red in Appendix A, and implement the scheme accordingly. The existing hours of control on Monday to Saturday will remain unchanged.
2. To approve the publication of Experimental TMOs to introduce at any time restrictions in the North Finchley area as outlined in Appendix B, and implement the restrictions accordingly.
3. That any objections to the Experimental Traffic Management Orders referred to in 1 and 2 above will be considered by the Strategic Director for Environment in consultation with the Ward Councillors, and a decision made, by way of a Chief Officer Decision, on whether the measures should be modified or removed before the end of the experimental period.
4. The experimental TMO will run for a period of no longer than 12 months and a review will be started after it has been in place for 6 months to determine whether to make it permanent, with or without modifications. This review will include at least 2 surveys of whether vehicles from other parts of FN are found parking in Highwood Avenue, Limes Avenue and Frederick's Place.
5. The review referred to in 4 above will be part of a wider public consultation within the FN CPZ (the area of which will be delegated to the Chief Officer, in consultation with

Ward Councillors to agree perimeter controls in the area) to determine if any other modifications are required.

6. To instruct officers to monitor progress of the further development (including construction of a new auditorium) of St Barnabas Church within Solar House and bring forward the proposed review if the capacity of the church increases before the review is planned to be undertaken.

7. To convert the existing shared use Resident Permit/Payment Parking Place located in Highwood Avenue (outside of Turvin Court and Nos. 1 to 7) to become Resident Permit Holders Only Parking Place.

8. To instruct officers to review the existing yellow lines in Highwood Avenue and Limes Avenue to assess if there is sufficient space to safely add additional Resident Parking Bay.

11. HIGHWAYS PLANNED MAINTENANCE PROGRAMME 2019/20

The Strategic Director of Environment introduced the report and requested the Committee's approval for the delivery of the 2019/20 Highway Planned Maintenance and Network Recovery Plan.

During the discussion Councillor Peter Zinkin moved that recommendation 3 be amended as illustrated below. This was seconded by Cllr Schneiderman.

Having considered the report the Committee unanimously:

1. That the Committee approves, subject to full council agreeing the final 2019/20 capital programme, the capital expenditure of £6.525 million for the delivery of the 2019/20 Planned Maintenance and Network Recovery Plan work programme consisting of carriageway and footway renewal works as listed in Appendix A of this report, carriageway patching and associated works.
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~~ *Ward Councillors* 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.

12. COMMITTEE FORWARD WORK PROGRAMME

The Committee agreed that the next meeting that was due to take place on 14 March take place at 6pm.

The Committee noted that the following items be added to the work programme:

- bin collection arrangements
- parking charges in parks
- Single use plastic and use of plastic in roads

13. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

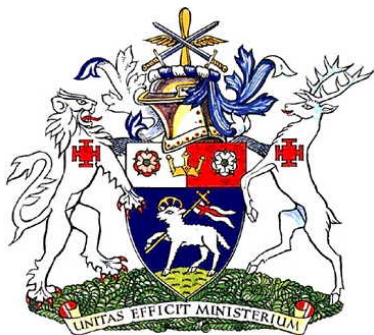
None.

The meeting finished at 20:58

Environment Committee

AGENDA ITEM 7

14 March 2019



| | |
|--------------------------------|--|
| | |
| Title | Ceasing Parks Locking |
| Report of | Chairman of the Environment Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | Appendix 1 - Parks and open spaces - Crime ASB and the locking of parks |
| Officer Contact Details | Cassie Bridger: Strategic Lead: Greenspaces and Leisure 020 8359 2308: Cassie.Bridger@barnet.gov.uk Matthew Gunyon: Partnership & Development Manager 020 8359 7403: Matthew.Gunyon@barnet.gov.uk |

Summary

In November 2018 as part of the Implementation of the Council's Parks and Open Spaces Strategy the Committee were asked to consider the ceasing of parks locking. The Committee requested that the Strategic Director: Environment develop and bring back to the Committee proposals setting out individual site basis prior to any implementation and present the proposals to a future meeting of the Committee.

This report sets out the full list of the affected parks.

Officers Recommendations

1. That the Committee agrees to cease locking the phase 1 sites.

2. That the Committee agrees to the completion of a consultation exercise for the phase 2, the results of which will be reported to a future meeting for decision.

1. WHY THIS REPORT IS NEEDED

1.1.1 This report sets out the information as requested by the Committee on the 28 November 2018.

1.1.2 The ceasing of parks locking is part of the Medium Term Financial Strategy (MTFS) and offers a £75,000 annual saving, which forms part of the £200k "Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection. Full-year effect from service".

1.2 Locked Parks

The table below sets out a list of all the parks included in the parks locking across the borough;

| Phase | Park Name | Address | What is locked | Comments |
|-------|--------------------------|----------------------------|------------------------------|--|
| 1 | West Hendon Pavilion | Goldsmith Avenue | Check the pavilion is locked | Park is not locked it is just a building check |
| 1 | Lyttelton P/F Toilets* | Kingsley Way N2 | Park Toilets | Park is not locked it is just toilet locking here so no change to safety in the area |
| 1 | Tudor Sports Ground | Clifford Road, New Barnet | Overhead barrier only | Height barrier can be kept locked like other parks. |
| 1 | Dame Alice Sports Ground | Chandos Ave N20 | Car park | |
| 1 | Friary Park Toilets* | Friary Road N20 | Park Toilet and x1 gate | Park is not fully locked so no change to safety in the area |
| 1 | Oak Hill Park | Parkside Gardens EN4 | Car park only | |
| 2 | Fairway Playground | The Fairway Mill Hill NW7 | Park Gates | |
| 2 | Stonegrove Park | Park Grove Edgware HA8 | Park Gates | |
| 2 | Rushgrove Park | Rushgrove Ave NW9 | Park Gates | |
| 2 | Greenhill Gardens | Great North Road, EN5 | Park Gates | |
| 2 | Highlands Gardens | Leicester Road, New Barnet | Park Gates | |
| 2 | Brunswick Play Ground | Brunswick Cres N14 | Park Gates | |
| 3 | Edgwarebury Park | Edgwareberry Lane HA8 | Park Gates | |
| 3 | Stonyfields Park | Fairmeed Cress HA8 | Park Gates | |
| 3 | Deansbrook Play Ground | Off Deansbrook Road HA8 | Park Gates | |

| | | | | |
|---|------------------------|--------------------------|-------------------------|--|
| 3 | Malcolm Park | Malcolm Cress NW4 | Park Gates | |
| 3 | Kara Way Play Area | Campion Terrace NW2 | Park Gates | |
| 3 | Childs Hill Park | Nant Road NW2 | Park Gates | |
| 3 | Basing Hill Park | Wayside NW2 | Park Gates | |
| 3 | Princess Park | Oakfields Road NW11 | Park Gates | |
| 3 | Old Court House Rec | Manor Close, High Barnet | Park Gates and car park | |
| 3 | Ravenscroft Gardens | Wood Street, High Barnet | Park Gates | |
| 3 | Barfield Ave Play Area | Barfield Ave N20 | Park Gates | |
| 3 | Swan Lane O/S | Woodside Lane, N20 | Park Gates | |
| 3 | Cherry Tree Woods | Summerlee Ave N2 | Park Gates and toilets | |
| 3 | Victoria Park | Ballards Lane N3 | Park Gates and toilets | |

** An alternative locking arrangement for the toilets is required prior to implementation.*

1.3 **Phase 1**

1.3.1 The sites identified under phase 1 are parks which are only partially locked, so access is still possible through other access points. Ceasing locking at these sites would have no impact on the security or safety of the park.

1.3.2 Within Phase 1 there are two sites (Lyttleton Playing Fields and Friary Park) where it is only the toilets that are locked. It is proposed that these sites would be removed from locking once an alternative approach to secure the facilities has been arranged.

1.4 **Phase 2**

1.4.1 The sites identified under phase 2 were put forward following consultation with colleagues in The Barnet Community Safety Team (BCST). BCST were asked to consider each of the parks on the locking list and investigate the number of incidents of antisocial behaviour over a 12 month period, based on this exercise six parks were identified as potential pilot sites.

1.4.2 Phase 2 sites would be subject to a public consultation, with the results being reported back to a future committee for decision prior to implementation.

1.5 **Phase 3**

1.5.1 There are currently no proposals for the sites identified under phase 3, these sites would be considered following a review of any impacts following phase 1 and 2 and would be reported to a future committee for decision prior to implementation.

1.6 A list of the locked parks has been passed to the Police for comment unfortunately a response had not been received in time for this committee however we will ensure the information is included as part of the public consultation.

2. REASONS FOR RECOMMENDATIONS

- 2.1 **Recommendations 1 and 2** – to ensure appropriate delivery of the Parks and Open Spaces Strategy on a financially sustainable basis.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 No alternative options have been considered as the above recommendations will contribute to the delivery of the Parks and Open Spaces Strategy.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Committee is minded to agree with the above recommendations then the council would cease locking all the sites under Phase 1 and measures would be considered for the toilet facilities in Lyttleton Playing Fields and Friary Park.
- 4.2 The council will undertake a consultation exercise on the proposed Phase 2 sites and will report back to a future committee for decision prior to implementation.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Council's Corporate Plan says:-

- Barnet's Parks and Greenspaces will be amongst the best in London;
- Resident feedback consistently shows that Barnet's Park and Greenspaces are amongst its biggest assets and a strong influence for people deciding to live here;
- The Council recognises this and will continue to ensure that the Borough's Parks and Greenspaces are looked after;
- The Council will develop more innovative ways of maintaining its Parks and Greenspaces; including through greater partnerships with community groups and focus on using parks to achieve wider public health priorities for the Borough.

5.1.2 Local Plan Policy CS7 says the Council will create a greener Borough by:-

- Enhancing open spaces to provide improvements in overall quality and accessibility;
- Meeting increased demand for access to open space and opportunities for physical activity;
- By tackling deficiencies and under provision.

5.1.3 Investment in and improvement of Barnet's greenspaces to support growth and wellbeing in Barnet will also result in the delivery of a range of outcomes linked to other Council strategies:-

- Growth Strategy: creating the environment for growth;
- Regeneration Strategy;
- Fit and Active Barnet Strategy;
- Community Safety Strategy;
- Entrepreneurial Barnet Strategy.

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

5.2.1 Finance, Value for Money and Procurement – The ceasing of parks locking is part of the Medium Term Financial Strategy (MTFS) and offers a £75,000 annual saving, which forms part of the £200k Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection. Full-year effect from service”. If this proposal is not agreed, then there will a £200k budget pressure will from 2019/20 within Street Scene. This will result in a £200K overspend.

5.3 Staffing – Delivery of the Parks and Open Spaces Strategy will require appropriate capacity and capability in the organisation; including within the commissioning arrangements.

5.4 IT – None at this time

5.5 Sustainability – The Parks and Open Spaces Strategy and associated initiatives detailed in this report seek to protect, improve and enhance the natural environment of Barnet. The individual projects to be delivered during implementation of the strategy will be developed and delivered in accordance with both environmental and financial principles.

5.6 Social Value

5.6.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The key themes within the Parks and Open Spaces Strategy are:-

- Social outcomes and benefits;
- Environmental Outcomes and Benefits;
- Economic Outcomes and Benefits.

5.7 Legal and Constitutional References

5.7.1 Local authorities have a number of different statutory powers in relation to: parks and open spaces, the purchase and maintenance of public walks or pleasure grounds under the Local Government (Miscellaneous Provisions) Act 1976, including wide powers to provide recreational facilities. The Open Spaces Act 1906 provides that local authorities shall hold and administer open space in trust to allow the enjoyment of it by the public and shall maintain and keep the open space in a good and decent state.

5.7.2 The Council’s Constitution (Article 7 – Committees, Forums and Partnerships) sets out the terms of reference for the Environment Committee :-

- 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;
- 2) To submit to the Policy and Resources Committee proposals relating to the Committee’s budget for the following year in accordance with the budget timetable;
- 3) To make recommendations to Policy and Resources Committee on issues relating to the

budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by the Policy and Resources Committee;

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

5.8 Risk Management

5.8.1 The management of risk is undertaken on a continual basis and reported as part of the Council’s Quarterly Performance regime and considered as part of the Performance and Contract Management Committee quarterly monitoring report.

5.8.2 Risks are managed through the project boards and are reviewed and revised at board meetings. The current key risk areas are:-

| | Rating Criteria | 1: Low | 2: Medium | 3: High |
|----|-------------------------------|--------|-----------|---------|
| 1. | Total investment required | X | | |
| 2. | Potential benefits | | X | |
| 3. | Return on investment | | X | |
| 4. | Planning | X | | |
| 5. | Political sensitivity | | | X |
| 6. | Fit with corporate objectives | X | | |
| 7. | Users/DU’s impacted | | X | |
| | Total score | 12 | | |

5.9 Equalities and Diversity

5.9.1 Under section 149(1) of the Equality Act 2010 (EA 2010) the Council must, in the exercise of its functions have due regard to the need to:-

- Eliminate discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010;
- 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.

5.9.2 Relevant protected characteristics are:- age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

5.9.3 The purpose of the initiatives described in this report is to ensure that the broad diversity

of Barnet's residents and communities continue to enjoy the benefits of these community assets and that their needs and aspirations are reflected in the provision that the Council makes.

5.9.4 Equalities Impact Assessments will be developed on a scheme by scheme basis so as to ensure compliance with the requirements of the Equality Act 2010 and that the needs of the communities and groups are fully taken into account in the development of schemes.

5.10 **Consultation and Engagement**

5.11 A public petition has been created on this subject and as the time of writing this report it had reached 578 signatures.

5.12 Phase 2 sites would be subject to a public consultation, with the results being reported back to a future committee for decision prior to implementation.

5.12.1 A list of the locked parks has been passed to the Police for comment unfortunately a response had not been received in time for this committee however we will ensure the information is included as part of the public consultation.

6. **BACKGROUND PAPERS**

6.1 [28 November 2018 Environment Committee, Item 11 - Implementation of the Council's Parks and Open Spaces Strategy](#)

Crime and ASB in parks and open spaces

The table shows a break-down of the proportion of different crime and ASB incidents which have occurred *inside or around the vicinity of* a number of parks in Barnet during 2018.¹

As can be seen the most frequent type of crime/ASB incident is Anti-social behaviour, followed by Violent of Sexual Offences.

| Incident type | Proportion of incidents |
|------------------------------|-------------------------|
| ASB | 24% |
| Violence and Sexual Offences | 21% |
| Burglary | 16% |
| Vehicle Crime | 15% |
| Robbery | 7% |
| Drugs | 5% |
| Public Order | 4% |
| Other Theft | 3% |
| Theft from the Person | 2% |
| Criminal Damage and Arson | 1% |
| Other Crime | 1% |
| Possession of Weapons | 1% |
| Bicycle Theft | 0% |
| Shoplifting | 0% |

It is also of note that the density of crime taking place within parks is considerably lower than the density of crime taking place within town centre locations (e.g. High streets)

Input from Barnet police (November 2018) based on consultation with local officers and the police ASB team suggest that the locked parks with the most problematic issues are: Old Court House Recreation Ground and Friary Park (note; only one gate is locked at Friary Park). Those issues ranged from mopeds, underage drinking, noise, and taking of prohibited substances.

ASB statistics (based on ASB incidents inside or in the vicinity of parks reported to police - 12 months data 2018) show for the currently locked parks are as follows:

| Park | Number of ASB incidents |
|------------------------|-------------------------|
| Childs Hill Park | 18 |
| Victoria Park | 13 |
| Basing Hill Park | 12 |
| Edgwarebury Park | 6 |
| Stoneyfields park | 6 |
| Malcolm Park | 5 |
| Cricklewood Playground | 5 |

¹ Based on the six largest currently locked parks (Victoria, Edgwarebury, Cherry Tree Woods, Old Court House Recreation Ground, Swan Lane Open Space and Rushgrove Park)

| | |
|-----------------------------------|---|
| Cherry Tree Wood | 5 |
| Princes Park | 4 |
| Old Court House Recreation Ground | 3 |
| Swan Lane Open Space | 3 |
| Ravenscroft Gardens | 3 |
| Rushgrove Park | 2 |
| Highlands Gardens | 2 |
| Greenhill Gardens | 1 |
| Fairway Playground | 0 |
| Brunswick Crescent Playground | 0 |
| Stonegrove Park | 0 |

The approach to locking parks in other areas

A scan of other local authority areas suggests that varying approaches to the locking of parks exist. Most areas seem to lock some parks and leave other parks unlocked. Bexley adopted a policy in 2014 of not locking any parks. This policy has remained in place to the present time. Around a similar time (2014) Enfield took a decision to cease the locking of all parks but then modified that decision before implementing it. Both Bexley and Enfield received some criticism from residents in response to their decision to cease locking parks.

| Local authority | Approach to locking parks | Links |
|-----------------|--|---|
| Bexley | Stopped locking parks in 2014 | https://www.newsshopper.co.uk/news/11177301.Park_users_safety_fears_over_Bexley_open_spaces_being_left_unlocked/ |
| Enfield | Took decision during 2014 to cease locking all parks, but modified the decision before implementation so that locking would continue at 13 parks | https://www.palmersgreencommunity.org.uk/pgc/newsmobile/113-parks-open-space/801-council-rethink-policy-on-overnight-locking-of-parks |
| Islington | Some parks locked, some unlocked | |
| Tower Hamlets | Some parks locked, some unlocked | |

The effect of locking parks on rates of crime and ASB in parks

There does not appear to be a clear deterministic relationship between the locking status of park and the level of crime and ASB within the park. Based on the crime data for 2018 some of the parks which are currently locked have relatively low crime rates while some have relatively higher crime rates. In the same way, some of the unlocked parks have low crime rates and some high crime rates.

It has also been pointed out that the parks fencing in most locations is sufficiently low to not be a barrier to an individual who is determined to get into the park in any case.

Informal feedback from another local authority which ceased locking some parks indicate that they did not see a notable increase in crime or ASB after ceasing to lock the parks.

However, this may depend on the particulars of the location and the effect of ceasing to lock may vary from park to park. It is difficult to assess in advance what the impact would be on an individual park.

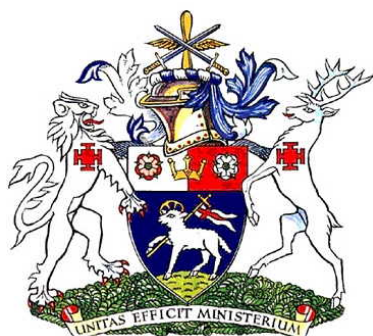
What is clear, from the experience on other boroughs is that a decision or announcement that park locking will cease is likely to result in negative feedback from residents, with some residents fearing that crime and ASB would increase as a result.

Recommendations

If a decision is made to cease locking all or some of the parks it is recommended that this be implemented in a phased fashion. Starting with the parks in the lowest crime areas and allowing sufficient time to monitor any impacts on crime and ASB levels. This would allow for both a) police and partnership interventions to focus on a park should there be an increase in crime /ASB and b) an opportunity to re-assess before proceeding to the parks in higher crime areas

If this approach were adopted, the 2018 ASB figures would suggest the below set of 6 parks as potential candidates for piloting the cessation of locking.

- Fairway Playground
- Brunswick Crescent Playground
- Stonegrove Park
- Greenhill Gardens
- Rushgrove Park
- Highlands Gardens



Environment Committee

14 March 2019

| | |
|--------------------------------|---|
| Title | Recycling and Waste Round Reorganisation |
| Report of | Chairman of the Environment Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix A – Recycling and Waste Round Change Review Appendix B – Equalities Impact Assessment (EIA) Appendix Ci – Section Completion Tables – Recycling Appendix Cii – Section Completion Tables – Refuse |
| Officer Contact Details | Kitran Eastman – Street Scene Director kitran.eastman@barnet.gov.uk 020 8359 2803 |

Summary

On 5 November 2018 changes to Barnet's recycling and waste collection rounds were implemented. The Environment Committee on 21 January 2019 requested a full report on the reorganisation reviewing the recycling and waste round changes. This review can be found in Appendix A of this report.

Officers Recommendations

1. That the Environment Committee review and note the Recycling and Waste Round Change Review
2. That the Environment Committee approve the rebalancing of collections and the change of a number of residents collection days as set out in the Recycling and Waste Round Change Review recommendations

1. WHY THIS REPORT IS NEEDED

- 1.1 On 5 November 2018 changes to Barnet's recycling and waste rounds were implemented. This was the largest whole scale change to the collection rounds in over 15 years. On 21 January, the Environment Committee requested a written report reviewing the recycling and waste round changes.
- 1.2 The Recycling and Waste Round Change Review can be found in Appendix A.

Government's Consultation on Consistency in Household and Business Recycling Collections in England

- 1.3 On 18 February 2019 the Government set out plans to "overhaul waste systems" in England. The changes will make up a key part of the government's upcoming Environment Bill, to be introduced early in the second session of Parliament. A number of consultations have been launched
- 1.4 Following the agreement at the Environment Committee on 5 June 2018 to the cessation of the separate food waste collections, Barnet later agreed to the temporary suspension of this service following dialogue with the Mayor of London/GLA. There was an agreement to an independent review of the food waste collection service, financed and overseen by Resource London, with the objective of seeking a practicable and financially sustainable options for the reinstatement of this service in line with the timeframes set out in the London Environment Strategy (LES). This review is ongoing and is supported closely by officers within Street Scene. A final report will be issued by 5 April.
- 1.5 The regional strategy for London (LES) aligns closely with the proposals for all local authorities to provide separate food waste collections to households and businesses, if not already in place, as set out in the draft in Household and Business Recycling Collections in England document now out for consultation. Barnet will respond to this in due course but is already on a path through the work being undertaken with the Mayor of London/GLA and Resource London to seek a practicable solution for the reintroduction of a separate food waste service that aligns with the requirements and timeframes set out in both strategy documents.

2. REASONS FOR RECOMMENDATIONS

- 2.1 **Recommendation 1** – It is recommended that the Environment Committee note the Recycling and Waste Round Change Review.
- 2.2 **Recommendation 2** – It is recommended that the Environment Committee approve the rebalancing of collections and the change of a number of resident's collection days as set out in the Recycling and Waste Round Change Review recommendations. This will enable the Monday and Tuesday collections to become more resilient.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council could choose not rebalance collections on a Monday and Tuesday, however, this would mean that collections on Monday and Tuesday would be prone to lack of resilience, which may result in delayed collections for residents.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Committee is so minded to endorse the recommendations then Street Scene officers will progress plans to rebalance the collections rounds as set out in Appendix A. This would be done as soon as possible, however, not before

- New round sheets have been created and reviewed by operational staff
- Residents have been informed of collection day changes
- Members have been updated of all changes to their area

- 4.2 These changes would not be able to happen until April 2019 or later. All Members of the Environment Committee and local ward Members will be updated of the timetable for changes before it start.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The council's Corporate Plan, which sets out the outcomes, priorities and strategic approach, has been refreshed for 2019 to 2024. The Delivery Plan being reported to the March 2019 Committee set out how the service will deliver the Corporate Plan and includes performance indicators/targets to monitor progress.

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

- Finance and Value for Money: See Section 5 in Appendix A
- Procurement: At this time there are no implications.
- Staffing: Rebalancing of recycling and waste rounds may lead to a reduction on not contractual overtime for some staff.
- IT: At this time there are no implications.
- Property: At this time there are no implications.
- Sustainability: At this time there are no implications.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic

and environmental benefits. This will be done as part of any contract procurement. No contract procurement is currently planned as a result of the recommendation in this report.

5.4 Legal and Constitutional References

5.4.1 The Environmental Protection Act 1990 Part II Waste on Land, section 46 Receptacles for Household Waste, provides waste collection authorities with the power to determine the size of the receptacles and whether a payment is required for them.

5.3.1 Council Constitution (Article 7, Committees, Forums, Working Groups and Partnerships) sets out the responsible body and their functions. For the Environment Committee it's function is:

- 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.

5.5 Risk Management

5.5.1 There is a high risk that should collection rounds on a Monday and Tuesday not be rebalance then collections on Monday and Tuesday would be prone to lack of resilience, which may result in delayed collections for residents

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. The Equality Act 2010 and the Public-Sector Equality Duty, requires elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place.

5.6.2 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

5.7.1 Not applicable.

5.8 Consultation and Engagement

5.6.3 Not applicable

5.8 Insight

5.8.1 There are no insight implications at this time.

6. BACKGROUND PAPERS

- [Environment Committee Papers 5th June 2018](#) – including Street Scene Operational Change report including food waste cessation
- [Environment Committee May 2016 Papers](#) – including Barnet's Municipal Recycling and Waste Management Strategy.
- [Environment Committee May 2017 Papers](#) – including the Outcome for Street Scene Alternative Delivery Model project.
- [London Environment Strategy](#)
- [Policy and Resources Committee Paper June 2018](#) – including paper provides an update on the council's financial position
- [Policy and Resources Paper July 2018](#) – including paper provides an update on the council's financial position
- Environment Committee, 28th November 2018, Business Planning 2019-2024
<https://barnet.moderngov.co.uk/documents/s49873/Business%20Planning-Committee%20Report.pdf>
- Policy and Resources Committee, 11th December 2018, Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4>
- [Policy and Resources Paper February 2019](#) – including paper provides an update on the council's financial position

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London Borough Barnet Recycling and Waste Round Change Review

March 2019

**Author:
Kitran Eastman – Street Scene Director**

Recycling and Waste Round Change Review

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Recycling and Waste Round Change Review

1. Introduction and Background

1.1 Introduction

On the 5th November 2018 changes to Barnet's recycling and waste rounds were implemented. This was the largest whole scale change to the collection rounds in over 15 years. Following serious problems over the Christmas and New Year Holiday on the 21st January, the Environment Committee requested a written report reviewing the recycling and waste round changes, what had gone unexpectedly wrong over Christmas and New Year, and what the financial implications of the corrective measures taken had been.

This report:

- Documents the drivers for the change and what the change looked to achieve
- Reviews the planning of the changes
- Reviews the implementation of the changes and the problems that arose
- Highlights lessons learnt and the next steps which are needed

1.2 Background

The recycling and waste collection rounds in place before the reorganisation had evolved over a number of years. As such they were no longer efficient or equitable in terms of staff daily tasks. The last significant changes to the service was in 2013, when the blue recycling bin and food bin were implemented. At that time there was no fundamental change in the black bin collection rounds. Progressively the old rounds no longer reflected an efficient use of resources due to changes in recycling and waste composition, the depot changes and the growth of the Borough.

Before the reorganisation the collection rounds were still set up as if the service operated from the former depot at Mill Hill. The Street Scene Service, however, had moved fully from Mill Hill Depot by August 2017, following part of the service moving in November 2016. Since this date the recycling and waste service has been split across two depots i) Oakleigh Depot, a new purpose-built depot in the East of the borough, and ii) Harrow Depot, a facility close to the West of the borough, shared with and located in Harrow. Following this move the rounds had become even more unbalanced with some collection crews finishing work by 11:30am while others were working to 5pm. As a result, a comprehensive round rescheduling exercise was needed, which would change the make up of the collections rounds and involve recycling and waste collection days changing for many residents. This would enable work to be more evenly distributed between crews. It would also remove the need for weekend garden waste collections, as they should all be able to be collected within the normal working week.

1.3 Aim of the Changes

The aim of the recycling and waste round restructure was to:

1. Bring the recycling and waste service costs to within the budget envelope of the service, including the MTFP 2018/19 saving of £450k, and eliminating inherent historical service pressures of £800 - £900K

Recycling and Waste Round Change Review

2. Balance the rounds using both data and local knowledge to ensure a more equitable work load between staff
3. Create an easier system for residents with all bins collected in one day
4. Create more productive rounds
5. Create a more resilient service by area based working mirroring of recycling and refuse rounds
6. Move garden waste collections into the week

To achieve this, the changes would be delivered employing the following principles:

1. **Area Based:** Collection teams will work broadly within constituency boundaries, and where possible ward boundaries, under an “area supervisor”. This will enable the service to be more familiar with and responsive to local issues and needs.
2. **Two Depots:** The recycling and waste service will continue to be operated out of the two sites of Oakleigh Depot and Harrow Depot
3. **Disposal Points:** The collections vehicles will be able to tip at Oakleigh Depot, Hendon Transfer Station and Edmonton Eco Park
4. **Week Day Garden Waste:** We will schedule all garden waste collections to be done Monday to Friday, and not on Saturday. This will simplify collection days for residents and enhance service resilience.
5. **Low Rise Properties:** The service provided to “low rise” residents (and those in building of less than that six dwellings) will include:
 - Weekly¹ Black Bin Refuse
 - Weekly Blue Bin Recycling
 - Fortnightly Garden Waste
6. **Flats and Multi Dwelling Properties:** The service provided to buildings of more than that six dwellings will include:
 - Weekly Black Bin Refuse
 - Weekly Blue Bin Recycling (to be rolled out over the coming 24 months)
7. **Flexibility:** The service will seek to be flexible by recognising potential service changes and building in flexibility to adapt/amend rounds with minimal disruption to residents and staff.
8. **Communication:** The service will communicate changes to residents, Members, and staff through a multichannel campaign in a timely manner
9. **Data:** The service will use all available data and intelligence to accurately inform the changes needed.
10. **Implementation:** We recognise that implementation of such changes can lead to some disruption in the early weeks. We will be putting on additional resource during the early part of the changes to minimise that disruption. In addition, we

¹ Please note the weekly in all cases in this report mean once per week

Recycling and Waste Round Change Review

will also use the experience and learning from other London Boroughs that have successfully delivered similar rescheduling exercises

1.4 Scope of the Changes

This exercise was considerable in its scope. Changes were carried out to reschedule the 41 daily domestic refuse/waste and recycling rounds and incorporate the garden waste collection service into the week. This impacted all of the borough's 148,220 households and 380,000 residents across all 21 wards. The collection day of the vast majority of the 350,000 recycling and refuse collections carried out each week across 3,397 roads changed.

Internally all areas of the Council responsible for supporting the delivery of the recycling and waste were involved. The changes required communication with and the mobilisation of, frontline and back office staff within Street Scene. Outside the service contact centre managers and staff were briefed on the changes that would take place and updated throughout to ensure information held was accurate.

Customer service leads were involved in making the necessary changes to web based reporting forms and the collection day look up tool as well as a refresh of relevant web pages. Information was shared between departments including highways and planning to inform scheduling and allow for future growth of the borough.

A comprehensive external communications campaign was delivered with direct communications to all street level properties, external public place advertising at over 230 locations across the borough, local printed media and digital marketing via web and social media accounts.

Within Street Scene 150 front line and back office staff were also affected by the changes (see section 2).

Recycling and Waste Round Change Review

2 Round Change Rollout Plan

2.1 Timescales

Formal planning for the round reorganisation began immediately after the 5 June 2018 Environment Committee, alongside all the other service changes that were agreed. Before this date, preparatory research and discussions had taken place. The original plan was to stop food waste on 29 July 2018, following communication to residents from 25 June 2018. This was the first step in a series of communications which would include information about a round restructure which would go live on 17 September 2019.

The intervention from the Mayor of London regarding the food waste collections, meant that both the food waste changes and the round reorganisation were delayed. It was only following the Environment Committee on 11 September 2018 and agreement with the Mayor of London that food waste would be suspended temporarily on 28 September 2018 that a new time frame could be committed to. The go live date became 5 November 2018.

If these changes had not been implemented from 5 November 2018 then they would have had to have been delayed until mid-February 2019 at the earliest, as the changes could not have been made closer to Christmas. Post-Christmas communication to residents could not have commenced until at the earliest 14th January 2019.

In line with changes to services of this scale undertaken by other London Boroughs in house or through private sector waste management contractors a timeframe to get back to full business as usual of 3 to 6 months, and significant reduction in any disruption to the public by 6 to 12 weeks after the change.

2.2 Planning Method

The plan for the round reorganisation was created and the work was delivered using in house resources. A project manager was assigned from within Street Scene and the work followed an abbreviated PRINCE2 project management methodology

Key officers across Street Scene and the wider Council that would be required to be part of the project team to deliver this work were identified. The work was fully scoped and 10 workstreams were identified. Leads were assigned to manage the key tasks within each and weekly project team meetings were scheduled to update on progress as well as highlight blockages, risks and issues. The work was delivered alongside the day to day management of back office and frontline operations.

| | Workstream | Key Tasks |
|---|--------------------|--|
| 1 | Governance | <ul style="list-style-type: none">Establish governance and project team |
| 2 | Human Resources | <ul style="list-style-type: none">Determine if/where changes to JDs/T&Cs are required to carry out work to make necessary changes |
| 3 | Budget/Procurement | <ul style="list-style-type: none">Identify budget available to support work/implementation of new roundsIdentify equipment needed to deliver rescheduling and |

Recycling and Waste Round Change Review

| | | |
|----|--|---|
| | | ongoing service thereafter, calculate cost and agree finance source |
| 4 | Service Planning/ Round Rescheduling | <ul style="list-style-type: none"> Identify and obtain required information and data, update and transfer into usable formats Input information/data and map current and to be rounds on QGIS Carry out round rescheduling adhering to set principles and employing operational manager/supervisor knowledge to shape new rounds Identify and build provision for rounds to absorb future growth in new properties/developments |
| 5 | Depot | <ul style="list-style-type: none"> Identify any adjustments needed to either depot to enable new rounds to operate as planned |
| 6 | IT | <ul style="list-style-type: none"> Ensure business needs of service are captured/transferrable to incoming system. Progress with interim solutions and tailor accordingly Refresh existing/create new collection day database |
| 7 | Administration and Support | <ul style="list-style-type: none"> Ensure processes/resource in place to manage temporary uplift in resident contact/service requests Ensure team are able to produce new round sheets. Look to implement a more efficient process for managing/processing round sheets |
| 8 | Training | <ul style="list-style-type: none"> Provide drivers and loaders with required training to manage new rounds effectively Provide back office staff/administrators/call centre with information and training to manage new rounds and enquiries that will arise from the changes |
| 9 | Monitoring | <ul style="list-style-type: none"> Develop and implement a schedule of round monitoring during/post collection |
| 10 | Communications | <ul style="list-style-type: none"> Develop a multi-channel communications plan to inform internal and external audiences of round changes Provide updates for Street Scene staff, call centre Unions and Members Develop and deliver communications to residents |

Recycling and Waste Round Change Review

2.3 Key Risks

The key risks identified during the planning stage can be see below:

| Risk Category | Description of risk | Consequence if risk occurred |
|---------------|--|---|
| Financial | System and programmes developed to assist with creating the reorganised rounds unable to deliver on requirement/unreliable. | Inability to use a computer based system/ programme to support this work would increase both time and resources need to carry out reorganisation manually, pushing go live date back and reducing financial benefits. |
| Financial | Round reorganisation does not result in a reduction in vehicle numbers anticipated reducing overall efficiency saving. | Envisaged savings as set out within Environment Committee report unable to be realised. Pressure placed on other areas of service to deliver further efficiencies. |
| Operational | Staff unfamiliar with rounds at go live date. | Drivers (and loaders) unfamiliar with rounds leading to roads/properties being missed, incomplete rounds and increased complaints. |
| Operational | Resources required to deliver round reorganisation project/work are unavailable/ intermittently available. | Key workstreams and tasks within the project are delayed, revised or not completed impacting project delivery. |
| Operational | Communication budget insufficient. Residents/ households are unaware of the changes to rounds/collection days. | Lack of awareness leads to confusion, frustration, dissatisfaction and reputational damage to the council. |
| Operational | Road/property specific communications material are miss dropped. | Dependent on scale and delay in identification/ notification of error, confusion amongst impacted households resulting in bins not being presented/collections not taking place. |
| Operational | Failure by waste and recycling operations to provide quality, timely information on staff, services and assets essential to the advanced planning of round reorganisation. | Information gaps result in use of assumptions in system impacting the accuracy of reorganised rounds/failure to deliver benefits of round reorganisation. Slippage against go live deadline. |
| Staffing | Dialogue with project team and trade union representatives is delayed or, once commenced, fails to achieve timely agreement on key elements. | Lack of support for the round reorganisation due to lack of involvement/early provision of transparent information on key changes |
| Staffing | Communication with frontline/back office staff impacted by the round restructure is delayed. | Staff feel uninformed resulting in concern and hostility within the workforce which could impact on the implementation of the reorganised rounds and delivery of collection services. |
| Operational | The ambitious pass rate will need to be accompanied by increased productivity/cultural changes if it is to be achievable in practice. | Collection crews are unable to adapt quickly to complete the reorganised rounds at new productivity levels leading to waste left uncollected/complaints/increased resource needed to address issue. |

Recycling and Waste Round Change Review

| | | |
|-------------|--|---|
| Operational | Vehicle availability will be reduced due to changing methodology, ageing fleet and changes to garden waste | Vehicles may not be available to deliver services during certain periods – reliability spikes, statutory checks/maintenance. Scheduled repairs may be delayed further impacting reliability. Workshop capacity will be increased on Saturday. |
| Financial | Delay in decision on separate Food Waste collection service cessation | Council is directed by Mayor of London to retain separate food waste collections, overturning Environment Committee decision to stop this service. |

2.4 Area Based

The map below shows how the borough is now split by collection day.

* Issued on the 19th October 2018

Round collection days and ward boundaries.

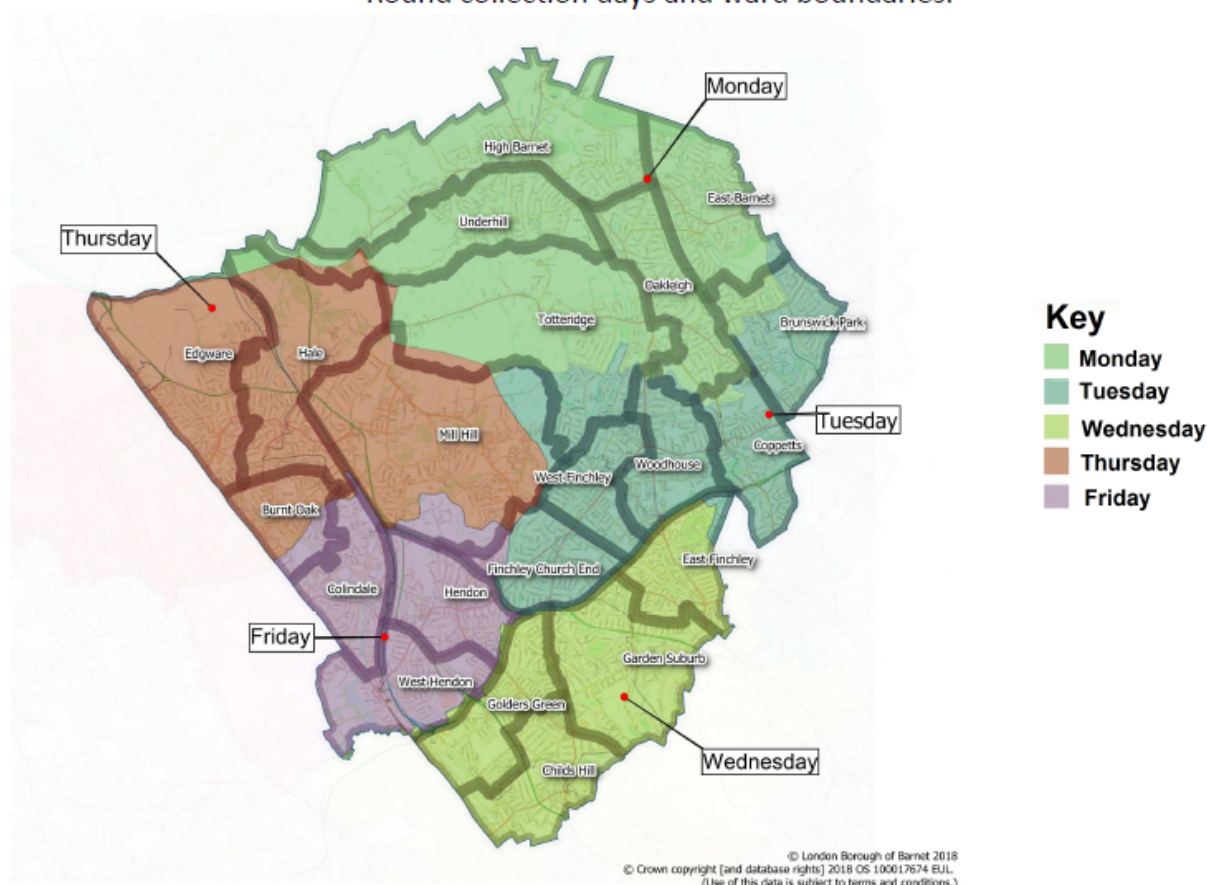


Figure 1: Monday to Friday collection areas

2.5 The most significant Challenges

During the planning stages, the three biggest challenge were

A. Old systems being paper based or on basic Microsoft documents

A significant amount of the recycling and waste service background data and daily tasking is paper based, including round sheets, dockets, etc. The round sheets had grown organically over decades and were not linked with the council gazetteer. In some case roads were spelt incorrectly, and additional information on rounds such

Recycling and Waste Round Change Review

as location of bins stores from flats was not fully captured. Information on Assisted Collections was similarly irregular with limited data. To improve this letters were delivered by crews to those households where they carried out assisted collections. This letter included a new application form for residents which captured more details about the collection locations. A significant number of these, however, were not returned.

The spreadsheet which had been used to capture all the round information, although cleansed in the last 12 months, was still not fully accurate. Historically the change mechanisms on this information had not been robust.

B. Moving to mapping of new rounds being IT based

To overcome some of the issue highlighted the round changes included the introduction of a new database, based on the Council's gazetteer, with fully robust change control processes. This new data base would drive the creation of the new round sheets, and enable maps to be created for the crews.

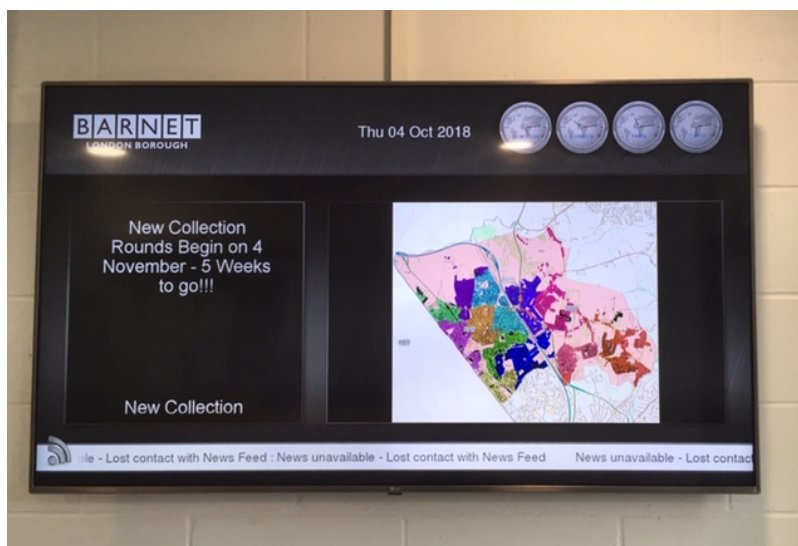
C. Rebalancing of work to increase productive

Due to the significant imbalance with the old collections rounds, with some crews finishing at 11:30am and other at 5pm changes were required. Rebalancing required a universal level of productivity to be applied across the service. Based on the imbalance of the old rounds resulted in perceived 'winners and losers', requiring an uplift in productivity for a significant number of the frontline workforce. Due to the length of time this had not been addressed this represented a culture shift and a number of experienced staff left, it was resisted by some of the remaining staff which resulted in lower than anticipated round completion rates in the initial weeks of the new service.

2.6 Staff Engagement

Engaging and communicating with both our staff and other key internal audiences was central to the delivery of this work. All Street Scene staff as well as Union representative were identified as integral to help shape and deliver the round reorganisation. An internal engagement plan was therefore created and followed.

Staff engagement began immediately following the Environment Committee of 5 June 2018 with an email to all Street Scene staff and posters placed up at depots informing them of the decisions taken and the work that would therefore be taken forward during 2018/19. An article carried in Street Life, the Street Scene service's newsletter, distributed to all Street



Recycling and Waste Round Change Review

Scene staff followed on 29 June. Staff were again updated on the changes agreed by Environment Committee on 5 June and asked for their input and ideas to be provided either via their supervisor, suggestions box or via email - streetsceneconsultation@barnet.gov.uk. Posters were placed in the staff mess room on 8 June outlining the changes agreed for the service, with a further poster updating staff on progress placed on 26 July.

From 15 August a meeting room at Oakleigh Road Depot was repurposed with draft round maps and information being made available for review and frontline, operational and back office staff invited to 'drop in' and provide initial feedback. A Round Reorganisation Summit was held on 20 August where all members of the project team and operational leads from the wider service met



to discuss progress, raise ideas, concerns and provide feedback. Further adjustments were made to the draft rounds following this meeting.



From 27 August frontline staff were invited to take part in a structured review sessions with operational leads to review draft rounds. Changes were again undertaken based on feedback provided. The use of overtime was sanctioned for frontline staff wanting to engage outside of set working hours.

Before the go live date crews were assembled and drivers issued with maps of the rounds they would be responsible for to review and familiarise themselves with in October.

In addition, meetings were held with GMB and UNISON representatives on the 9 and 24 October prior to the new recycling and waste collection rounds going live. These were specifically arranged to explain and discuss the new rounds. A number of questions were received by the service from UNISON on 5 October following consultation with their members. The content of both the meeting of 9 and 24 October was designed to cover many of the questions raised. These were later referenced at the Environment Committee of on 28 November 2018. At the Month One post go live meeting with the Unions organised for 12 December 2018 the questions were again an agenda item.

Recycling and Waste Round Change Review

These were briefly presented and written responses issued to all attendees via email on 13 December.

At all times managers and supervisors made themselves available to staff to discuss concerns. Issue and ideas relating to the creation and implementation of the new rounds.

The table below sets out the internal engagement activities that took place pre go live in greater detail.

| | Audience/ Communication Tactic | Description |
|---|--|--|
| 1 | Street Scene Management and Supervisor Engagement | The draft rounds were presented for review and feedback sought to address potential issues and make improvements to these. |
| 2 | Frontline/Crew Engagement | The draft rounds were presented to crews at Operations Manager/Supervisor led sessions and feedback sought to address potential issues and make improvements to these. Copies of maps, round sheets and backing detail made available to view at depots. |
| 3 | Back Office Staff Briefing | A verbal briefing was delivered to staff which will included full details about the waste and recycling collection round changes across the borough. |
| 4 | Frontline Staff Briefing | A verbal briefing was delivered to frontline staff at depots which will included high level details about the waste and recycling collection round changes across the borough. |
| 5 | Presentation of Agreed Finalised Rounds | Agreed finalised rounds were presented to staff with copies of maps, round sheets and backing detail made available to view at depots. |
| 6 | Street Life Newsletter | Issues of the Street Scene newsletter, Street Life, will carried updates on round reorganisation progress, inviting feedback and engagement. |
| 7 | Depot Notice Boards | Round reorganisation information and updates were posted on noticeboards at operational depots. |
| 8 | AV Display Units | Round reorganisation information and updates were posted on the AV display units at Oakleigh Depot located in both the reception area and canteen area. |

Recycling and Waste Round Change Review

3 Round Change Communications

3.1 Aim

The reorganisation of the recycling and waste collection rounds for every household in the borough required a clear communications plan and strategy to ensure each household was aware of how the changes affected them, the benefits the change will bring to them and the reasons why it was necessary for the council to make the changes.

The changes to recycling and waste collections meant that there would be ten different recycling and waste collection arrangements that would need to be communicated to residents (collections take place on five days of the week, with garden waste collected fortnightly). The primary communications item was a recycling and waste collection calendar, which was distributed to each low-rise kerbside property. The collection calendar provided each resident with their collection dates from 4 November 2018 until the end of April 2019, which also included Christmas collection days changes and information around the six-week suspension for the garden waste bins.

More generic messaging was distributed through the council's other core communication channels, reminding residents to keep an eye out for the collection calendar, explaining the benefits behind the changes to collection days and the reasons why the change was being made.

3.2 Key messages

The key messages of the campaign were:

- You will have a new recycling and waste collection day from 4 November 2018.
- We will be collecting all your recycling and waste bins on the same day of the week.
- This change will also help us to improve efficiency and will enable us to plan for future growth in the borough.

The look and feel of the campaign is shown on the leaflet/calendar, and poster below:



Recycling and Waste Round Change Review

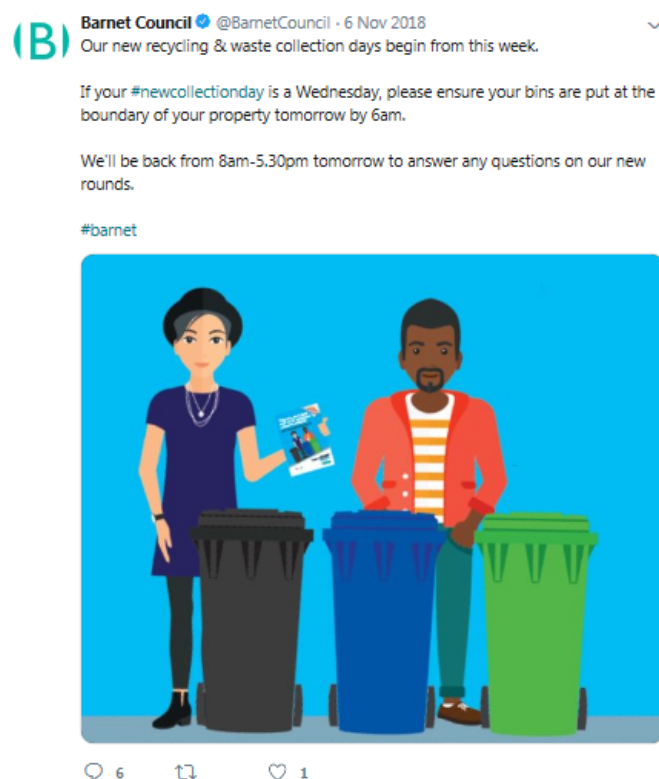


Figure 2: Example of Barnet roll out communications

3.3 Communications output

The communications channels used and items delivered are set out below, with a description and associated costs.

| Communications item | Description | Cost |
|--|---|--|
| A5 4-page leaflet and calendar | Direct mail element of the campaign, targeting all street-level properties with a kerbside collection. This included a 6-month collection calendar, which incorporated collection days changes during the festive period. This also included a reminder of correct contents for each of the three waste streams. These were delivered borough wide from 22 October. | Design: £1,040 approx Printing: £2,783 Distribution: £12,480 |
| Reminder postcard | A reminder postcard delivered to all properties between 31 October – 4 November reminding residents that their collection day will be changing, asking them to look at the leaflet or check their collection date online. | Print: £1,397 Distribution: £8,250 |
| A four-page wrap around in the Barnet Times | Issued the week before the changes went live. Mirrored the theme of the leaflet, postcard and JC Decaux posters. | Design: £420 Wrap cost and digital display: |

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| | | |
|--|--|----------------------------------|
| | | £3,500 |
| Recycling and waste collection webpage updates and FAQs | A new web page entitled “Your new recycling and waste collection day” was created. This page set out the changes, provided a link to the collection day checker, and referred residents to the A5 leaflet/calendar. The pages included a link to a comprehensive list of FAQs. | FREE |
| Barnet First e-newsletter | Three newsletter articles (11 October, 25 October and 1 November) and a one off standalone email were used, with each newsletter reaching approximately 15,000 residents. | Free |
| JCDecaux poster sites borough-wide | Borough wide bus shelter posters and six sheet posters (approx. 130 sites) from 16 October – 19 November. | Design: £240 Printing: £1,323 |
| Facebook and Twitter – Pushed Posts | A series of “pushed” social media posts were published via the official Barnet profiles on Facebook and Twitter to remind residents that their collection day is changing and that they should keep an eye out for their recycling and waste collection calendar. | Design: £180 Promotion: £75 |
| Social Media | As well as the pushed social media posts on Facebook and Twitter, we also created a social media campaign to ensure residents were aware of the changes in advance, and where they could find the relevant information. | Free |
| Stakeholder and partner engagement | An email was sent to all known charities, synagogues and local groups such as CommUnity Barnet and carer’s groups to assist in reaching those residents who may be some of the most vulnerable in the borough to ensure they were aware of the changes. | Free |
| Engagement with Managing Agents and Landlords | Emails and downloadable posters were sent to all known managing agents and landlords across the borough to ensure they were aware of the change in collection day and could assist with informing their tenants of the changes. | Free |
| Engagement with Barnet Homes’ caretakers | We engaged directly with Barnet Homes’ Caretaking team to provide them with early visibility of the new collection day schedule, so that they could make any changes needed to bin presentation arrangements, and inform their residents. | FREE |
| Press and Media Engagement | Two press releases regarding the recycling and waste changes were released on 18 September and 5 October and published on the Council website, these were picked up by the local press and some local community groups. The press release set out the | Free |

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| | | |
|--|--|---------|
| | reasons why the changes are being made and the benefits to residents. The release also asked residents to keep an eye out for their collection calendars. | |
| Updating the CSG Contact Centre and the IVR (voice recorded messaging system) | The CSG Contact Centre was briefed in detail in preparation for the changes, this was supported by a Frequently Asked Questions document which supported CSG in understanding the changes and to ensure that they were able to answer any queries received by phone. The automated voice messaging system was also used to signpost residents appropriately and updated as and when needed. | Free |
| IPV Letter | Some properties on A-roads which required different collection arrangements were informed via letter. | £562.00 |
| Barnet Homes tenants magazine – At Home | Article on the changes was included in the Barnet Homes magazine. | FREE |

3.4 Webpage updates

As set out above, a new web page was created specifically for the collection day changes. Linked to this there was a set of FAQs. A bin collection updates web page was also created in advance of the changes, so that residents could be kept up to date with any day to day changes in collection schedules while the new rounds bedded in. The short cut used www.Barnet.gov.uk/recycling

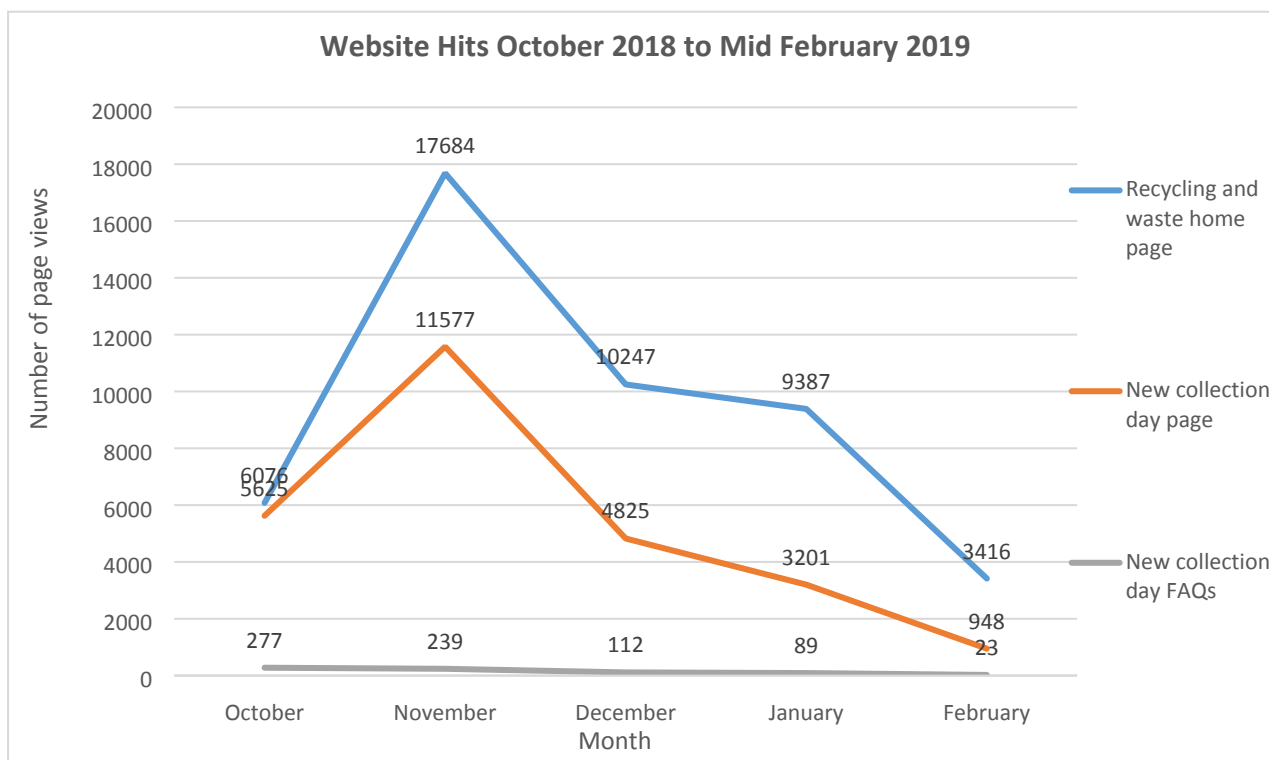


Figure 3: Website Hits October 2018 to Mid February 2019

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3.5 Social Media – Twitter and Facebook

The service made full use of social media channels as part of the changes. The number of social media posts on the relevant channels is set out below. As anticipated, there was a high level of traffic via social media. The Communications team provided officer resources to review social media on a daily basis, and provide responses and follow up messaging as needed.

| Social media contacts by platforms | Oct 2018 | Nov 2018 | Dec 2018 | Jan 2019 | Feb 2019 (to 11 February) |
|------------------------------------|----------|----------|----------|----------|---------------------------|
| Facebook | 4 | 68 | 219 | 46 | 1 |
| Twitter | 19 | 89 | 212 | 483 | 30 |
| Instagram | 1 | 0 | 2 | 3 | 0 |
| TOTAL | 24 | 157 | 433 | 532 | 31 |



Figure 4: Example of Barnet Tweet

3.6 Internal Communications

The engagement of all Street Scene staff was integral to the implementation of the changes. 40% of all council staff are also Barnet residents and as a result, they were specifically included as a target audience.

The internal communications channels used and items delivered are set out below.

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| Communications item | Description | Cost |
|---|--|------|
| Member's Briefing | Members and MPs were briefed in advance of and during the implementation of the changes through regular emails from the Street Scene Director. The emails included a flyer designed for Members' use in their surgeries. In addition a face to face briefing session was held at Hendon Town Hall on 31 July 2018, where Members could view maps of the proposed new round structure and raise any questions. | Free |
| First Team e-newsletter | The internal First Team staff newsletter was used to remind staff who are Barnet residents to keep an eye out for their waste and recycling collection calendar. | Free |
| Chief Executive's Weekly Message | The recycling and waste collection changes were highlighted in the Chief Executive's weekly message. | Free |
| Barnet Council Staff Desktop Backgrounds | As we are aware that a high majority of Barnet employees live in Barnet or engage with residents in Barnet, we utilised accessed to this as another way of communicating the upcoming changes. | £60 |
| School e-news circular | A message regarding the changes was included in a e-circular to all Barnet Schools. | FREE |
| Crew Memos, messaging boards and briefings | All crew members were kept informed and engaged through face to face briefings, drop in sessions at the depot, maps and proposed round reviews, message board updates and memos. | FREE |

Overall, the campaign appeared to have been successful in delivering a relatively low-cost method of ensuring that residents were aware of the forthcoming changes, and were alerted to the various ways available for them to check their collection days.

Recycling and Waste Round Change Review

4 Implementation

The implementation of the new recycling and waste rounds took place on Monday 5 November 2018. It had originally been planned that the changes could take place from 17 September 2019, however, due to Barnet's ongoing discussion with the Mayor on London regarding food waste collections this had to be delayed.

4.1 Week one and two

During the initial two weeks post go live of the round changes a comprehensive monitoring exercise involving staff across Street Scene was undertaken. Crews were shadowed and supported by operational managers, supervisors and back office staff. An assessment was carried out and any issues observed or revealed through dialogue with the crews were recorded. Efforts during this initial period were focussed on identifying and addressing the most problematic issues including:

- Crew composition and effectiveness
- Vehicle allocation
- Round sheet simplification
- Accessibility of certain roads,
- Access to blocks of flat and their bin stores
- Delivering assisted collections

Daily dialogue between frontline staff, supervisors and operational managers enabled the service to act on the feedback provided. As anticipated, with changes of this scale, issues were observed and recorded during the first two weeks post go live.

Due to this close engagement of staff, however, supporting the on the ground delivery of the service and frontline staff record keeping of round completion was not transposed from the paper based round sheets so quantitative data is not available for the first two weeks.

From week three onwards the information being feedback by crews and the completion levels of rounds was comprehensively transposed/recorded. To support frontline staff, monitoring by back office staff reduced with focus shifted to activities including contacting properties or managing agents where issues were being recorded and carrying out visits and face to face engagement with residents.

The unfamiliarity of both working together and in areas of the borough where they may not have worked previously caused delays which led to roads or sections of roads being missed and rounds not being completed within set hours. The new rounds demanded higher levels of productivity which while understood in advance proved to be a challenge to achieve

4.2 Weeks Three to Seven

During this time the service continued to stabilise on the correct collection day as can be seen in section 4.3. Collections which were not completed on the scheduled day were being caught up through the week and where needed, at the weekend. The overwhelming majority were being collected in week. Daily dialogue between frontline staff, supervisors and operational managers continued as did analysis of the collection rounds.

Recycling and Waste Round Change Review

During this time a number of issues which needed to be addressed were highlighted:

- **Monday Balance:** It became clear that the balance of the rounds at the start of the week was not correct. In particular Monday collections were taking longer than anticipated, while those at the end of the week were broadly being collected within the working day
- **Restricted Access:** A number of roads which had previously been on a "Restricted Access" Round were at times having issues being accessed by some vehicles, despite the width difference between the vehicles being only 30cm.
- **Communal Collections Information:** In a number of communal collection locations, our knowledge about bin locations, numbers of containers, and access was limited.
- **Historic Peculiarities:** There were a number of historic collection locations which were outside of the Council's policy, and needed to be reassessed and updated.
- **Assisted Collections:** There were a number of reported issues with assisted collections. These were due to a number of different reasons, for example some of the location where the bins were being picked up from were not fully known, some residents were not on the council's records for collection, and in some cases the collection did not happen due to crew error. To resolve the information on assisted collections was made clearer on the crews collection paper work being highlighted in Red, where needed new forms were sent to residents, and crews were briefed on the importance of carrying out the assisted collection or feeding back any issues with the collection.

4.3 Section Graphs/completion rates

The database and mapping software which the recycling and waste rounds are based on creates sections or transects based on where roads are intersected or a road name or post code changes. As such completion is based on "sections" not households or roads. Sections as such are not evenly balanced based on households, but on road layout. For example, in N20

- Athenaeum Road has 131 Households, 6 Sections, 73 Collections
- The Firs has 6 Households, 1 Section, 6 Collections
- Allum Way has 1 Household, 1 Section, 1 Collection
- Russell Lane has 199 Households, 2 Sections, 152 Collections

Completion rates are logged based on sections. The graph below shows the completion rates by section since the start of the new rounds.

Recycling and Waste Round Change Review

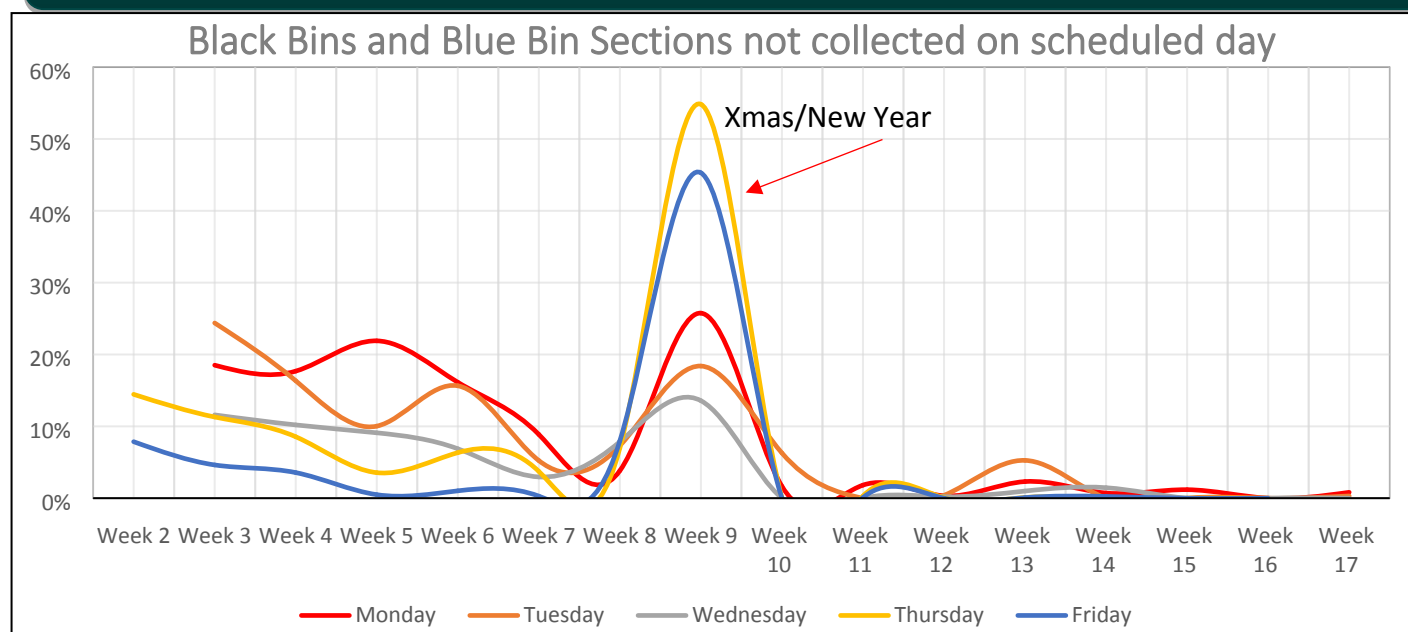


Figure 5: shows the % of sections NOT completed on their designated day between 15th November 2018 and 28th February 2019

The above graph shows those sections which were not completed to schedule on the correct day. The overwhelming majority were being collected in week.

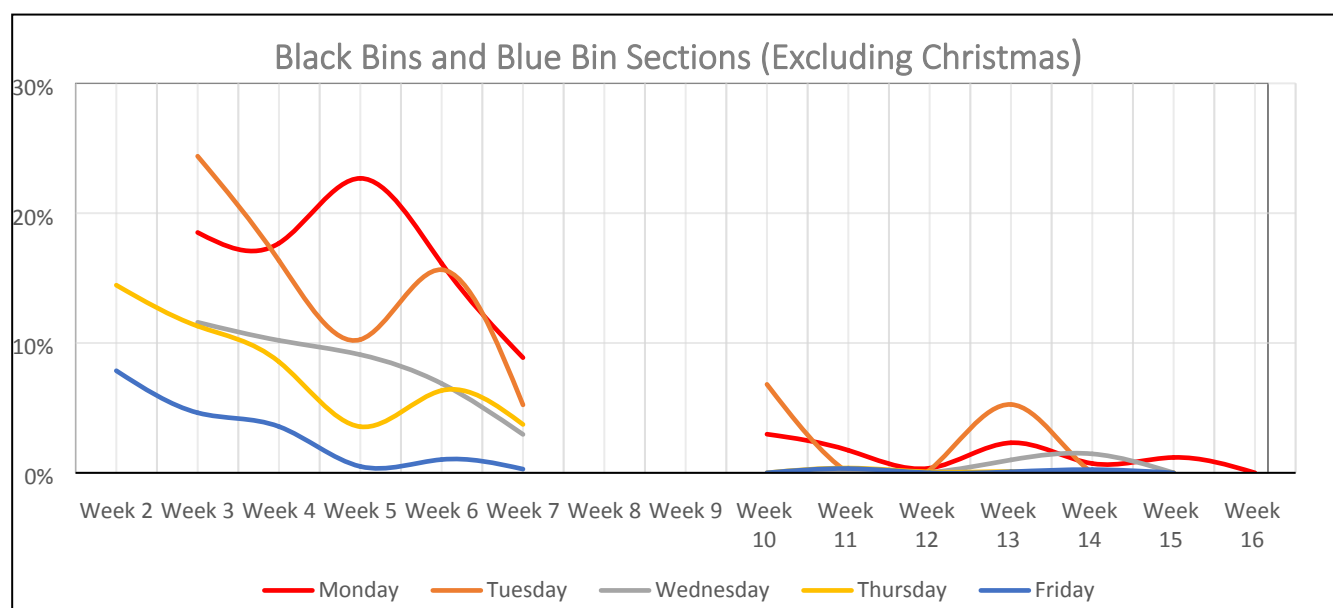


Figure 6: Section completion rates of recycling and waste round from 15th November 2018

As can be seen the number of sections not completing on the scheduled day is on a downward trajectory, especially following the Christmas and New Year period. Further details can be found in Appendix C.

4.4 Christmas and New Year Collections

As can be seen from figures 5 and 6 above section completion rates leading up to Christmas were improving as would be expected in week 6 and 7 from a change of this scale. Over the Christmas and New Year period the recycling and waste collection schedule changes each year. Below are the changes for 2018/19.

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Barnet First – the council magazine bringing you news and community information Issue 76 December 2018 19

Your Christmas recycling and waste collection schedule

| Normal collection day | Revised collection days |
|-----------------------|--|
| Monday 24 December | Saturday 22 December (before normal day) |
| Tuesday 25 December | Monday 24 December (before normal day) |
| Wednesday 26 December | Thursday 27 December |
| Thursday 27 December | Friday 28 December |
| Friday 28 December | Saturday 29 December |
| Monday 31 December | Monday 31 December (no change) |
| Tuesday 1 January | Wednesday 2 January |
| Wednesday 2 January | Thursday 3 January |
| Thursday 3 January | Friday 4 January |
| Friday 4 January | Saturday 5 January |

Your blue recycling bin and black refuse bin collections will resume on your normal collection day from the week commencing 7 January 2019

Garden Waste Collection Pause
We won't be collecting green garden waste bins from 16 December 2018 to 27 January 2019 due to the reduced use of the service over the winter period. Normal service will resume on your scheduled collection day from the week commencing 28 January 2019. Please refer to your collection leaflet or the website for your next collection date.

Did you know?
Real Christmas trees will be collected between 6 January and 3 February 2019 if left out by your bin on your collection day. Please help us by ensuring that trees are broken in half.

For further information, visit: www.barnet.gov.uk/recycling

Figure 7:

2018/19 Christmas and New Year collections advertised in Barnet first

Due to collections not taking place on Bank Holidays, staff are asked to work on

| Date | | Staff Status | Staff required | Sick or Unauthorised absence East | Sick or Unauthorised absence West | Staff Short |
|-----------|--------------------------------|---|----------------|-----------------------------------|-----------------------------------|-------------|
| Monday | 24 th December 2018 | Normal Working Day | 123 | 7 | 9 | 16 |
| Tuesday | 25 th December 2018 | Bank holiday: No collections scheduled | N/A | N/A | N/A | N/A |
| Wednesday | 26 th December 2018 | Bank holiday: No collections scheduled | N/A | N/A | N/A | N/A |
| Thursday | 27 th December 2018 | Normal Working Day | 119 | 9 | 12 | 21 |
| Friday | 28 th December 2018 | Normal Working Day | 123 | 11 | 10 | 21 |
| Saturday | 29 th December 2018 | Over time paid: Not contractual for staff to work | 113 | N/A | N/A | N/A |

Saturdays for overtime, this is not contractual for them.

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| | | | | | | |
|-----------|--------------------------------|--|-----|-----|-----|-----|
| Sunday | 30 th December 2018 | No collections scheduled | N/A | N/A | N/A | N/A |
| Monday | 31 st December 2019 | Normal Working Day | 122 | 12 | 10 | 22 |
| Tuesday | 1 st January 2019 | Bank holiday: No collections scheduled | N/A | N/A | N/A | N/A |
| Wednesday | 2 nd January 2019 | Normal Working Day | 123 | 8 | 10 | 18 |
| Thursday | 3 rd January 2019 | Normal Working Day | 119 | 6 | 11 | 17 |
| Friday | 4 th January 2019 | Normal Working Day | 123 | 7 | 10 | 17 |
| Saturday | 5 th January 2019 | Over time paid: Not contractual for staff to work | 113 | N/A | N/A | N/A |

Over the Christmas and New Year Period a significant number of staff were absent from work but had not booked leave. This resulted in problems for the service, this was made even worse due to the number of those absence who were drivers.

The average absentee level over this period was approximately 19 persons each day, which compares to a normal absentee level due to sickness level of seven a day. As a result, on a number of the collection days after Christmas the service could not put out all of its collections rounds. As staff shortages continued this issue become compounded day on day. During periods of significant staff shortage or service disruption it would be normal to extend collections into a Saturday, and even Sunday. Due to the Christmas and New Year changes, however, work was already scheduled for the Saturday resulting in an inability to complete all the bin collections.

During this time a decision was taken to roll on the collections, starting the next day where collections had finished the day before. This meant that although a larger number of residents had delayed collections, the length of disruption to them on average was minimised.

The issue with the collections during this time cannot be fully attributed to the round reorganisation. Christmas and New Year collection would have had disrupted with the level of staffing available in both the old and the new round structure. The Council fully recognises, however, that the disruption for residents was unacceptable whatever the reasons.

Additional resources were brought in to improve collection rate:

- Additional Hire vehicles – This enabled up to five additional rounds, including an additional restricted access round to be deployed
- Additional Support crews, including expansion of an afternoon shift. – This enabled dedicated afternoon rounds and additional support rounds to be deployed
- Some work was completed on Sunday

By week commencing 6 January 2019 the collection issues were mainly resolved. The service is reviewing options to make the Christmas and New Year collection more

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resilient in 2019/20, this has already included a recruitment drive for LGV drivers to move away from use of agency staff.

4.5 Collections in 2019

Following the Christmas collection disruption the additional resources which were brought in were retained. The effect of the disruption had set back the bedding in of the new service, within the resource and cost envelope. During this period, however, on day completion continued to improve, and Monday to Friday scheduled collections having to take place on a Saturday ceased. A number of highlighted key issues were addressed by a range of short term and long term measures.

- **Monday Balance:** The addition resources put in place has helped to reduce this pressure. Work is ongoing to plan a rebalancing of these rounds on a permanent basis through the routing software, and then staff review. This included in the recommendation for the Environment Committee from this review.
- **Restricted Access:** A Restricted Access Round was put back into the service, based on the roads previously treated as restricted access but split by new collection days. This round is currently being re-tested with a standard refuse collection vehicle. So far a significant number of the roads which have been re-tested have been accessible by a standard refuse collection vehicle. These will shortly be reallocated to the normal collection round. In some roads access issues are only caused by cars parking on double yellow lines or too close to junctions, so even our restricted access vehicles would not be able to collect. In such cases a process will be followed to highlight the issue to local residents, looking at whether an alternative collection point would work, and where needed reviewing parking arrangements with the highways and parking service.
- **Communal Collections Information:** Before Christmas additional information was sought from front line staff, managing agents, residents and through site visits. This information has been updated on our collection database. In some cases where collections points have been reviewed their locations has been flagged up as needing to be changed. For example, due to crews previously pulling bins up and down steps, or wheeling them over 100 meters. A process of highlighting the issues with managing agents or residents and a proposing a change is in now in place.
- **Historic Peculiarities:** Before the start of the new system the collection crews were provided with a refresher and instructed to collect bins which are presented for collection on the public highway. Prior to the new rounds beginning, all properties received a leaflet which states to make sure *'all your recycling and waste bins are placed at the boundary of your property by 6am on your collection day'*. This information is also stated on the council website. The new collection crews highlighted areas where bins are not presented for collection on the public highway. A process is in place to tackle these as they are flagged up, highlighting the issues with residents and agreeing appropriate arrangements. It should be noted that council's assisted collection service is still available to residents with a disability or mobility problem, where there is nobody else at the property who could put bins out for collection. This is an application based service.

4.6 Fleet and Vehicle Issues

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During this time period, the service also had to overcome issues relating to vehicle breakdowns. The icy cold snap resulted in an increased number of breakdowns, and delays to staff starting their work. The majority of the recycling and waste fleet is now 5 and a half years old, and the lost time due to breakdowns is increasing year on year.

4.7 Reported Miss Bins

The graph below shows the missed collections which were reported by residents since April 2019. Levels have now returned to the pre-change level.

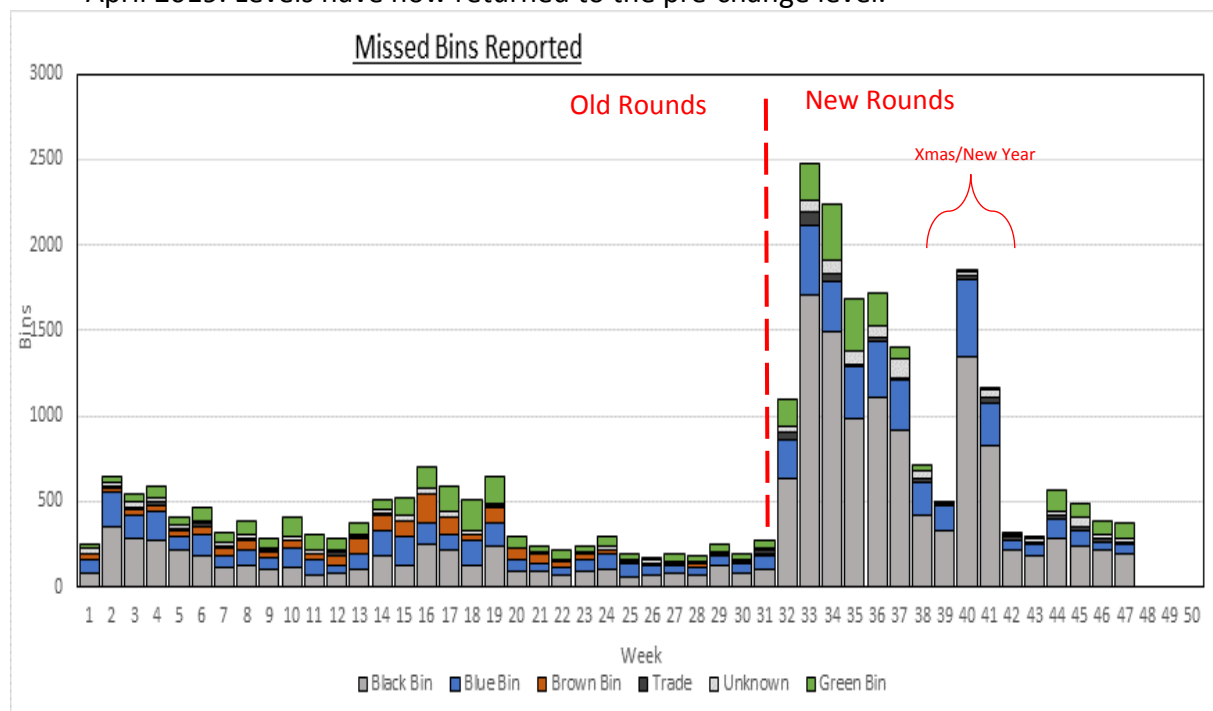


Figure 8: Reported missed collections by members of the public

4.8 Formal Complaints

The table below provides the number of complaints received for the Recycling and Waste service between 01/04/2018 and 28/02/2019 inclusive.

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4.9 Members

The table below provides the number of Members Enquires received for the Recycling and Waste service between 01/04/2018 and 28/02/2019 inclusive.

| Month | Year | Number of Complaints |
|-----------|------|----------------------|
| April | 2018 | 111 |
| May | 2018 | 162 |
| June | 2018 | 163 |
| July | 2018 | 126 |
| August | 2018 | 37 |
| September | 2018 | 30 |
| October | 2018 | 34 |
| November | 2018 | 111 |
| December | 2019 | 78 |
| January | 2019 | 38 |

Enquires

| Month | Year | Number of Members Enquires |
|-----------|------|----------------------------|
| April | 2018 | 50 |
| May | 2018 | 90 |
| June | 2018 | 77 |
| July | 2018 | 103 |
| August | 2018 | 65 |
| September | 2018 | 37 |
| October | 2018 | 32 |
| November | 2018 | 270 |
| December | 2019 | 417 |
| January | 2019 | 307 |
| February | 2019 | 131 |

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5 Finance and resources

5.1 2015 to 2018 cost of service

Since 2015 there has been significant changes to Street Scene budgets, the expenditure of the service, however has for a number of years been above budget and carrying historic pressures, especially in recycling and waste. The table below reflects the spend

| <i>Actual Expenditure (£) and Forecast Expenditure for 2018/19</i> | | | | | |
|--|------------------------------|------------------------------|------------------------------|------------------------------|----------------------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 ² |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Street Cleansing | 4,143 | 3,655 | 3,574 | 3,415 | 2,543 |
| Waste and Recycling | 8,216 | 8,462 | 8,557 | 8,461 | 7,773 |
| Ground Maintenance | 2,801 | 2,730 | 2,602 | 2,227 | 2,107 |
| Operations and Contract Management | <i>In cost Centres above</i> | <i>In cost centres above</i> | <i>In cost centres above</i> | <i>In cost centres above</i> | 1,100 |
| Supervisor, Management and Back Office | 1,048 | 983 | 837 | 866 | 556 |
| Commercial waste | (1,754) | (1,788) | (2,008) | (2,326) | (1,786) |
| | £14,454 | £14,044 | £13,564 | £12,643 | £12,294 |

within key areas of street Scene since 2015.

Figure 9: Service Spend in Street Scene (excluding fleet and PTS which are recharged)

For 2018 the service budgets were restructured to:

- Clearly separate management and supervisory and back office costs from front line costs especially to the recycling and waste budgets
- Enable them to be devolved to service managers
- Enable the financial split to reflect the operation between the Oakleigh and Harrow depots

It should be noted

- The cost of managing the front-line services removed from the specific service budgets in 2018/19. It has been moved to the "Supervisor, Management and Back Office" budgets. £864,000 of staffing costs and £236,000 of fleet, contract and other costs. The overall cost of management and back over services has decreased in 2018/19

² For 2018/19 budgets were realigned and the cost of managing the front line services removed from the specific service budgets as the management structure had changed due to the depot changes – the overall cost of management and back over services has decreased. Commercial waste operational costs are now being recharged from front line services

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- The cost of the commercial service have also be realigned to correctly reflect the operational cost of the service in the recycling and waste cost centres. Income has increased within the commercial service.

Street Scene in 2018/19 was facing significant budget pressure due the MTFP and a number of historic issues including:

- **£450k** - 2018/19 MTFS cost saving target from the recycling and waste round restructure
- **£300k** - 2018/19 MTFS income target for commercial recycling and waste round restructure
- **£82K** - Unfunded pay protection given to recycling and waste loaders through Unified Reward and unfunded (for Street Scene) impact of Barnet wide senior pay structure
- **£400K** - Increased maintenance cost of recycling and waste fleet due to ageing fleet profile, general inflation for parts, and increased Maintenance charge rate at Harrow
- **£48K** - High sickness levels for front line staff – Average of 12 days rather than 8
- **£680K** - Previous over spend in recycling and waste (not accounted for above)

On 5th June 2018, a report was taken to environment committee for approval on specific changes to street scene services. The status of these can be seen below:

| # | Description | Potential Saving/Avoided Cost/Operational Benefit | Predicted in year saving |
|--------------------------------|---|---|---|
| 1 | Reorganisation of Recycling and Waste Rounds and changes to residents' collection dates | £450K savings (full year benefit) to meet MTFS | Route changes planned for October enabling to bring in 5 months of savings £188k in year estimated for 2018/19 |
| 2 | Stop separate household food waste collections | £300K savings and reduction of overspend (full year benefit) to meet previous years overspend | 2018/19 savings if implemented from 30/7/18 would have been an est. £360k due to high disposal costs than in 2019/20. £360k in year estimated for 2018/19 |
| 3 | Removal of recycling bring sites | Avoided service delivery costs enabling street cleansing resource reallocation to cleansing other areas | 2018/19 reduction in overspend |
| 4 | Christmas and New Year collections and the winter suspension of Garden Waste Collection Service | Up to £40k savings and reduction of overspend | 3 month suspension reduced to 6 weeks by members reducing savings to £40k £40k in year estimated for 2018/19 through a reduction in overspend |
| 5 | Charging for replacement recycling and waste containers | Reduction of 2017-18 overspend on container provision | 2018/19 reduction in overspend |
| Estimated in year total | | | £488K – if all achieved |

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Additional recovery plans explored

| # | Description | Potential Saving/Avoided Cost/Operational Benefit | Predicted in year saving |
|----------|---|---|--|
| B | 2 nd Green bin charges | Up to £35k savings and reduction of overspend | Approved by Members at Environment Committee in October. 500 bins a £70 a year for 4 months <i>£12k in year estimated for 2018/19 if implemented in November</i> |
| C | Sickness Reductions through new approach to | Up to £48k to help reduce overspend | <i>£24k in year estimated for 2018/19</i> |

5.2 MTFP Savings allocated to Street Scene

The table below outlines the savings which have been allocated to Street Scene since

| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Total |
|----------------------------|----------------------|----------------------|---------------------|------------------|-------------|-------------|---------------|
| Street Cleansing | | 100K 350K 100K | 50K | 300K | 150K | 150K | 1,200K |
| Waste and Recycling | 480K 173K 217K | | | | 450K | | 1,320K |
| Ground Maintenance | | 110K | 50K 100K 150K | 345K | | | 755K |
| Management and Back Office | | | | 250K | | | 250K |
| Commercial waste | 50K | 50K | | 200K | 300K | 300K | 900K |
| Fleet | | 100K 67K | 125K | | | | 292K |
| Other | 20K | | | | | 200K | 220K |
| Removal of growth | | | 360K ³ | 75K ⁴ | | | 435K |
| | 940K | 877K | 785K | 1170 | 900K | 650K | 5,122K |

2014/15.

Figure 10: Street Scene Allocated MTFP Saving

During this time, the only revenue budget increases have been on:

- Staff salaries – pay awards and changes in on costs (*please note this increase has not been applied to overtime budgets or agency budgets*)
- Inflation increases on fuel costs
- 2014/15 weekly collection funding from central government. 282K one year only.
- 2015/16 weekly collection funding from central government. 427K one year only.

³ Recycling and waste

⁴ Fleet

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5.3 2018/19 Cost of service

The planned approach to meet the 2018/19 budget was to deliver an underspend in some areas such as those within support services to enable known overspends in recycling and waste to be offset, while the new rounds were brought in. As such there is a managed underspend in some budgets.

| Period 10 Forecast to End of Year | | | |
|-----------------------------------|-------------|-------------|------------|
| | Budget | Forecast | Variance |
| Street Cleansing Front Line | £2,633,045 | £2,643,248 | £10,203 |
| Staffing | £2,314,045 | £2,371,561 | £57,516 |
| Vehicles | £524,000 | £465,000 | -£59,000 |
| Other | -£205,000 | -£193,313 | £11,687 |
| Waste and Recycling Front Line | £6,024,222 | £7,773,388 | £1,749,166 |
| Staffing | £4,973,885 | £6,176,135 | £1,202,250 |
| Vehicles | £1,868,437 | £2,304,000 | £435,563 |
| Other | -£818,100 | -£706,747 | £111,353 |
| Ground Maintenance Front line | £2,342,698 | £2,107,685 | -£235,013 |
| Staffing | £2,429,180 | £2,254,560 | -£174,620 |
| Vehicles | £591,278 | £591,278 | £ 0 |
| Other | -£677,760 | -£738,153 | -£60,393 |
| Management and Back Office | £2,035,528 | £1,656,804 | -£377,004 |
| Commercial waste | -£1,786,456 | -£1,786,456 | £ 0 |

Figure 11: 2018/19 key areas budget and forecast

Forecast Profile for Recycling and Waste 2018/19

The forecast for 2018/19 in recycling and waste was that more spend would be incurred in Q1, with small reductions in Q2 but that the first 6 months would be at comparable rates to 2017/18, but that Q3 and Q4 would see a reduction in expenditure. Due to the delays in the round reorganisation and the cost of the service change, the reduce expenditure in Q3 and Q4 did not occur.

5.4 Staffing cost in Recycling and Waste

The table below sets out the staffing cost on the recycling and waste service over the last two years by month. At the end of July 2017 the final move was made out of the Mill Hill depot.

Recycling and Waste Round Change Review

| Costs held with finance system for Recycling and Waste (£) | | | | | | |
|--|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| | 2017/18 | | | 2018/19 | | |
| | LBB Employees | Agency | Total | LBB Employees | Agency | Total |
| April | 429,868 | 91,090 | 520,958 | 395,723 | 22,731 | 418,454 |
| May | 434,953 | 70,448 | 505,401 | 446,452 | 142,873 | 589,325 |
| June | 516,740 | 72,265 | 589,005 | 490,266 | 56,573 | 546,839 |
| July | 455,130 | 116,781 | 571,911 | 412,696 | 72,764 | 485,460 |
| August | 426,029 | 107,357 | 533,386 | 402,929 | 133,071 | 536,000 |
| September | 435,350 | 108,354 | 543,704 | 416,508 | 67,422 | 483,930 |
| October | 429,659 | 129,056 | 558,715 | 399,772 | 75,738 | 475,510 |
| November | 459,005 | 85,192 | 544,197 | 424,549 | 117,376 | 541,925 |
| December | 445,965 | 85,941 | 531,906 | 435,179 | 131,244 | 566,423 |
| January | 491,967 | 49,853 | 541,820 | 425,658 | 108,402 | 534,060 |
| February | 416,899 | 78,501 | 495,400 | 419,788* | 91,020* | 510,808* |
| March | 399,234 | 39,354 | 438,588 | 409,301* | 78,100* | 487,401* |
| Total | 5,340,799 | 1,034,192 | 6,374,991 | 5,078,821* | 1,097,314* | 6,176,135* |

Figure 12: 2017/18 and 18/19 staff costs - * indicate forecasts

The table below sets out the deployed hours on a week by week basis for round line recycling and waste rounds since October 2018.

| Deployed hours for Staff working on Recycling and Waste | | | | | |
|---|------------|----------------------|---------------------------------------|--------------|-------|
| Week | W/C | LBB Staff Core Hours | LBB Staff Addition Hours ⁵ | Agency Hours | Total |
| Week 26 | 01/10/2018 | 3,975 | 690 | 1,357 | 6,022 |
| Week 27 | 08/10/2018 | 3,930 | 690 | 1,475 | 6,095 |
| Week 28 | 15/10/2018 | 4,088 | 690 | 1,542 | 6,320 |
| Week 29 | 22/10/2018 | 3,945 | 690 | 1,533 | 6,168 |
| Week 30 | 29/10/2018 | 4,050 | 798 | 1,357 | 6,205 |
| Week 31 | 05/11/2018 | 3,887 | 959 | 1,015 | 5,861 |
| Week 32 | 12/11/2018 | 3,686 | 959 | 1,156 | 5,801 |
| Week 33 | 19/11/2018 | 3,718 | 959 | 1,141 | 5,818 |
| Week 34 | 26/11/2018 | 3,828 | 959 | 1,379 | 6,166 |
| Week 35 | 03/12/2018 | 3,449 | 937 | 1,516 | 5,902 |
| Week 36 | 10/12/2018 | 3,720 | 937 | 1,794 | 6,451 |
| Week 37 | 17/12/2018 | 3,446 | 937 | 1,817 | 6,200 |
| Week 38 | 24/12/2018 | 1,789 | 937 | 845 | 3,571 |
| Week 39 | 31/12/2018 | 2,415 | 883 | 1,242 | 4,540 |
| Week 40 | 07/01/2019 | 3,118 | 869 | 1,242 | 4,526 |
| Week 41 | 14/01/2019 | 3,142 | 852 | 1,975 | 5,945 |
| Week 42 | 21/01/2019 | 3,318 | 852 | 2,658 | 6,652 |
| Week 43 | 28/01/2019 | 3,335 | 852 | 2,083 | 6,253 |
| Week 44 | 04/02/2019 | 3,336 | - | 1,455 | - |
| Week 45 | 11/02/2019 | 3,585 | - | 1,249 | - |
| Week 46 | 18/02/2019 | 3,276 | - | 1,390 | - |

Figure 13: Deployed hours in recycling and waste service by week

⁵ O/T monthly cost evenly distributed over work days in a given month

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The graph below sets out the agency usage since October on the recycling and waste service.

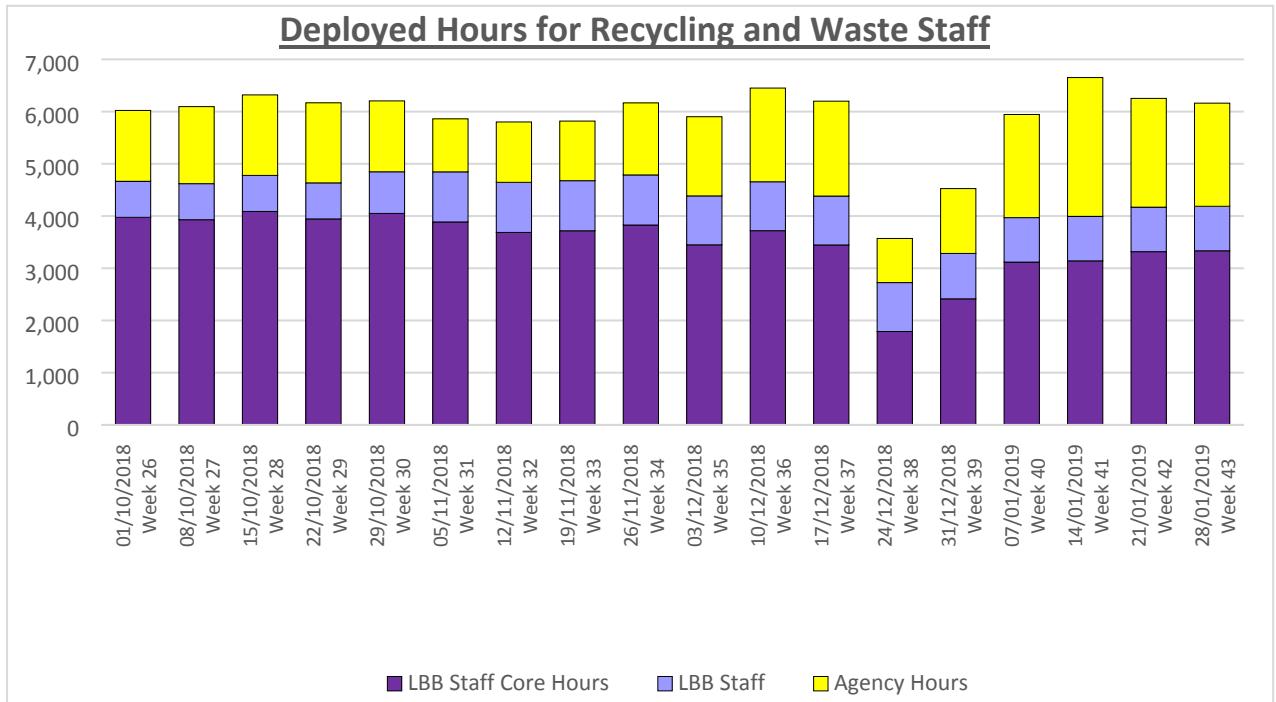


Figure 14: Deployed hours in recycling and waste service by week

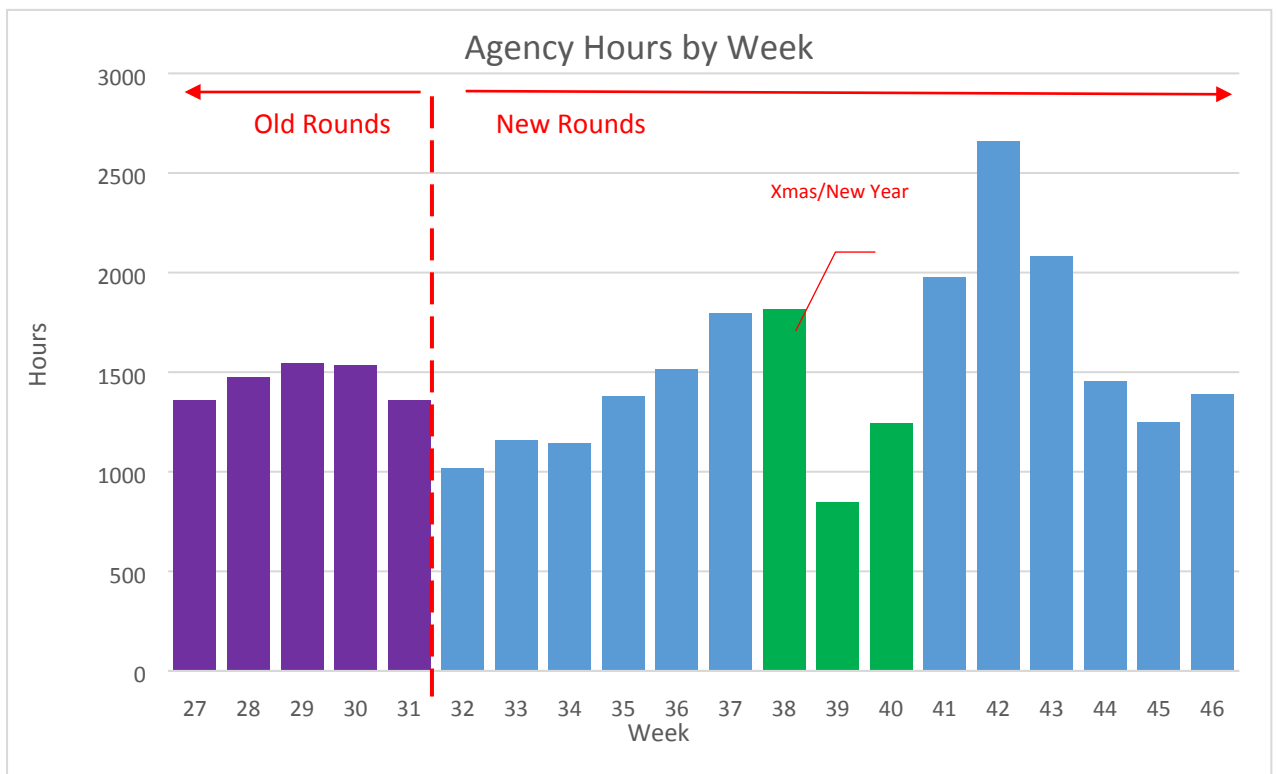


Figure 15: Agency Hours used since October 2018

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5.5 Additional Fleet Costs

During the reorganisation additional costs have also been incurred hiring vehicles. Four new vehicles which were purchased to replace the oldest in the recycling and waste fleet were available from 12 November 2019. Three of those which were replaced, were kept while valid MOTs were held for them and they were not beyond economic repair. As work in the service continues additional vehicle have been hired short term. These can be seen in the table below:

| Vehicle Hire in Recycling and Waste | | | |
|-------------------------------------|------------|----------------------------|---------|
| Week | W/C | Number of Vehicles on Hire | Cost |
| Week 26 | 01/10/2018 | 1 | £1,000 |
| Week 27 | 08/10/2018 | 1 | £1,000 |
| Week 28 | 15/10/2018 | 1 | £1,000 |
| Week 29 | 22/10/2018 | 1 | £1,000 |
| Week 30 | 29/10/2018 | 1 | £1,000 |
| Week 31 | 05/11/2018 | 1 | £1,000 |
| Week 32 | 12/11/2018 | 1 | £1,000 |
| Week 33 | 19/11/2018 | 1 | £1,000 |
| Week 34 | 26/11/2018 | 1 | £1,000 |
| Week 35 | 03/12/2018 | 1 | £1,000 |
| Week 36 | 10/12/2018 | 3 | £3,000 |
| Week 37 | 17/12/2018 | 4 | £4,000 |
| Week 38 | 24/12/2018 | 3 | £3,000 |
| Week 39 | 31/12/2018 | 4 | £4,000 |
| Week 40 | 07/01/2019 | 6 | £6,000 |
| Week 41 | 14/01/2019 | 6 | £6,000 |
| Week 42 | 21/01/2019 | 6 | £6,000 |
| Week 43 | 28/01/2019 | 9 | £9,000 |
| Week 44 | 04/02/2019 | 10 | £10,000 |
| Week 45 | 11/02/2019 | 10 | £10,000 |
| Week 46 | 18/02/2019 | 10 | £10,000 |

To facilitate the smooth reintroduction of the garden waste services and enable service capacity to revise the Restricted Access rounds, which will enable rebalancing work to commence, vehicle resources were increased in February.

5.6 Service Cost Impact of Round Reorganisation

The information in this section highlights:

- The deployed hours during the changes on recycling and waste rounds have been similar to the hours used before the changes. Since the reorganisation and during the bedding in of the new rounds the service has been averaging 6,100 deployed hours a week (with Christmas/New Year excluded). This is compared with 6,162 deployed hours a week in October. It is likely that these levels will continue as the service to beds in up until Easter. During this time we will be

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seeking improved daily efficiencies which will enable overtime costs and agency cost to be reduced further.

- Expenditure in 2018/19 is likely to be in the same range as 2017/18, but with the benefit of having made the changes to the service.
- MTFP Savings have not been achieved in year, both due to a delay in the reorganisation caused by prolonged discussion with the Mayor of London, and the impact to the service of Christmas staff absence.
- The impact of collection problems at Christmas/New Year, resulted in additional staffing resources needed to be put in place to stabilise the service. These have been reduced through January and February, and will continue to reduce in March.
- There has been additional expenditure on hire vehicles during the round changes these will be reduced in March, and further reduced once work to rebalance particularly Monday has been completed.

5.7 2019/20 Cost of service

A re-budgeting exercise is currently ongoing to re base line the new services, utilising all the data which has been presented in this report.

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6 Lesson Learnt

Throughout the project to reorganise the recycling and waste rounds and through this review a number of lessons have been learnt. These are explored in this section.

6.1 Delivering Financial Efficiencies in Year

Changes to services within frontline operations of this scale often require a change in working practices and a culture shift is therefore also needed. Benefits, particularly achieving financial efficiencies, are often not realised for a number of months post implementation. This is due to the need to support the embedding of services with additional resources and make adjustments due to issues identified through monitoring or that are unforeseen and require immediate attention while longer term solutions are found.

The industry standard for round reorganisations, and even the adoption of existing rounds by an incoming contractor, to embed and settle into business as usual delivery is between three to six months. The timings of these therefore mean that forecast savings of a service change can straddle financial years.

Wider Lesson: Where possible longer timescales for delivering changes from the point of approval to the point of change should be given. This would reduce the need to make in year savings as allow services greater flexibility when proposals include changes to services of such a scale. Savings targets could be apportioned across consecutive years, or only for a full year following roll out. This would allow the resources necessary to be allocated to the embedding phase of the work, improving service delivery for both residents and staff, without the savings pressure as a primary consideration at that time.

6.2 Technology and Information Management

Barnet's Street Scene service has historically not fully invested in all the technology that has been available within the industry for many years and adopted by both local authority Street Scene services or equivalent and private sector waste management companies. Within recycling and waste this includes mapping software, vehicle tracking systems, in cab technology, mobile working solutions, back office data and works management systems.

This has led the service to be over reliant on manual processes and staff knowledge and placed the service at a significant disadvantage for delivering services changes, both in compiling the necessary accurate data to inform these, and ensuring that post go live these operate efficiently due to the ability to react to data and feedback.

In the managing of enquiries and complaints there is an expectation from residents, borne from the digital era we live in, that information should be available instantly and rectification of issues rapid. In reality officers must often wait for paper based information to be returned via frontline staff or verbal updates on the collection status for specific roads and households. Rectification may involve communication with third parties as well as officer visits prior to instruction being issued.

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Street Scene is in the process of procuring a fully integrated IT system. Going forward all round information will be transferred to this system from where it will be accessible by back office and operations leads. A full fleet refresh in 2021 will see a vast improvement in the capability of the fleet in terms of tracking and in cab displays.

A consequence of not having a central integrated software system to manage service related data and information is that much of the information required to deliver services on a day to day basis is kept on paper records or in the minds of longstanding members of staff.

With new rounds being created the corresponding paperwork needs to carry information on the properties that is known and will assist collection crews, new to different areas of the borough, in carrying out collections as scheduled. This includes the number, type and location of bins for kerbside properties with assisted collections and the location and access instructions e.g. bin store key codes, for developments with communal containers.

While information on the number and location of bin on Barnet Homes managed estates was known due to a recent joint survey work to update inventories and records there was a gap in records for privately managed developments.

All managing agents for which contact information was held, as well as those identified through a desk based exercise, were contacted in advance of the new rounds going live to make them aware of the changes and the fact that the policy of a once a week collection of refuse and recycling would be adhered to going forward.

Where collection issues were experienced a number of managing agents contacted the Council. Where these were not previously known they were added to the master list. Details of bin numbers, location and access arrangements were discussed. Where keys, fobs or codes were needed to access developments and bin stores these were sourced. Information was added to the relevant round sheets.

To reduce the risk of issues arising, crews were compiled based on their mix of experience and knowledge of the areas of the borough for which their daily rounds would cover. A further task was in place for this information to be 'downloaded' from the minds of operational managers, supervisors and frontline staff, documented and transferred to the new round sheets. This however was only partially completed and as such some avoidable disruption, particularly with communal bin collections from flats was experienced.

Wider Lesson: As in 6.1. Longer timescales for delivering changes from the point of approval to the point of change would be beneficial.

6.3 Fleet Lifecycle

Street Scene's current recycling and refuse collection fleet was procured in 2013. While there have been some additions to the fleet during this period the vast majority of vehicles are now almost six years old. As such a number of vehicle reliability issues are now presenting on a regular basis. To counter this the vehicle workshop is working a disproportionate amount of time on Refuse Collection Vehicle (RCV) repairs and maintenance and hire vehicles are required at times to fill gaps in the fleet during this downtime. There is a planned fleet refresh in 2021.

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The pushing back of the go live date by one month from the original date of 1 October 2018 resulted in the colder weather impacting on the fleet. While some issues are expected during winter months the age profile of the fleet meant issues were widespread.

There are plans to improve the age profile of the fleet by pulling forward the procurements of some vehicles to ensure greater reliability. This is however an issue that will not be fully resolved until the fleet is fully refreshed in 2021. Carrying out a round reorganisation exercise in the initial years of the vehicle procurement/refresh cycle would have been optimal.

6.4 Customer Contact and Enquiry/Complaint Management

AVR Telephones

Recycling and waste collection services are provided to all households across local authorities. They are highly visible and for many residents the only council service which they regularly engage with or indeed often perceive that they receive. As such when these services change or are not delivered in line with expectation then satisfaction reduces and complaints increase.

Barnet has a Customer Transformation Programme (CTP) a key focus of which is to improve the customer experience when contacting the Council. Part of this is a 'hard push' away from traditional communication channels to more electronic and digital channels such as email, web and social media. The communications materials, both direct and indirect, that supported the introduction of the new rounds, in line with the aims of the CTP and in full discussion with the programme leads, did not carry a designated phone number to contact. A weblink and social media account information were provided. A telephone number was provided on the publicised webpage.

In the initial days following the go live of the new rounds a number of complaints were raised citing the difficulty in navigating the AVR system, used by the Councils contact centre, to report issues.

Wider Lesson: A dedicated webform and phone line established for a time limited period to assist with managing the spike in contact, reduce waiting times and thereby frustration and complaints would be beneficial. This requires resourcing and clear communication to customers that it would be in place for a set period of time.

Service Based customer records management system

The absence of a customer records management system/complaints management system within the service meant that during period of increased correspondence from both residents and Member and the directing of these often through multiple channels and to multiple individuals meant that no clear audit trail for when and by whom responses were sent was available. As such, on occasion multiple staff could be involved in dealing with and responding to an identical correspondence or issue.

Communication with Members in advance of the changes requested that any issues be directed to Members Enquiries from where these could be managed effectively. Similarly, residents have been asked to raise issues via the online complaints system where it is logged, a reference is received, and the record directed to the service for response within an agreed timeframe. This practice was however not followed by all.

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In order to assist the service in managing incoming correspondence effectively, a small number of staff on the Council's graduate programme were made available, upskilled and managed by Street Scene staff to help address this issue, ensure issues were investigated and responded to within the agreed timeframe.

Wider Lesson: Going forward the implementation of an IT system (currently being procured) within Street Scene should assist in helping to better manage this issue.

6.5 Stakeholder Engagement and Feedback

Any changes of this scale are recognised within the waste management industry as taking between three and six months for full business as usual is normally, and there should be a significant reduction in disruption to the public by six to 12 weeks. This was communicated to staff within the Street Scene service, senior managers within Environment, corporate communications leads and Members. Changes to services of this scale do create disruption and a spike in missed collections, complaints and contact with Members. Even contact from small percentage of residents in a Borough the size of Barnet can result in a large amount of contact. Multiple channel contact and the expectations of bespoke responses reduced the ability of the service to focus on making improvements to frontline service delivery due to the need to react and respond to communication on individual issues.

As part of the internal communications plan to support this work Members were a key audience. A drop-in session for Members covering the plans for the round reorganisation, as well as the other service changes approved by Environment Committee on 5 June 2018, was held on 31 July 2018 in Committee Room 1 at Hendon Town Hall, in advance of a Full Council meeting, between 4 – 6.30pm. This was attended by 3 members of the Street Scene Leadership Team, the Service Change Manager and an Operations Manager. Staff were available to:

- Explain the rationale for reorganising the recycling and refuse collection rounds
- Provide an update on how the rounds are being developed and present examples of draft rounds
- Explain the principle differences between the draft new and current rounds
- Explain how the rounds will be resourced
- Request insight from into potential ward/area specific considerations
- Request insight into how best to communicate collection day change messages to residents

This was suggested within the Street Scene Operational Changes 2018-19 report to Environment Committee on 5 June 2018 (item 1.18) publicised via email to all Members in advance via email and calendar appointment. It was however relatively poorly attended with only 10 members engaging with officers.

Further communication to Members and MPs followed regularly in advance of the new rounds going live including providing advanced warning of increased contact from constituents and the key information to assist with dealing with expected complaints and issues.

Wider Lesson: Greater Member engagement on a local basis may prove beneficial

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6.6 Round Sizing

Assumptions

In order to undertake work to reorganise collection rounds key information is needed. This information used to inform the sizing of rounds in terms of the number of properties able to be collected from by a vehicle and crew during the working day.

Where this information was not held or considered to be inaccurate assumptions need to be used. These are typically formed using industry standards, information from similar local authorities or best estimates using available data and local knowledge. This was necessary during the planning of the new rounds.

In the absence of accurate information on bin numbers (as this is not same as household numbers), variations in household waste arisings by property type, and bin lifting/collection times at differing property types a weighting was created. This used best available data to allocated a weighting to different property types that are present within the borough. Once input into the system these allowed a round to be sized.

These assumptions did not fully take account for the number of additional bins at households in some areas of the borough permitted through the Grandfather Rights policy. As such the weighting in these areas proved to be insufficient with adjustments needed and additional resources deployed to assist with collections.

Restricted Access

There was an over confidence that restricted access, the ability of a refuse collection drivers and vehicle to access a road to carry out collections, was a subjective issue and down to an individual driver capabilities to access challenging roads as opposed to the physical barriers presented on roads.

Within the plan there was a task for the existing restricted access rounds to be driven in a RCV with a qualified and competent driver and categorise these in terms of their accessibility. Those roads and locations deemed to be restricted access would be compiled and alternative collection arrangements investigated, namely utilisation of a different collection vehicle or waste containment option. This was however not carried out prior to go live. As a result, a restricted access round was assembled largely following the roads previously serviced.

All Restricted Access roads are now in the process of being driven by an RCV and driver with a member of the Street Scene Leadership Team on board conducting the assessments. Had this process been carried out it would have potentially reduced collection issues on these roads/locations.

Wider Lesson: As in 6.1. Longer timescales for delivering changes from the point of approval to the point of change would be beneficial.

6.7 Uncertainty due to GLA dialogue

At the 5 June 2018 Environment Committee as well as the approval of the round reorganisation, cessation of separate food waste collections was also agreed. This was a key dependency enabling the round reorganisation to take place for 1 October 2018.

The week following this decision the Mayor of London published the London Environment Strategy (LES). Within LES there is a requirement for all boroughs to collect

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food waste by 2020. Barnet was contacted by the Mayor of London and the power of direction was suggested. An agreed position was reached whereby Barnet would suspend the food waste service to enable the round reorganisation work to progress and agree that the GLA/Resource London would conduct a review of Barnet's waste services, seeking viable options for a food waste collection service to be reinstated in line with the requirements of LES. The suspension of the separate food waste service was confirmed at the Environment Committee on 13 September 2018. It was not until this time that Street Scene knew conclusively that the round reorganisation could proceed. Due to the delays and uncertainty a revised go live date of 5 November 2018 was set.

The uncertainty, however, was not conducive to keeping minds focussed on the tasks while staff balanced the "day job" and the new roll out. Ultimately the shift in the working go live date meant an adjustment to scheduling and the need to communicate this to a diverse audience in a narrow window. The need to revise the go live date by over a month pushed this closer to the Christmas period which, for all local authority waste management teams, represents a very challenging period of the year due to staffing arrangements, the need to reschedule services around public holidays and increased waste arisings.

6.8 Transformation Resources

For this project there was no separate ring-fenced budget. Money was spent from within existing budgets to enable a comprehensive communications campaign to be delivered in advance of the rounds going live.

The work was delivered using existing resources and project management expertise within Street Scene. Open source Geographical Information System (QGIS) and route optimisation software (GeoPlan) were used to support the creation of the new rounds.

All staff engaged in this work had to manage the daily demands of their roles while providing the necessary input and support to the project. At times this proved difficult and focus shifted to carrying out other work. Workstream leads were not always able to complete the tasks required in the timeframes set resulting in slippage of certain workstreams beyond the go live date.

Post implementation meetings proved difficult to coordinate and attend due to the project team all being engaged in ensuring that the service was delivered as effectively as possible during the initial weeks of the new service going live.

While internal communication with staff throughout the project was comprehensive and consistent the levels of engagement necessary at key times during the project were on occasion lacking. This was both due to the conflicting demands of managing day to day operations as well as a belief based on previous experiences that views and input would not be listened to and used to help shape the new rounds. This needed to be continually countered to achieve the levels of engagement that ultimately came from operational staff and frontline workers.

Wider Lesson: The input of a change management specialist or the inclusion of this as part of the post implementation monitoring to reduce staff reverting to old practices or ways of working when difficulties were encountered could have proved

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beneficial. Industry wide a more reactive culture exists within operations to address issues as they arise. Work of this nature, however, requires focus and planning.

The availability of a defined budget for this work would have been beneficial in potentially enabling dedicated software and support to assist with the creation of the new rounds. However, in the absence of some key data needed to feed into these systems the impact would have potentially not been as great as would be anticipated.

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7 Conclusions and Recommendations

As set out in section 1.3 the aim of the recycling and waste round restructure was to:

1. Bring the recycling and waste service costs to within the budget envelope of the service, by achieving the MTFP 2018/19 saving of £450k, and eliminating inherent historical service pressures of £800 - £900K

Outcome: It is acknowledged in the lessons learnt that the benefits from changes of this nature, particularly financial efficiencies, are often not realised for a number of months post implementation. This is due to the need to i) support the embedding of services with additional resources, and ii) make adjustments as issues identified through monitoring or iii) respond to unforeseen requires which need immediate attention while longer term solutions are found.

Savings have not been achieved in year, but a firm footing to drive efficiencies has been achieved.

2. Balance the rounds using both data and local knowledge to ensure a more equitable work load between staff

Outcome: The rounds through the week are now more balanced between staff than they were before the restructure,. On some days the balance is still being adjusted, however, the setup of the new rounds allows for this to be done. Although some work is being done on overtime during the week, this is optional for staff, and Saturday overtime is now limited to commercial work done by the service.

On a Monday the balance for the whole day needs to be reviewed to allow a redistribution of some work to a different day.

The changes have also allowed for the service once settled to be more resilient.

3. Create an easier system for residents with all bins collected in one day

Outcome: This has in the main been achieved. As the services continues to settle this will bed in further.

Temporary service disruption and the associated issues that this brings characterise service changes of this nature. It is acknowledged that with more time and availability of more accurate information the implementation of this significant change to the boroughs recycling and waste collection services could have had less disruption. It would not, however, have eliminated all the issues that arose as a bedding in period for any change of this size is required.

Street Scene Services now possess more detailed information on the operation of the recycling and waste service and the households to which this is delivered than at anytime previously. The fundamental bedrock of a collection service that will serve the needs of the boroughs current and future residents and can adapt to future funding scenarios is now in place.

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The challenges that remain are known as are the solutions. These need to be addressed as quickly and effectively as possible to further reduce any remaining disruption to services for our residents, reduce spend on additional vehicles and overtime and bring structure to the working patterns of our dedicated and resilient workforce.

The rounds at the start of the week especially on a Monday is acknowledged as being too heavy. Work is underway to review these rounds and rebalance this work. Once these changes are set the area based approach means that further adjustments to rounds can be made without the need for communication with or disruption to residents, over coming years.

The next changes of this scale for the service should not be in a further 15 years. The financial challenges faced by Barnet and many other local authorities remain and will intensify. The waste management sector is entering a period where legislative changes will dictate the implementation of new or the enhancement of existing services. This work has put Barnet in a strong position to be adaptable to this dynamic situation and ensure the regularity of a resilient and value for money collection services into the future.

Recommendation and next steps:

The following steps are recommended:

1. That the service work to rebalance the rounds on Monday and potentially Tuesday to ensure they are fully able to be completed on the planned day within the available resources.
2. That following the rebalancing of Monday and potentially Tuesday rounds that some collection rounds are moved to new days, but kept in the geographical areas. For example a round which is now in Monday area, but borders the Thursday area could be moved to a Thursday. This would mean a change to a number of resident's collection days, but would improve the resilience of the collections at the start of the week.

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Equality Impact Analysis (EIA) Resident/Service User

Please refer to the guidance and initial Equality Impact Analysis before completing this form.

| | |
|---|-----------------|
| 1. Details of function, policy, procedure or service: | |
| Title of what is being assessed: Recycling and Waste Collection Services | |
| Is it a new or revised function, policy, procedure or service? No | |
| Department and Section: Street Scene | |
| Date assessment completed: 29/10/18 | |
| 2. Names and roles of people completing this assessment: | |
| Lead officer | Richard Gilbert |
| Stakeholder groups | |
| Representative from internal stakeholders | |
| Representative from external stakeholders | |
| Delivery Unit Equalities Network rep | |
| Performance Management rep | |
| HR rep (for employment related issues) | |
| 3. Full description of function, policy, procedure or service: | |
| <p>Please describe the aims and objectives of the function, policy, procedure or service</p> <p>The aim of Street Scene's recycling and waste collection service is to deliver Barnet Council's statutory duty to provide recycling and waste collections to all households across the borough. At present this is delivered through the provision of wheeled or communal bins households and collected on weekly basis. Garden waste is collected fortnightly from properties covered by this non statutory service.</p> <p>The piece of work agreed by Environment Committee on 5 June 2018 will see the collection day of recycling and waste changed for the majority of households across the borough. Garden waste collections will also be moved from the weekend to align with the week day recycling and refuse collections.</p> <p>Service delivery will remain consistent with the current methodology. All households currently receiving assisted collections will be asked to reconfirm the ongoing need for this to ensure that the service is fully recognising the needs of these residents. All other residents will continue to have weekly kerbside collections</p> | |

| How are the equality strands affected? <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i> | | | |
|---|-------------------------------------|--|--|
| Equality Strand | Affected? | Please explain how affected | What action has been taken already to mitigate this? What further action is planned to mitigate this? |
| 1. Age | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 2. Disability | Yes <input type="checkbox"/> / No x | Existing provision in place to assist disabled residents access this service | Assisted collection where required and evidence able to be provided will continue. |
| 3. Gender reassignment | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 4. Pregnancy and maternity | Yes <input type="checkbox"/> / No x | n/a- No Change | Households can be added to the assisted collection schedule for a temporary period if requested and able to be evidenced |
| 5. Race / Ethnicity | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 6. Religion or belief | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 7. Gender / sex | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 8. Sexual orientation | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 9. Marital Status | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| 10. Other key groups? | Yes <input type="checkbox"/> / No x | n/a- No Change | |
| Carers | Yes <input type="checkbox"/> / No x | | |
| People with mental health issues | Yes <input type="checkbox"/> / No x | | |

| | | | |
|--|---|--|--|
| Some families and lone parents | Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> | | |
| People with a low income | Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> | | |
| Unemployed people | Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> | | |
| Young people not in employment education or training | Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> | | |

4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?

While the service will not fundamentally change any changes to established recycling and refuse collection days will take time to ebb. As such there will be disruption immediately post implementation as staff and residents become familiar with the day changes. The experience of most London Borough's is that this can take up to 12 weeks. During this period satisfaction with the service will be impacted. Once the service settles satisfaction levels will increase. The cessation of weekend garden waste collections and moving these to align with weekly collection days simplifies collections and will potentially increase satisfaction.

5. How does the proposal enhance Barnet's reputation as a good place to work and live?

The changes that will be made will deliver in the future a more efficient service and will futureproof this against the ongoing development and increasing population of Barnet. While this may create temporary reputational issues as the service embeds, medium/long term this necessary change will enhance the councils reputation.

6. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

This change of collection day will have no significant impact on any sections of Barnet's diverse communities. The current arrangements whereby the areas of the borough where there is a significant population of Jewish residents are not collected on Saturdays will be maintained and incorporated into the new collection day arrangements.

7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)*

Current monitoring arrangements will remain in place. Enhanced on the ground monitoring of the service will take place during the initial weeks of the collection day changes being implemented. Attention will be paid to ensuring that assisted collections are carried out. Where we identify or are notified that these do not take place resources will be in place to carry out collections on or by the next working day.

UPDATE: Following concern raised by a member of the Environment Committee Street Scene staff have spoken to other authorities regarding potential increase in temporary obstructions caused by bins left on the pavement. The round restructure has not evaluated this above that which was in place previously or that experienced by other local authorities. If specific issues are raised then staff will investigate and take approbative action including training for staff or alternative containment methods

8. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The service will be universally applied across the borough ensuring equal provision to all communities within Barnet.

9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

The scope of the changes are such that no consultation is triggered and therefore required. It is a continuation of the existing services. The key change will be to the day of collection for recycling, refuse and garden waste.

Overall Assessment

| 10. Overall impact | | | |
|---|--|--|---|
| Positive Impact <input type="checkbox"/> | Negative Impact or Impact Not Known ¹ <input type="checkbox"/> | No Impact X | |
| 11. Scale of Impact | | | |
| Positive impact: Minimal x <input type="checkbox"/> Significant <input type="checkbox"/> | Negative Impact or Impact Not Known Minimal x <input type="checkbox"/> Significant <input type="checkbox"/> | | |
| 12. Outcome | | | |
| No change to decision <input type="checkbox"/> | Adjustment needed to decision <input type="checkbox"/> | Continue with decision <i>(despite adverse impact / missed opportunity)</i> x <input type="checkbox"/> | If significant negative impact - Stop / rethink <input type="checkbox"/> |

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

13. Please give full explanation for how the overall assessment and outcome was decided.

This EIA assessment has been carried out in the context that there are no fundamental changes to the service and are therefore covered by existing the assessment. This has been reinforced through this updated EIA.

14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

| Equality Objective | Action | Target | Officer responsible | By when |
|--------------------|--------|--------|---------------------|---------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
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| | | | | |
| | | | | |

| | |
|---|---|
| 1st Authorised signature (Lead Officer/Project Sponsor) | 2nd Authorised Signature (Service lead/Project Manager) |
| Date: | Date: |

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| Week 6 Thursday 10th Dec | | | | | | | | | | | | | | | | | |
|--|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|----|---|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 85 | 0 | 1 | 0 | 90 | | | | | | | | | | | | |
| Area 2 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 3 | 90 | 14 | 0 | 0 | 104 | | | | | | | | | | | | |
| Area 4 | 104 | 0 | 0 | 0 | 104 | | | | | | | | | | | | |
| Area 5 | 82 | 0 | 2 | 2 | 86 | | | | | | | | | | | | |
| Area 6 | 84 | 17 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 7 | 118 | 6 | 0 | 1 | 125 | | | | | | | | | | | | |
| Area 8 | 77 | 19 | 0 | 0 | 96 | | | | | | | | | | | | |
| Area 9 | 77 | 0 | 0 | 0 | 71 | | | | | | | | | | | | |
| Area 10 | 123 | 1 | 0 | 0 | 123 | | | | | | | | | | | | |
| Area 11 | 95 | 24 | 0 | 0 | 119 | | | | | | | | | | | | |
| Area 12 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 13 | 80 | 3 | 0 | 1 | 93 | | | | | | | | | | | | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | | | | | | | | | | | | |
| Area 15 | 84 | 12 | 0 | 1 | 97 | | | | | | | | | | | | |
| Total | 1387 | 96 | 3 | 5 | 1491 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1387</td><td>96</td><td>3</td><td>5</td></tr><tr><td>93%</td><td>6.3%</td><td>0.2%</td><td>0.3%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1387 | 96 | 3 | 5 | 93% | 6.3% | 0.2% | 0.3% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1387 | 96 | 3 | 5 | | | | | | | | | | | | | | |
| 93% | 6.3% | 0.2% | 0.3% | | | | | | | | | | | | | | |

| Week 7 Friday 11th Dec | | | | | | | | | | | | | | | | | | | | |
|--|------|------|---------|-----------|-------|--|-----|----|---------|-----------|--|------|----|---|---|---|-----|------|------|------|
| | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | | | | |
| Area 1 | 87 | 0 | 0 | 0 | 87 | | | | | | | | | | | | | | | |
| Area 2 | 83 | 0 | 0 | 0 | 83 | | | | | | | | | | | | | | | |
| Area 3 | 105 | 17 | 0 | 0 | 122 | | | | | | | | | | | | | | | |
| Area 4 | 116 | 0 | 1 | 0 | 117 | | | | | | | | | | | | | | | |
| Area 5 | 95 | 2 | 2 | 0 | 99 | | | | | | | | | | | | | | | |
| Area 6 | 45 | 0 | 0 | 0 | 45 | | | | | | | | | | | | | | | |
| Area 7 | 53 | 2 | 0 | 0 | 55 | | | | | | | | | | | | | | | |
| Area 9 | 103 | 0 | 0 | 0 | 103 | | | | | | | | | | | | | | | |
| Area 10 | 87 | 0 | 0 | 0 | 87 | | | | | | | | | | | | | | | |
| Area 11 | 110 | 0 | 0 | 0 | 110 | | | | | | | | | | | | | | | |
| Area 12 | 81 | 0 | 0 | 0 | 81 | | | | | | | | | | | | | | | |
| Area 13 | 112 | 0 | 0 | 0 | 112 | | | | | | | | | | | | | | | |
| Area 14 | 31 | 39 | 0 | 0 | 72 | | | | | | | | | | | | | | | |
| Area 15 | 48 | 0 | 0 | 0 | 48 | | | | | | | | | | | | | | | |
| Total | 1158 | 60 | 3 | 0 | 1221 | | | | | | | | | | | | | | | |
| <table><tr><td></td><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td></td><td>1158</td><td>60</td><td>3</td><td>0</td></tr><tr><td>%</td><td>95%</td><td>4.9%</td><td>0.2%</td><td>0.0%</td></tr></table> | | | | | | | Yes | No | Blocked | Part done | | 1158 | 60 | 3 | 0 | % | 95% | 4.9% | 0.2% | 0.0% |
| | Yes | No | Blocked | Part done | | | | | | | | | | | | | | | | |
| | 1158 | 60 | 3 | 0 | | | | | | | | | | | | | | | | |
| % | 95% | 4.9% | 0.2% | 0.0% | | | | | | | | | | | | | | | | |

| Week 8 Thursday 20th Dec | | | | | | | | | | | | | | | | | |
|---|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|----|----|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 90 | 0 | 0 | 0 | 90 | | | | | | | | | | | | |
| Area 2 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 3 | 99 | 4 | 1 | 0 | 104 | | | | | | | | | | | | |
| Area 4 | 104 | 0 | 1 | 1 | 106 | | | | | | | | | | | | |
| Area 5 | 55 | 29 | 2 | 0 | 86 | | | | | | | | | | | | |
| Area 6 | 84 | 17 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 7 | 117 | 0 | 0 | 0 | 125 | | | | | | | | | | | | |
| Area 8 | 72 | 24 | 0 | 0 | 96 | | | | | | | | | | | | |
| Area 9 | 71 | 0 | 0 | 0 | 71 | | | | | | | | | | | | |
| Area 10 | 123 | 0 | 0 | 0 | 123 | | | | | | | | | | | | |
| Area 11 | 119 | 0 | 0 | 0 | 119 | | | | | | | | | | | | |
| Area 12 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 13 | 93 | 0 | 0 | 0 | 93 | | | | | | | | | | | | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | | | | | | | | | | | | |
| Area 15 | 97 | 0 | 0 | 0 | 97 | | | | | | | | | | | | |
| Total | 1404 | 75 | 12 | 0 | 1491 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1404</td><td>75</td><td>12</td><td>0</td></tr><tr><td>94%</td><td>5.0%</td><td>0.8%</td><td>0.0%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1404 | 75 | 12 | 0 | 94% | 5.0% | 0.8% | 0.0% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1404 | 75 | 12 | 0 | | | | | | | | | | | | | | |
| 94% | 5.0% | 0.8% | 0.0% | | | | | | | | | | | | | | |

| Week 4 Thursday 29th Nov | | | | | | | | | | | | | | | | | |
|--|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|----|---|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 90 | 0 | 0 | 0 | 90 | | | | | | | | | | | | |
| Area 2 | 100 | 0 | 1 | 0 | 101 | | | | | | | | | | | | |
| Area 3 | 102 | 1 | 1 | 0 | 104 | | | | | | | | | | | | |
| Area 4 | 101 | 0 | 2 | 0 | 104 | | | | | | | | | | | | |
| Area 5 | 67 | 14 | 5 | 0 | 86 | | | | | | | | | | | | |
| Area 6 | 90 | 11 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 7 | 125 | 0 | 0 | 0 | 125 | | | | | | | | | | | | |
| Area 8 | 72 | 24 | 0 | 0 | 96 | | | | | | | | | | | | |
| Area 9 | 61 | 10 | 0 | 0 | 71 | | | | | | | | | | | | |
| Area 10 | 123 | 0 | 0 | 0 | 123 | | | | | | | | | | | | |
| Area 11 | 119 | 0 | 0 | 0 | 119 | | | | | | | | | | | | |
| Area 12 | 96 | 5 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 13 | 93 | 0 | 0 | 0 | 93 | | | | | | | | | | | | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | | | | | | | | | | | | |
| Area 15 | 97 | 0 | 0 | 0 | 97 | | | | | | | | | | | | |
| Total | 1432 | 50 | 9 | 0 | 1491 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1432</td><td>50</td><td>9</td><td>0</td></tr><tr><td>96%</td><td>3.4%</td><td>0.6%</td><td>0.0%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1432 | 50 | 9 | 0 | 96% | 3.4% | 0.6% | 0.0% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1432 | 50 | 9 | 0 | | | | | | | | | | | | | | |
| 96% | 3.4% | 0.6% | 0.0% | | | | | | | | | | | | | | |

| Week 5 Thursday 6th Dec | | | | | | | | | | | | | | | | | |
|---|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|----|----|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 87 | 0 | 0 | 2 | 90 | | | | | | | | | | | | |
| Area 2 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 3 | 103 | 0 | 1 | 0 | 104 | | | | | | | | | | | | |
| Area 4 | 103 | 0 | 1 | 1 | 104 | | | | | | | | | | | | |
| Area 5 | 66 | 9 | 11 | 0 | 86 | | | | | | | | | | | | |
| Area 6 | 70 | 0 | 0 | 31 | 101 | | | | | | | | | | | | |
| Area 7 | 124 | 0 | 0 | 1 | 125 | | | | | | | | | | | | |
| Area 8 | 80 | 15 | 1 | 0 | 96 | | | | | | | | | | | | |
| Area 9 | 71 | 0 | 0 | 0 | 71 | | | | | | | | | | | | |
| Area 10 | 123 | 2 | 0 | 0 | 125 | | | | | | | | | | | | |
| Area 11 | 114 | 0 | 0 | 0 | 114 | | | | | | | | | | | | |
| Area 12 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 13 | 77 | 10 | 0 | 0 | 93 | | | | | | | | | | | | |
| Area 14 | 77 | 0 | 0 | 1 | 80 | | | | | | | | | | | | |
| Area 15 | 69 | 27 | 1 | 0 | 97 | | | | | | | | | | | | |
| Total | 1370 | 71 | 49 | 1 | 1491 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1370</td><td>71</td><td>49</td><td>1</td></tr><tr><td>92%</td><td>4.8%</td><td>3.3%</td><td>0.1%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1370 | 71 | 49 | 1 | 92% | 4.8% | 3.3% | 0.1% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1370 | 71 | 49 | 1 | | | | | | | | | | | | | | |
| 92% | 4.8% | 3.3% | 0.1% | | | | | | | | | | | | | | |

| Week 6 Thursday 13th Dec | | | | | | | | | | | | | | | | | |
|---|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|----|----|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 90 | 0 | 0 | 0 | 90 | | | | | | | | | | | | |
| Area 2 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 3 | 103 | 0 | 1 | 0 | 104 | | | | | | | | | | | | |
| Area 4 | 104 | 0 | 0 | 0 | 104 | | | | | | | | | | | | |
| Area 5 | 75 | 0 | 11 | 0 | 86 | | | | | | | | | | | | |
| Area 6 | 98 | 2 | 1 | 0 | 101 | | | | | | | | | | | | |
| Area 7 | 124 | 1 | 0 | 0 | 125 | | | | | | | | | | | | |
| Area 8 | 96 | 0 | 0 | 0 | 96 | | | | | | | | | | | | |
| Area 9 | 71 | 0 | 0 | 0 | 71 | | | | | | | | | | | | |
| Area 10 | 123 | 0 | 0 | 0 | 123 | | | | | | | | | | | | |
| Area 11 | 119 | 0 | 0 | 0 | 119 | | | | | | | | | | | | |
| Area 12 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 13 | 93 | 0 | 0 | 0 | 93 | | | | | | | | | | | | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | | | | | | | | | | | | |
| Area 15 | 78 | 19 | 0 | 0 | 97 | | | | | | | | | | | | |
| Total | 1456 | 22 | 13 | 0 | 1491 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1456</td><td>22</td><td>13</td><td>0</td></tr><tr><td>98%</td><td>1.5%</td><td>0.9%</td><td>0.0%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1456 | 22 | 13 | 0 | 98% | 1.5% | 0.9% | 0.0% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1456 | 22 | 13 | 0 | | | | | | | | | | | | | | |
| 98% | 1.5% | 0.9% | 0.0% | | | | | | | | | | | | | | |

| Week 7 Thursday 20th Dec | | | | | | | | | | | | | | | | | |
|--|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|----|---|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 86 | 0 | 0 | 2 | 90 | | | | | | | | | | | | |
| Area 2 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 3 | 104 | 0 | 0 | 0 | 104 | | | | | | | | | | | | |
| Area 4 | 74 | 27 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 5 | 75 | 11 | 0 | 0 | 86 | | | | | | | | | | | | |
| Area 6 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 7 | 125 | 0 | 0 | 0 | 125 | | | | | | | | | | | | |
| Area 8 | 96 | 0 | 0 | 0 | 96 | | | | | | | | | | | | |
| Area 9 | 71 | 0 | 0 | 0 | 71 | | | | | | | | | | | | |
| Area 10 | 123 | 0 | 0 | 0 | 123 | | | | | | | | | | | | |
| Area 11 | 119 | 0 | 0 | 0 | 119 | | | | | | | | | | | | |
| Area 12 | 101 | 0 | 0 | 0 | 101 | | | | | | | | | | | | |
| Area 13 | 93 | 0 | 0 | 0 | 93 | | | | | | | | | | | | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | | | | | | | | | | | | |
| Area 15 | 83 | 14 | 0 | 0 | 97 | | | | | | | | | | | | |
| Total | 1434 | 52 | 0 | 2 | 1488 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1434</td><td>52</td><td>0</td><td>2</td></tr><tr><td>96%</td><td>3.5%</td><td>0.0%</td><td>0.1%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1434 | 52 | 0 | 2 | 96% | 3.5% | 0.0% | 0.1% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1434 | 52 | 0 | 2 | | | | | | | | | | | | | | |
| 96% | 3.5% | 0.0% | 0.1% | | | | | | | | | | | | | | |

| Week 8 Thursday 27th Dec - REVE | | | | |
|---------------------------------|------|------|---------|--|
| | Yes | No | Blocked | |
| Area 1 | 89 | 0 | 0 | |
| Area 2 | 101 | 0 | 0 | |
| Area 3 | 94 | 10 | 0 | |
| Area 4 | 103 | 0 | 0 | |
| Area 5 | 73 | 13 | 0 | |
| Area 6 | 76 | 25 | 0 | |
| Area 7 | 85 | 39 | 1 | |
| Area 8 | 77 | 19 | 0 | |
| Area 9 | 71 | 0 | 0 | |
| Area 10 | 123 | 0 | 0 | |
| Area 11 | 119 | 0 | 0 | |
| Area 12 | 101 | 0 | 0 | |
| Area 13 | 93 | 0 | 0 | |
| Area 14 | 80 | 0 | 0 | |
| Area 15 | 64 | 33 | 0 | |
| Total | 1349 | 139 | 0 | |
| | Yes | No | Blocked | |
| | 1349 | 139 | 0 | |
| % | 90% | 9.3% | 0.2% | |

| Week 1 Monday 26th Nov | | | | | | | | | | | | | | | | | |
|---|------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|-----|---|---|-----|------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 136 | 30 | 0 | 1 | 167 | | | | | | | | | | | | |
| Area 2 | 131 | 30 | 3 | 2 | 166 | | | | | | | | | | | | |
| Area 3 | 95 | 0 | 0 | 0 | 95 | | | | | | | | | | | | |
| Area 4 | 99 | 0 | 3 | 0 | 102 | | | | | | | | | | | | |
| Area 5 | 130 | 0 | 0 | 0 | 130 | | | | | | | | | | | | |
| Area 6 | 109 | 0 | 0 | 0 | 109 | | | | | | | | | | | | |
| Area 7 | 114 | 0 | 1 | 0 | 115 | | | | | | | | | | | | |
| Area 8 | 80 | 28 | 0 | 0 | 108 | | | | | | | | | | | | |
| Area 9 | 100 | 0 | 0 | 0 | 100 | | | | | | | | | | | | |
| Area 10 | 102 | 0 | 0 | 0 | 102 | | | | | | | | | | | | |
| Area 11 | 147 | 0 | 0 | 0 | 147 | | | | | | | | | | | | |
| Area 12 | 125 | 2 | 0 | 0 | 127 | | | | | | | | | | | | |
| Area 13 | 105 | 30 | 0 | 0 | 135 | | | | | | | | | | | | |
| Area 14 | 135 | 7 | 0 | 0 | 142 | | | | | | | | | | | | |
| Area 15 | 48 | 0 | 0 | 0 | 48 | | | | | | | | | | | | |
| Total | 1626 | 179 | 7 | 3 | 1815 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1626</td><td>179</td><td>7</td><td>3</td></tr><tr><td>90%</td><td>9.9%</td><td>0.4%</td><td>0.2%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1626 | 179 | 7 | 3 | 90% | 9.9% | 0.4% | 0.2% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1626 | 179 | 7 | 3 | | | | | | | | | | | | | | |
| 90% | 9.9% | 0.4% | 0.2% | | | | | | | | | | | | | | |

| Week 2 Monday 3rd Dec | | | | | |
|-----------------------|------|-----|---------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 133 | 33 | 1 | 0 | 167 |
| Area 2 | 131 | 30 | 3 | 2 | 166 |
| Area 3 | 94 | 1 | 0 | 0 | 95 |
| Area 4 | 96 | 3 | 2 | 1 | 102 |
| Area 5 | 130 | 0 | 0 | 0 | 130 |
| Area 6 | 108 | 0 | 0 | 1 | 109 |
| Area 7 | 114 | 0 | 1 | 0 | 115 |
| Area 8 | 80 | 28 | 0 | 0 | 88 |
| Area 9 | 100 | 0 | 0 | 0 | 100 |
| Area 10 | 102 | 0 | 0 | 0 | 102 |
| Area 11 | 147 | 0 | 0 | 0 | 147 |
| Area 12 | 125 | 2 | 0 | 0 | 127 |
| Area 13 | 105 | 30 | 0 | 0 | 135 |
| Area 14 | 135 | 15 | 0 | 0 | 150 |
| Area 15 | 48 | 57 | 0 | 0 | 105 |
| Total | 1626 | 179 | 7 | 3 | 1815 |
| | Yes | No | Blocked | Part done | |
| | 82% | 10% | 0.4% | 0.2% | |

| Week 4 Monday 26th Nov | | | | | | | | | | | | | | | | | |
|---|-------|---------|-----------|-----------|-------|-----|----|---------|-----------|------|-----|----|---|-------|-------|------|------|
| Area | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | |
| Area 1 | 133 | 3 | 1 | 0 | 137 | | | | | | | | | | | | |
| Area 2 | 76 | 79 | 0 | 0 | 155 | | | | | | | | | | | | |
| Area 3 | 94 | 1 | 0 | 0 | 95 | | | | | | | | | | | | |
| Area 4 | 96 | 3 | 2 | 1 | 102 | | | | | | | | | | | | |
| Area 5 | 57 | 32 | 0 | 0 | 89 | | | | | | | | | | | | |
| Area 6 | 108 | 0 | 0 | 0 | 108 | | | | | | | | | | | | |
| Area 7 | 115 | 0 | 0 | 0 | 115 | | | | | | | | | | | | |
| Area 8 | 83 | 5 | 0 | 0 | 88 | | | | | | | | | | | | |
| Area 9 | 100 | 0 | 0 | 0 | 100 | | | | | | | | | | | | |
| Area 10 | 96 | 6 | 0 | 0 | 102 | | | | | | | | | | | | |
| Area 11 | 128 | 19 | 0 | 0 | 147 | | | | | | | | | | | | |
| Area 12 | 127 | 0 | 0 | 0 | 127 | | | | | | | | | | | | |
| Area 13 | 64 | 70 | 0 | 0 | 134 | | | | | | | | | | | | |
| Area 14 | 123 | 14 | 0 | 0 | 137 | | | | | | | | | | | | |
| Area 15 | 62 | 30 | 11 | 0 | 103 | | | | | | | | | | | | |
| Total | 1497 | 292 | 24 | 2 | 1815 | | | | | | | | | | | | |
| <table><tr><td>Yes</td><td>No</td><td>Blocked</td><td>Part done</td></tr><tr><td>1497</td><td>292</td><td>24</td><td>2</td></tr><tr><td>% 82%</td><td>16.3%</td><td>1.3%</td><td>0.1%</td></tr></table> | | | | | | Yes | No | Blocked | Part done | 1497 | 292 | 24 | 2 | % 82% | 16.3% | 1.3% | 0.1% |
| Yes | No | Blocked | Part done | | | | | | | | | | | | | | |
| 1497 | 292 | 24 | 2 | | | | | | | | | | | | | | |
| % 82% | 16.3% | 1.3% | 0.1% | | | | | | | | | | | | | | |

| Week 5 Monday 3rd Dec | | | | | |
|-----------------------|------|-------|---------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 123 | 46 | 0 | 0 | 167 |
| Area 2 | 131 | 30 | 3 | 0 | 166 |
| Area 3 | 73 | 22 | 0 | 0 | 95 |
| Area 4 | 96 | 2 | 4 | 0 | 102 |
| Area 5 | 63 | 66 | 1 | 0 | 130 |
| Area 6 | 109 | 0 | 0 | 0 | 109 |
| Area 7 | 112 | 3 | 0 | 0 | 115 |
| Area 8 | 88 | 0 | 0 | 0 | 88 |
| Area 9 | 100 | 0 | 0 | 0 | 100 |
| Area 10 | 84 | 18 | 0 | 0 | 102 |
| Area 11 | 120 | 27 | 0 | 0 | 147 |
| Area 12 | 102 | 25 | 0 | 0 | 127 |
| Area 13 | 94 | 41 | 0 | 0 | 135 |
| Area 14 | 81 | 56 | 1 | 0 | 138 |
| Area 15 | 105 | 0 | 0 | 0 | 105 |
| Total | 1466 | 306 | 43 | 0 | 1815 |
| | 1466 | 306 | 43 | Part done | 1815 |
| % | 81% | 16.9% | 2.4% | 0.0% | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------|---------------------------------------|---------|--------|---------|-----------|---------------------------|-------|------|---------|-----------|---------------------------|-----------|------|---------|-----------|---------------------------|---------|---------|-----------|-----------|---------------------------|-------|-----|---------|-----------|--------------------------|-------|-----|---------|-----------|---------------------------|---------|-----------|---------|-----------|-------|-----|-----|---------|-----------|---------|--------|------|---------|-----------|---------|-----------|-----|------|--|
| BD FRI 28th | Week 9 Thursday 3rd Jan (revised Fri) | | | | | Week 10 Thursday 10th Jan | | | | | Week 11 Thursday 17th Jan | | | | | Week 12 Thursday 24th Jan | | | | | Week 13 Thursday 31st Jan | | | | | Week 14 Thursday 7th Feb | | | | | Week 15 Thursday 14th Feb | | | | | | | | | | | | | | | | | | | |
| | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | | | | | | | | | | | | | | | | | | |
| | 0 | 90 | Area 1 | 50 | 1 | 0 | 0 | 0 | 90 | Area 1 | 90 | 0 | 0 | 0 | 0 | 0 | 90 | Area 1 | 90 | 0 | 0 | 0 | 0 | 0 | 90 | Area 1 | 90 | 0 | 0 | 0 | 0 | 0 | 90 | Area 1 | 90 | 0 | 0 | 0 | 0 | 0 | 90 | | | | | | | | | |
| | 0 | 101 | Area 2 | 101 | 0 | 0 | 0 | 0 | 101 | Area 2 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 2 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 2 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 2 | 101 | 0 | 0 | 0 | 0 | 101 | | | | | | | | | | |
| | 0 | 104 | Area 3 | 31 | 73 | 0 | 0 | 0 | 104 | Area 3 | 104 | 0 | 0 | 0 | 0 | 0 | 104 | Area 3 | 104 | 0 | 0 | 0 | 0 | 0 | 104 | Area 3 | 104 | 0 | 0 | 0 | 0 | 0 | 104 | Area 3 | 104 | 0 | 0 | 0 | 0 | 104 | | | | | | | | | | |
| | 0 | 104 | Area 4 | 104 | 0 | 0 | 0 | 0 | 104 | Area 4 | 104 | 0 | 0 | 0 | 0 | 0 | 104 | Area 4 | 104 | 0 | 0 | 0 | 0 | 0 | 104 | Area 4 | 104 | 0 | 0 | 0 | 0 | 0 | 104 | Area 4 | 104 | 0 | 0 | 0 | 0 | 104 | | | | | | | | | | |
| | 0 | 86 | Area 5 | 81 | 5 | 0 | 0 | 0 | 86 | Area 5 | 85 | 1 | 0 | 0 | 0 | 0 | 86 | Area 5 | 85 | 0 | 1 | 0 | 0 | 0 | 86 | Area 5 | 85 | 0 | 1 | 0 | 0 | 0 | 86 | Area 5 | 86 | 0 | 0 | 0 | 0 | 86 | | | | | | | | | | |
| | 0 | 101 | Area 6 | 101 | 0 | 0 | 0 | 0 | 101 | Area 6 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 6 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 6 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 6 | 101 | 0 | 0 | 0 | 0 | 101 | | | | | | | | | | |
| | 0 | 125 | Area 7 | 125 | 0 | 0 | 0 | 0 | 125 | Area 7 | 125 | 0 | 0 | 0 | 0 | 0 | 125 | Area 7 | 125 | 0 | 0 | 0 | 0 | 0 | 125 | Area 7 | 125 | 0 | 0 | 0 | 0 | 0 | 125 | Area 7 | 125 | 0 | 0 | 0 | 0 | 125 | | | | | | | | | | |
| | 0 | 96 | Area 8 | 96 | 0 | 0 | 0 | 0 | 96 | Area 8 | 96 | 0 | 0 | 0 | 0 | 0 | 96 | Area 8 | 96 | 0 | 0 | 0 | 0 | 0 | 96 | Area 8 | 96 | 0 | 0 | 0 | 0 | 0 | 96 | Area 8 | 96 | 0 | 0 | 0 | 0 | 96 | | | | | | | | | | |
| 0 | 71 | Area 9 | 71 | 0 | 0 | 0 | 0 | 71 | Area 9 | 71 | 0 | 0 | 0 | 0 | 0 | 71 | Area 9 | 71 | 0 | 0 | 0 | 0 | 0 | 71 | Area 9 | 71 | 0 | 0 | 0 | 0 | 0 | 71 | Area 9 | 71 | 0 | 0 | 0 | 0 | 71 | | | | | | | | | | | |
| 0 | 123 | Area 10 | 0 | 123 | 0 | 0 | 0 | 123 | Area 10 | 123 | 0 | 0 | 0 | 0 | 0 | 123 | Area 10 | 123 | 0 | 0 | 0 | 0 | 0 | 123 | Area 10 | 123 | 0 | 0 | 0 | 0 | 0 | 123 | Area 10 | 123 | 0 | 0 | 0 | 0 | 123 | | | | | | | | | | | |
| 0 | 119 | Area 11 | 0 | 119 | 0 | 0 | 0 | 119 | Area 11 | 119 | 0 | 0 | 0 | 0 | 0 | 119 | Area 11 | 119 | 0 | 0 | 0 | 0 | 0 | 119 | Area 11 | 119 | 0 | 0 | 0 | 0 | 0 | 119 | Area 11 | 119 | 0 | 0 | 0 | 0 | 119 | | | | | | | | | | | |
| 0 | 101 | Area 12 | 0 | 101 | 0 | 0 | 0 | 101 | Area 12 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 12 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 12 | 101 | 0 | 0 | 0 | 0 | 0 | 101 | Area 12 | 101 | 0 | 0 | 0 | 0 | 101 | | | | | | | | | | | |
| 0 | 93 | Area 13 | 0 | 93 | 0 | 0 | 0 | 93 | Area 13 | 93 | 0 | 0 | 0 | 0 | 0 | 93 | Area 13 | 93 | 0 | 0 | 0 | 0 | 0 | 93 | Area 13 | 93 | 0 | 0 | 0 | 0 | 0 | 93 | Area 13 | 93 | 0 | 0 | 0 | 0 | 93 | | | | | | | | | | | |
| 0 | 80 | Area 14 | 0 | 80 | 0 | 0 | 0 | 80 | Area 14 | 80 | 0 | 0 | 0 | 0 | 0 | 80 | Area 14 | 80 | 0 | 0 | 0 | 0 | 0 | 80 | Area 14 | 80 | 0 | 0 | 0 | 0 | 0 | 80 | Area 14 | 80 | 0 | 0 | 0 | 0 | 80 | | | | | | | | | | | |
| 0 | 97 | Area 15 | 0 | 97 | 0 | 0 | 0 | 97 | Area 15 | 97 | 0 | 0 | 0 | 0 | 0 | 97 | Area 15 | 97 | 0 | 0 | 0 | 0 | 0 | 97 | Area 15 | 97 | 0 | 0 | 0 | 0 | 0 | 97 | Area 15 | 97 | 0 | 0 | 0 | 0 | 97 | | | | | | | | | | | |
| 0 | 1491 | Total | 728 | 763 | 0 | 0 | 0 | 1491 | Total | 1490 | 1 | 0 | 0 | 0 | 0 | 1491 | Total | 1488 | 2 | 1 | 0 | 0 | 0 | 1491 | Total | 1488 | 2 | 1 | 0 | 0 | 0 | 1491 | Total | 1490 | 0 | 1 | 0 | 0 | 1491 | | | | | | | | | | | |
| | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | | | | | | | |
| | | 728 | 763 | 0 | 0 | 0 | | | 728 | 763 | 0 | 0 | 0 | 0 | | | 1488 | 2 | 1 | 0 | 0 | 0 | | | 1488 | 2 | 1 | 0 | 0 | 0 | | | 1490 | 0 | 1 | 0 | 0 | | | 1479 | 0 | 1 | 0 | 0 | | | | | | |
| 0.0% | | % | 49% | 51.2% | 0.0% | 0.0% | | | % | 100% | 0.1% | 0.0% | 0.0% | | | % | 99% | 0.6% | 0.1% | 0.1% | | | % | 100% | 0.0% | 0.1% | 0.1% | | | % | 100% | 0.1% | 0.1% | 0.0% | | | % | 99% | | | | | | | | | | | | |
| DSAT 29th | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | Yes | No | Blocked | Part done | Total | | | | |
| 0 | 87 | Area 1 | 0 | 87 | 0 | 0 | 0 | 0 | 87 | Area 1 | 86 | 0 | 1 | 0 | 0 | 0 | 87 | Area 1 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | Area 1 | 85 | 2 | 0 | 0 | 0 | 0 | 87 | Area 1 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | Area 1 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | |
| 0 | 83 | Area 2 | 0 | 83 | 0 | 0 | 0 | 0 | 83 | Area 2 | 83 | 0 | 0 | 0 | 0 | 0 | 83 | Area 2 | 83 | 0 | 0 | 0 | 0 | 0 | 83 | Area 2 | 83 | 0 | 0 | 0 | 0 | 0 | 83 | Area 2 | 83 | 0 | 0 | 0 | 0 | 0 | 83 | Area 2 | 83 | 0 | 0 | 0 | 0 | 0 | 83 | |
| 0 | 122 | Area 3 | 65 | 57 | 0 | 0 | 0 | 122 | Area 3 | 122 | 0 | 0 | 0 | 0 | 0 | 122 | Area 3 | 122 | 0 | 0 | 0 | 0 | 0 | 122 | Area 3 | 122 | 0 | 0 | 0 | 0 | 0 | 122 | Area 3 | 122 | 0 | 0 | 0 | 0 | 0 | 122 | Area 3 | 122 | 0 | 0 | 0 | 0 | 0 | 122 | | |
| 0 | 117 | Area 4 | 117 | 0 | 0 | 0 | 0 | 117 | Area 4 | 117 | 0 | 0 | 0 | 0 | 0 | 117 | Area 4 | 117 | 0 | 0 | 0 | 0 | 0 | 117 | Area 4 | 117 | 0 | 0 | 0 | 0 | 0 | 117 | Area 4 | 117 | 0 | 0 | 0 | 0 | 0 | 117 | Area 4 | 117 | 0 | 0 | 0 | 0 | 0 | 117 | | |
| 0 | 99 | Area 5 | 96 | 2 | 1 | 0 | 0 | 99 | Area 5 | 99 | 0 | 0 | 0 | 0 | 0 | 99 | Area 5 | 99 | 0 | 0 | 0 | 0 | 0 | 99 | Area 5 | 99 | 0 | 0 | 0 | 0 | 0 | 99 | Area 5 | 99 | 0 | 0 | 0 | 0 | 0 | 99 | Area 5 | 99 | 0 | 0 | 0 | 0 | 0 | 99 | | |
| 0 | 45 | Area 6 | 45 | 0 | 0 | 0 | 0 | 45 | Area 6 | 45 | 0 | 0 | 0 | 0 | 0 | 45 | Area 6 | 45 | 0 | 0 | 0 | 0 | 0 | 45 | Area 6 | 45 | 0 | 0 | 0 | 0 | 0 | 45 | Area 6 | 45 | 0 | 0 | 0 | 0 | 0 | 45 | Area 6 | 45 | 0 | 0 | 0 | 0 | 0 | 45 | | |
| 0 | 55 | Area 7 | 55 | 0 | 0 | 0 | 0 | 55 | Area 7 | 55 | 0 | 0 | 0 | 0 | 0 | 55 | Area 7 | 55 | 0 | 0 | 0 | 0 | 0 | 55 | Area 7 | 55 | 0 | 0 | 0 | 0 | 0 | 55 | Area 7 | 55 | 0 | 0 | 0 | 0 | 0 | 55 | Area 7 | 55 | 0 | 0 | 0 | 0 | 0 | 55 | | |
| 0 | 103 | Area 8 | 103 | 0 | 0 | 0 | 0 | 103 | Area 8 | 103 | 0 | 0 | 0 | 0 | 0 | 103 | Area 8 | 103 | 0 | 0 | 0 | 0 | 0 | 103 | Area 8 | 103 | 0 | 0 | 0 | 0 | 0 | 103 | Area 8 | 103 | 0 | 0 | 0 | 0 | 0 | 103 | Area 8 | 103 | 0 | 0 | 0 | 0 | 0 | 103 | | |
| 0 | 87 | Area 9 | 87 | 0 | 0 | 0 | 0 | 87 | Area 9 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | Area 9 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | Area 9 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | Area 9 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | Area 9 | 87 | 0 | 0 | 0 | 0 | 0 | 87 | | |
| 0 | 110 | Area 10 | 0 | 110 | 0 | 0 | 0 | 110 | Area 10 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | Area 10 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | Area 10 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | Area 10 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | Area 10 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | | |
| 0 | 81 | Area 11 | 0 | 81 | 0 | 0 | 0 | 81 | Area 11 | 81 | 0 | 0 | 0 | 0 | 0 | 81 | Area 11 | 81 | 0 | 0 | 0 | 0 | 0 | 81 | Area 11 | 81 | 0 | 0 | 0 | 0 | 0 | 81 | Area 11 | 81 | 0 | 0 | 0 | 0 | 0 | 81 | Area 11 | 81 | 0 | 0 | 0 | 0 | 0 | 81 | | |
| 0 | 112 | Area 12 | 0 | 112 | 0 | 0 | 0 | 112 | Area 12 | 112 | 0 | 0 | 0 | 0 | 0 | 112 | Area 12 | 112 | 0 | 0 | 0 | 0 | 0 | 112 | Area 12 | 112 | 0 | 0 | 0 | 0 | 0 | 112 | Area 12 | 112 | 0 | 0 | 0 | 0 | 0 | 112 | Area 12 | 112 | 0 | 0 | 0 | 0 | 0 | 112 | | |
| 0 | 72 | Area 13 | 72 | 0 | 0 | 0 | 0 | 72 | Area 13 | 72 | 0 | 0 | 0 | 0 | 0 | 72 | Area 13 | 72 | 0 | 0 | 0 | 0 | 0 | 72 | Area 13 | 72 | 0 | 0 | 0 | 0 | 0 | 72 | Area 13 | 72 | 0 | 0 | 0 | 0 | 0 | 72 | Area 13 | 72 | 0 | 0 | 0 | 0 | 0 | 72 | | |
| 0 | 48 | Area 14 | 0 | 48 | 0 | 0 | 0 | 48 | Area 14 | 48 | 0 | 0 | 0 | 0 | 0 | 48 | Area 14 | 48 | 0 | 0 | 0 | 0 | 0 | 48 | Area 14 | 48 | 0 | 0 | 0 | 0 | 0 | 48 | Area 14 | 48 | 0 | 0 | 0 | 0 | 0 | 48 | Area 14 | 48 | 0 | 0 | 0 | 0 | 0 | 48 | | |
| 0 | 1221 | Total | 645 | 575 | 1 | 0 | 0 | 1221 | Total | 1220 | 0 | 1 | 0 | 0 | 0 | 1221 | Total | 1221 | 0 | 0 | 0 | 0 | 0 | 1221 | Total | 1219 | 2 | 0 | 0 | 0 | 0 | 0 | 1221 | Total | 1221 | 0 | 0 | 0 | 0 | 0 | 1221 | Total | 1217 | 0 | 0 | 0 | 0 | 0 | 1217 | |
| | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | | Yes | No | Blocked | Part done | | | |
| | | 645 | 575 | 1 | 0 | 0 | | | 1220 | 0 | 1 | 0 | 0 | 0 | | | 1221 | 0 | 0 | 0 | 0 | 0 | | | 1219 | 2 | 0 | 0 | 0 | 0 | 0 | </ | | | | | | | | | | | | | | | | | | |

| Week 15 Thursday 14th Feb | | | | |
|---------------------------|---------|-----------|-------|--|
| No | Blocked | Part done | Total | |
| 0 | 0 | 0 | 90 | |
| 0 | 0 | 0 | 101 | |
| 0 | 2 | 0 | 104 | |
| 0 | 1 | 0 | 104 | |
| 0 | 2 | 0 | 86 | |
| 0 | 4 | 0 | 101 | |
| 0 | 3 | 0 | 125 | |
| 0 | 0 | 0 | 96 | |
| 0 | 0 | 0 | 71 | |
| 0 | 0 | 0 | 123 | |
| 0 | 0 | 0 | 119 | |
| 0 | 0 | 0 | 101 | |
| 0 | 0 | 0 | 93 | |
| 0 | 0 | 0 | 80 | |
| 0 | 0 | 0 | 97 | |
| 0 | 12 | 0 | 1491 | |
| No | Blocked | Part done | | |
| 0 | 12 | 0 | | |
| 0.0% | 0.8% | 0.0% | | |

| Week 15 Friday 15th Feb | | | | |
|-------------------------|---------|-----------|-------|--|
| No | Blocked | Part done | Total | |
| 0 | 0 | 0 | 87 | |
| 0 | 0 | 0 | 83 | |
| 0 | 3 | 0 | 122 | |
| 0 | 0 | 0 | 117 | |
| 0 | 0 | 0 | 99 | |
| 0 | 1 | 0 | 46 | |
| 0 | 0 | 0 | 55 | |
| 0 | 0 | 0 | 103 | |
| 0 | 0 | 0 | 87 | |
| 0 | 0 | 0 | 110 | |
| 0 | 0 | 0 | 81 | |
| 0 | 0 | 0 | 112 | |
| 0 | 0 | 0 | 72 | |
| 0 | 0 | 0 | 48 | |
| 0 | 4 | 0 | 1221 | |
| No | Blocked | Part done | | |
| 0 | 4 | 0 | | |
| 0.0% | 0.3% | 0.0% | | |

| Week 15 Monday 11th Feb | | | | |
|-------------------------|---------|-----------|-------|--|
| No | Blocked | Part done | Total | |
| 0 | 0 | 0 | 167 | |
| 0 | 0 | 0 | 156 | |
| 0 | 1 | 0 | 95 | |
| 0 | 0 | 0 | 102 | |
| 0 | 0 | 0 | 130 | |
| 0 | 0 | 0 | 109 | |
| 0 | 0 | 0 | 115 | |
| 0 | 0 | 0 | 86 | |
| 0 | 0 | 0 | 100 | |
| 0 | 0 | 0 | 102 | |
| 0 | 0 | 0 | 147 | |
| 0 | 0 | 0 | 127 | |
| 0 | 0 | 0 | 135 | |
| 0 | 0 | 0 | 137 | |
| 0 | 0 | 0 | 106 | |
| 0 | 1 | 0 | 1815 | |
| No | Blocked | Part done | | |
| 0 | 0 | 1 | | |
| 0.0% | 0.1% | 0.0% | | |

| Week 15 Tuesday 12th Feb | | | | |
|--------------------------|---------|-----------|-------|--|
| No | Blocked | Part done | Total | |
| 0 | 0 | 0 | 139 | |
| 0 | 0 | 0 | 139 | |
| 0 | 0 | 0 | 103 | |
| 0 | 0 | 0 | 109 | |
| 0 | 2 | 0 | 94 | |
| 0 | 0 | 0 | 108 | |
| 0 | 0 | 0 | 92 | |
| 0 | 0 | 0 | 92 | |
| 0 | 0 | 0 | 100 | |
| 0 | 0 | 0 | 109 | |
| 0 | 0 | 0 | 130 | |
| 0 | 0 | 0 | 121 | |
| 0 | 0 | 0 | 130 | |
| 0 | 0 | 0 | 123 | |
| 0 | 0 | 0 | 121 | |
| 0 | 2 | 0 | 1710 | |
| No | Blocked | Part done | | |
| 0 | 2 | 0 | | |
| 0.0% | 0.1% | 0.0% | | |

| Week 15 Wednesday 13th Feb | | | | |
|----------------------------|---------|-----------|-------|--|
| No | Blocked | Part done | Total | |
| 0 | 0 | 0 | 95 | |
| 0 | 0 | 0 | 134 | |
| 0 | 0 | 0 | 103 | |
| 0 | 0 | 0 | 101 | |
| 0 | 0 | 0 | 81 | |
| 0 | 0 | 0 | 132 | |
| 0 | 0 | 0 | 130 | |
| 0 | 0 | 0 | 71 | |
| 0 | 0 | 0 | 110 | |
| 0 | 0 | 0 | 105 | |
| 0 | 0 | 0 | 65 | |
| 0 | 0 | 0 | 123 | |
| 0 | 0 | 0 | 91 | |
| 0 | 0 | 0 | 109 | |
| 0 | 0 | 0 | 57 | |
| 0 | 0 | 0 | 1507 | |
| No | Blocked | Part done | | |
| 0 | 0 | 0 | | |
| 0.0% | 0.0% | 0.0% | | |

| Week 16 Thursday 21st Feb | | | | | |
|---------------------------|------|---------|-----------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 90 | 0 | 0 | 0 | 90 |
| Area 2 | 101 | 0 | 0 | 0 | 101 |
| Area 3 | 104 | 0 | 0 | 0 | 104 |
| Area 4 | 104 | 0 | 0 | 0 | 104 |
| Area 5 | 86 | 0 | 0 | 0 | 86 |
| Area 6 | 101 | 0 | 0 | 0 | 101 |
| Area 7 | 125 | 0 | 0 | 0 | 125 |
| Area 8 | 96 | 0 | 0 | 0 | 96 |
| Area 9 | 71 | 0 | 0 | 0 | 71 |
| Area 10 | 123 | 0 | 0 | 0 | 123 |
| Area 11 | 119 | 0 | 0 | 0 | 119 |
| Area 12 | 101 | 0 | 0 | 0 | 101 |
| Area 13 | 93 | 0 | 0 | 0 | 93 |
| Area 14 | 80 | 0 | 0 | 0 | 80 |
| Area 15 | 97 | 0 | 0 | 0 | 97 |
| Total | 1491 | 0 | 0 | 0 | 1491 |
| Yes | No | Blocked | Part done | | |
| 1491 | 0 | 0 | 0 | | |
| % | 100% | 0.0% | 0.0% | | |

| Week 16 Friday 22nd Feb | | | | | |
|-------------------------|------|---------|-----------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 87 | 0 | 0 | 0 | 87 |
| Area 2 | 83 | 0 | 0 | 0 | 83 |
| Area 3 | 122 | 0 | 0 | 0 | 122 |
| Area 4 | 117 | 0 | 0 | 0 | 117 |
| Area 5 | 99 | 0 | 0 | 0 | 99 |
| Area 6 | 45 | 0 | 0 | 0 | 45 |
| Area 7 | 55 | 0 | 0 | 0 | 55 |
| Area 9 | 103 | 0 | 0 | 0 | 103 |
| Area 10 | 87 | 0 | 0 | 0 | 87 |
| Area 11 | 110 | 0 | 0 | 0 | 110 |
| Area 12 | 81 | 0 | 0 | 0 | 81 |
| Area 13 | 112 | 0 | 0 | 0 | 112 |
| Area 14 | 72 | 0 | 0 | 0 | 72 |
| Area 15 | 48 | 0 | 0 | 0 | 48 |
| Total | 1221 | 0 | 0 | 0 | 1221 |
| Yes | No | Blocked | Part done | | |
| 1221 | 0 | 0 | 0 | | |
| % | 100% | 0.0% | 0.0% | | |

| Week 16 Monday 18th Feb | | | | | |
|-------------------------|------|---------|-----------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 167 | 0 | 0 | 0 | 167 |
| Area 2 | 156 | 0 | 0 | 0 | 156 |
| Area 3 | 95 | 0 | 0 | 0 | 95 |
| Area 4 | 102 | 0 | 0 | 0 | 102 |
| Area 5 | 130 | 0 | 0 | 0 | 130 |
| Area 6 | 109 | 0 | 0 | 0 | 109 |
| Area 7 | 115 | 0 | 0 | 0 | 115 |
| Area 8 | 86 | 0 | 0 | 0 | 86 |
| Area 9 | 100 | 0 | 0 | 0 | 100 |
| Area 10 | 102 | 0 | 0 | 0 | 102 |
| Area 11 | 147 | 0 | 0 | 0 | 147 |
| Area 12 | 127 | 0 | 0 | 0 | 127 |
| Area 13 | 135 | 0 | 0 | 0 | 135 |
| Area 14 | 137 | 0 | 0 | 0 | 137 |
| Area 15 | 106 | 0 | 0 | 0 | 106 |
| Total | 1815 | 0 | 0 | 0 | 1815 |
| Yes | No | Blocked | Part done | | |
| 1815 | 0 | 0 | 0 | | |
| % | 100% | 0.0% | 0.0% | | |

| Week 16 Tuesday 19th Feb | | | | | |
|--------------------------|------|---------|-----------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 139 | 0 | 0 | 0 | 139 |
| Area 2 | 139 | 0 | 0 | 0 | 139 |
| Area 3 | 103 | 0 | 0 | 0 | 103 |
| Area 4 | 109 | 0 | 0 | 0 | 109 |
| Area 5 | 94 | 0 | 0 | 0 | 94 |
| Area 6 | 108 | 0 | 0 | 0 | 108 |
| Area 7 | 92 | 0 | 0 | 0 | 92 |
| Area 8 | 92 | 0 | 0 | 0 | 92 |
| Area 9 | 100 | 0 | 0 | 0 | 100 |
| Area 10 | 109 | 0 | 0 | 0 | 109 |
| Area 11 | 130 | 0 | 0 | 0 | 130 |
| Area 12 | 121 | 0 | 0 | 0 | 121 |
| Area 13 | 130 | 0 | 0 | 0 | 130 |
| Area 14 | 123 | 0 | 0 | 0 | 123 |
| Area 15 | 121 | 0 | 0 | 0 | 121 |
| Total | 1710 | 0 | 0 | 0 | 1710 |
| Yes | No | Blocked | Part done | | |
| 1710 | 0 | 0 | 0 | | |
| % | 100% | 0.0% | 0.0% | | |

| Week 16 Wednesday 20th Feb | | | | | |
|----------------------------|------|---------|-----------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 95 | 0 | 0 | 0 | 95 |
| Area 2 | 134 | 0 | 0 | 0 | 134 |
| Area 3 | 103 | 0 | 0 | 0 | 103 |
| Area 4 | 101 | 0 | 0 | 0 | 101 |
| Area 5 | 81 | 0 | 0 | 0 | 81 |
| Area 6 | 132 | 0 | 0 | 0 | 132 |
| Area 7 | 130 | 0 | 0 | 0 | 130 |
| Area 8 | 71 | 0 | 0 | 0 | 71 |
| Area 9 | 110 | 0 | 0 | 0 | 110 |
| Area 10 | 105 | 0 | 0 | 0 | 105 |
| Area 11 | 65 | 0 | 0 | 0 | 65 |
| Area 12 | 123 | 0 | 0 | 0 | 123 |
| Area 13 | 91 | 0 | 0 | 0 | 91 |
| Area 14 | 109 | 0 | 0 | 0 | 109 |
| Area 15 | 57 | 0 | 0 | 0 | 57 |
| Total | 1507 | 0 | 0 | 0 | 1507 |
| Yes | No | Blocked | Part done | | |
| 1507 | 0 | 0 | 0 | | |
| % | 100% | 0.0% | 0.0% | | |

| Week 17 Thursday 28th Feb | | | | | |
|---------------------------|------|---------|-----------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 86 | 1 | 0 | 3 | 90 |
| Area 2 | 101 | 0 | 0 | 0 | 101 |
| Area 3 | 103 | 0 | 1 | 0 | 104 |
| Area 4 | 103 | 1 | 0 | 0 | 104 |
| Area 5 | 84 | 1 | 0 | 0 | 85 |
| Area 6 | 101 | 0 | 0 | 0 | 101 |
| Area 7 | 125 | 0 | 0 | 0 | 125 |
| Area 8 | 95 | 0 | 0 | 1 | 96 |
| Area 9 | 71 | 0 | 0 | 0 | 71 |
| Area 10 | 123 | 0 | 0 | 0 | 123 |
| Area 11 | 119 | 0 | 0 | 0 | 119 |
| Area 12 | 101 | 0 | 0 | 0 | 101 |
| Area 13 | 93 | 0 | 0 | 0 | 93 |
| Area 14 | 80 | 0 | 0 | 0 | 80 |
| Area 15 | 97 | 0 | 0 | 0 | 97 |
| Total | 1482 | 3 | 1 | 4 | 1490 |
| Yes | No | Blocked | Part done | | |
| 1482 | 3 | 1 | 4 | | |
| % | 99% | 0.2% | 0.1% | | |

| Week 17 Friday 1st Mar | | | | | |
|------------------------|---------|---------|---------|-----------|-------|
| Area | Yes | No | Blocked | Part done | Total |
| Area 1 | 0 | 0 | 0 | 0 | 0 |
| Area 2 | 0 | 0 | 0 | 0 | 0 |
| Area 3 | 0 | 0 | 0 | 0 | 0 |
| Area 4 | 0 | 0 | 0 | 0 | 0 |
| Area 5 | 0 | 0 | 0 | 0 | 0 |
| Area 6 | 0 | 0 | 0 | 0 | 0 |
| Area 7 | 0 | 0 | 0 | 0 | 0 |
| Area 9 | 0 | 0 | 0 | 0 | 0 |
| Area 10 | 0 | 0 | 0 | 0 | 0 |
| Area 11 | 0 | 0 | 0 | 0 | 0 |
| Area 12 | 0 | 0 | 0 | 0 | 0 |
| Area 13 | 0 | 0 | 0 | 0 | 0 |
| Area 14 | 0 | 0 | 0 | 0 | 0 |
| Area 15 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| | Yes | No | Blocked | Part done | |
| % | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | |

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| Week 4 Thursday 23rd Nov | | | | | | |
|--------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 44 | 46 | 0 | 0 | 90 | |
| Area 2 | 90 | 11 | 0 | 0 | 101 | |
| Area 3 | 101 | 2 | 1 | 0 | 104 | |
| Area 4 | 100 | 0 | 4 | 0 | 104 | |
| Area 5 | 25 | 61 | 0 | 0 | 86 | |
| Area 6 | 74 | 26 | 1 | 0 | 101 | |
| Area 7 | 68 | 30 | 0 | 0 | 98 | |
| Area 8 | 91 | 44 | 0 | 0 | 135 | |
| Area 9 | 71 | 0 | 0 | 0 | 71 | |
| Area 10 | 115 | 0 | 0 | 0 | 115 | |
| Area 11 | 105 | 14 | 0 | 0 | 119 | |
| Area 12 | 75 | 26 | 0 | 0 | 101 | |
| Area 13 | 66 | 27 | 0 | 0 | 93 | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | |
| Area 15 | 86 | 11 | 0 | 0 | 97 | |
| Total | 1159 | 335 | 6 | 0 | 1491 | |
| Yes | No | Blocked | Part done | | | |
| 1210 | 335 | 6 | 0 | | | |
| % | 77% | 22.5% | 0.4% | 0.0% | | |

| Area | Yes | No | Blocked | Part done | Total | |
|---------|------|---------|-----------|-----------|-------|--|
| Area 1 | 58 | 28 | 1 | 0 | 87 | |
| Area 2 | 81 | 0 | 2 | 0 | 83 | |
| Area 3 | 105 | 17 | 0 | 0 | 122 | |
| Area 4 | 95 | 22 | 0 | 0 | 117 | |
| Area 5 | 76 | 26 | 1 | 0 | 99 | |
| Area 6 | 45 | 0 | 0 | 0 | 45 | |
| Area 7 | 54 | 0 | 1 | 0 | 55 | |
| Area 9 | 103 | 0 | 0 | 0 | 103 | |
| Area 10 | 107 | 0 | 0 | 0 | 107 | |
| Area 11 | 110 | 0 | 0 | 0 | 110 | |
| Area 12 | 81 | 0 | 0 | 0 | 81 | |
| Area 13 | 112 | 0 | 0 | 0 | 112 | |
| Area 14 | 31 | 39 | 0 | 0 | 70 | |
| Area 15 | 48 | 0 | 0 | 0 | 48 | |
| Total | 1084 | 132 | 5 | 0 | 1221 | |
| Yes | No | Blocked | Part done | | | |
| 1084 | 132 | 5 | 0 | | | |
| % | 89% | 10.8% | 0.4% | 0.0% | | |

| Week 4 Thursday 23rd Nov | | | | | | |
|--------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 60 | 14 | 0 | 0 | 74 | |
| Area 2 | 81 | 20 | 0 | 0 | 101 | |
| Area 3 | 102 | 0 | 2 | 0 | 104 | |
| Area 4 | 101 | 0 | 1 | 0 | 102 | |
| Area 5 | 54 | 25 | 7 | 0 | 86 | |
| Area 6 | 60 | 37 | 4 | 0 | 101 | |
| Area 7 | 48 | 77 | 2 | 0 | 125 | |
| Area 8 | 90 | 26 | 0 | 0 | 96 | |
| Area 9 | 71 | 26 | 0 | 0 | 71 | |
| Area 10 | 123 | 0 | 0 | 0 | 123 | |
| Area 11 | 112 | 7 | 0 | 0 | 119 | |
| Area 12 | 101 | 0 | 0 | 0 | 101 | |
| Area 13 | 46 | 47 | 0 | 0 | 93 | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | |
| Area 15 | 88 | 9 | 0 | 0 | 97 | |
| Total | 1206 | 262 | 16 | 7 | 1491 | |
| Yes | No | Blocked | Part done | | | |
| 1206 | 262 | 16 | 7 | | | |
| % | 81% | 17.6% | 1.1% | 0.5% | | |

| Week 4 Friday 24th Nov | | | | | | |
|------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 46 | 20 | 21 | 0 | 87 | |
| Area 2 | 83 | 0 | 0 | 0 | 83 | |
| Area 3 | 102 | 15 | 5 | 0 | 122 | |
| Area 4 | 70 | 47 | 0 | 0 | 117 | |
| Area 5 | 62 | 22 | 13 | 2 | 99 | |
| Area 6 | 46 | 0 | 1 | 0 | 45 | |
| Area 7 | 54 | 0 | 1 | 0 | 55 | |
| Area 9 | 103 | 0 | 0 | 0 | 103 | |
| Area 10 | 107 | 0 | 0 | 0 | 107 | |
| Area 11 | 110 | 0 | 0 | 0 | 110 | |
| Area 12 | 81 | 0 | 0 | 0 | 81 | |
| Area 13 | 112 | 0 | 0 | 0 | 112 | |
| Area 14 | 72 | 0 | 0 | 0 | 72 | |
| Area 15 | 48 | 0 | 0 | 0 | 48 | |
| Total | 1074 | 104 | 41 | 2 | 1221 | |
| Yes | No | Blocked | Part done | | | |
| 1074 | 104 | 41 | 2 | | | |
| % | 88% | 8.5% | 3.4% | 0.2% | | |

| Week 4 Monday 26th Nov | | | | | | |
|------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 85 | 81 | 1 | 0 | 167 | |
| Area 2 | 140 | 47 | 1 | 0 | 188 | |
| Area 3 | 69 | 26 | 0 | 0 | 95 | |
| Area 4 | 83 | 13 | 6 | 0 | 102 | |
| Area 5 | 101 | 26 | 3 | 0 | 130 | |
| Area 6 | 64 | 45 | 0 | 0 | 109 | |
| Area 7 | 68 | 45 | 2 | 0 | 115 | |
| Area 8 | 46 | 42 | 0 | 0 | 88 | |
| Area 9 | 100 | 4 | 0 | 0 | 104 | |
| Area 10 | 93 | 9 | 0 | 0 | 102 | |
| Area 11 | 118 | 29 | 0 | 0 | 147 | |
| Area 12 | 48 | 79 | 0 | 0 | 127 | |
| Area 13 | 132 | 3 | 0 | 0 | 135 | |
| Area 14 | 96 | 41 | 0 | 0 | 137 | |
| Area 15 | 101 | 3 | 0 | 0 | 104 | |
| Total | 1307 | 493 | 15 | 0 | 1815 | |
| Yes | No | Blocked | Part done | | | |
| 1307 | 493 | 15 | 0 | | | |
| % | 72% | 27.2% | 0.8% | 0.0% | | |

| Week 4 Tuesday 27th Nov | | | | | | |
|-------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 77 | 61 | 1 | 0 | 139 | |
| Area 2 | 89 | 50 | 0 | 0 | 139 | |
| Area 3 | 74 | 29 | 0 | 0 | 103 | |
| Area 4 | 64 | 44 | 1 | 0 | 109 | |
| Area 5 | 56 | 36 | 2 | 0 | 94 | |
| Area 6 | 63 | 41 | 4 | 0 | 108 | |
| Area 7 | 92 | 0 | 0 | 0 | 92 | |
| Area 8 | 86 | 6 | 0 | 0 | 92 | |
| Area 9 | 100 | 0 | 0 | 0 | 100 | |
| Area 10 | 57 | 52 | 0 | 0 | 109 | |
| Area 11 | 117 | 13 | 0 | 0 | 130 | |
| Area 12 | 59 | 62 | 0 | 0 | 121 | |
| Area 13 | 89 | 41 | 0 | 0 | 130 | |
| Area 14 | 71 | 52 | 0 | 0 | 123 | |
| Area 15 | 121 | 0 | 0 | 0 | 121 | |
| Total | 1215 | 487 | 8 | 0 | 1710 | |
| Yes | No | Blocked | Part done | | | |
| 1215 | 487 | 8 | 0 | | | |
| % | 71% | 28.5% | 0.5% | 0.0% | | |

| Week 4 Wednesday 28th Nov | | | | | | |
|---------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 77 | 18 | 0 | 0 | 95 | |
| Area 2 | 122 | 11 | 1 | 0 | 134 | |
| Area 3 | 91 | 12 | 0 | 0 | 103 | |
| Area 4 | 85 | 16 | 0 | 0 | 101 | |
| Area 5 | 76 | 0 | 0 | 0 | 76 | |
| Area 6 | 68 | 0 | 0 | 0 | 68 | |
| Area 7 | 106 | 11 | 13 | 0 | 130 | |
| Area 8 | 43 | 28 | 0 | 0 | 71 | |
| Area 9 | 96 | 11 | 0 | 0 | 107 | |
| Area 10 | 64 | 41 | 0 | 0 | 105 | |
| Area 11 | 65 | 0 | 0 | 0 | 65 | |
| Area 12 | 91 | 24 | 0 | 0 | 115 | |
| Area 13 | 88 | 3 | 0 | 0 | 91 | |
| Area 14 | 107 | 0 | 0 | 0 | 107 | |
| Area 15 | 107 | 0 | 0 | 0 | 107 | |
| Total | 1246 | 244 | 14 | 0 | 1504 | |
| Yes | No | Blocked | Part done | | | |
| 1246 | 244 | 14 | 0 | | | |
| % | 83% | 16.2% | 0.9% | 0.1% | | |

| Week 4 Thursday 28th Nov | | | | | | |
|--------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 67 | 23 | 0 | 0 | 90 | |
| Area 2 | 100 | 1 | 0 | 0 | 101 | |
| Area 3 | 101 | 0 | 3 | 0 | 104 | |
| Area 4 | 101 | 0 | 0 | 0 | 101 | |
| Area 5 | 57 | 28 | 0 | 1 | 86 | |
| Area 6 | 95 | 4 | 2 | 0 | 101 | |
| Area 7 | 74 | 51 | 0 | 0 | 125 | |
| Area 8 | 84 | 12 | 0 | 0 | 96 | |
| Area 9 | 71 | 0 | 0 | 0 | 71 | |
| Area 10 | 119 | 4 | 0 | 0 | 123 | |
| Area 11 | 99 | 24 | 0 | 0 | 123 | |
| Area 12 | 72 | 29 | 0 | 0 | 101 | |
| Area 13 | 64 | 29 | 0 | 0 | 93 | |
| Area 14 | 80 | 0 | 0 | 0 | 80 | |
| Area 15 | 97 | 0 | 0 | 0 | 97 | |
| Total | 1279 | 205 | 6 | 1 | 1491 | |
| Yes | No | Blocked | Part done | | | |
| 1279 | 205 | 6 | 1 | | | |
| % | 86% | 13.7% | 0.4% | 0.1% | | |

| Week 4 Friday 29th Nov | | | | | | |
|------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 86 | 0 | 1 | 0 | 87 | |
| Area 2 | 81 | 0 | 0 | 0 | 81 | |
| Area 3 | 103 | 0 | 19 | 0 | 122 | |
| Area 4 | 110 | 0 | 7 | 0 | 117 | |
| Area 5 | 69 | 30 | 0 | 0 | 99 | |
| Area 6 | 43 | 1 | 1 | 0 | 45 | |
| Area 7 | 55 | 0 | 0 | 0 | 55 | |
| Area 9 | 103 | 0 | 0 | 0 | 103 | |
| Area 10 | 107 | 0 | 0 | 0 | 107 | |
| Area 11 | 105 | 5 | 0 | 0 | 110 | |
| Area 12 | 81 | 0 | 0 | 0 | 81 | |
| Area 13 | 112 | 0 | 0 | 0 | 112 | |
| Area 14 | 72 | 0 | 0 | 0 | 72 | |
| Area 15 | 48 | 0 | 0 | 0 | 48 | |
| Total | 1156 | 36 | 29 | 0 | 1221 | |
| Yes | No | Blocked | Part done | | | |
| 1156 | 36 | 29 | 0 | | | |
| % | 95% | 2.9% | 2.4% | 0.0% | | |

| Week 4 Monday 30th Nov | | | | | | |
|------------------------|------|---------|-----------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 87 | 68 | 17 | 0 | 167 | |
| Area 2 | 140 | 40 | 0 | 0 | 180 | |
| Area 3 | 95 | 0 | 0 | 0 | 95 | |
| Area 4 | 88 | 8 | 6 | 0 | 102 | |
| Area 5 | 107 | 26 | 0 | 0 | 130 | |
| Area 6 | 73 | 30 | 6 | 0 | 109 | |
| Area 7 | 74 | 38 | 3 | 0 | 115 | |
| Area 8 | 85 | 0 | 1 | 2 | 88 | |
| Area 9 | 100 | 4 | 0 | 0 | 104 | |
| Area 10 | 96 | 6 | 0 | 0 | 102 | |
| Area 11 | 147 | 0 | 0 | 0 | 147 | |
| Area 12 | 82 | 34 | 0 | 0 | 117 | |
| Area 13 | 102 | 33 | 0 | 0 | 135 | |
| Area 14 | 79 | 58 | 0 | 0 | 137 | |
| Area 15 | 105 | 0 | 0 | 0 | 105 | |
| Total | 1439 | 350 | 28 | 2 | 1815 | |
| Yes | No | Blocked | Part done | | | |
| 1435 | 350 | 28 | 2 | | | |
| % | 79% | 19.3% | 1.5% | 0.1% | | |

| Week 4 Tuesday 27th Nov | | | | | | |
|-------------------------|-------|-------|---------|-----------|-------|--|
| Area | Yes | No | Blocked | Part done | Total | |
| Area 1 | 94 | 38 | 4 | 1 | 139 | |
| Area 2 | 102 | 32 | 5 | 0 | 139 | |
| Area 3 | 100 | 2 | 1 | 0 | 103 | |
| Area 4 | 97 | 0 | 12 | 0 | 109 | |
| Area 5 | 82 | 9 | 2 | 1 | 94 | |
| Area 6 | 63 | 45 | 0 | 0 | 108 | |
| Area 7 | 92 | 0 | 0 | 0 | 92 | |
| Area 8 | 72 | 20 | 0 | 0 | 92 | |
| Area 9 | 100 | 0 | 0 | 0 | 100 | |
| Area 10 | 57 | 52 | 0 | 0 | 109 | |
| Area 11 | 118 | 12 | 0 | 0 | 130 | |
| Area 12 | 90 | 31 | 0 | 0 | 121 | |
| Area 13 | 104 | 26 | 0 | 0 | 130 | |
| Area 14 | 97 | 26 | 0 | 0 | 123 | |
| Area 15 | 97 | 24 | 0 | 0 | 121 | |
| Total | 1377 | 305 | 26 | 2 | 1710 | |
| | Yes | No | Blocked | Part done | | |
| | 1377 | 305 | 26 | 2 | | |
| | % 81% | 17.8% | 1.5% | 0.1% | | |

| Week 8 Thursday 2nd Jan | | | | | | |
|-------------------------|-----|-----|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 75 | 15 | 0 | 0 | 90 | |
| 101 | 85 | 67 | 19 | 0 | 101 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 77 | 0 | 0 | 0 | 86 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 97 | 29 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 600 | 872 | 19 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 600 | 872 | 19 | 0 | | |
| | % | 60% | 58.5% | 1.3% | 0.0% | |

| Week 10 Thursday 15th Jan | | | | | | |
|---------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 85 | 0 | 0 | 0 | 90 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 86 | 0 | 0 | 0 | 86 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 96 | 0 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 1489 | 0 | 2 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 1489 | 0 | 2 | 0 | | |
| | % | 100% | 0.0% | 0.1% | 0.0% | |

| Week 11 Thursday 27th Jan | | | | | | |
|---------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 90 | 0 | 0 | 0 | 90 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 104 | 103 | 0 | 1 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 86 | 0 | 0 | 0 | 86 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 96 | 0 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 1490 | 0 | 1 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 1490 | 0 | 1 | 0 | | |
| | % | 100% | 0.0% | 0.1% | 0.0% | |

| Week 12 Thursday 24th Jan | | | | | | |
|---------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 90 | 0 | 0 | 0 | 90 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 104 | 102 | 2 | 0 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 86 | 0 | 0 | 0 | 86 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 96 | 0 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 1489 | 2 | 0 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 1489 | 2 | 0 | 0 | | |
| | % | 100% | 0.1% | 0.0% | 0.0% | |

| Week 13 Thursday 31st Jan | | | | | | |
|---------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 90 | 0 | 0 | 0 | 90 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 85 | 1 | 0 | 0 | 86 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 96 | 0 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 1490 | 1 | 0 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 1490 | 1 | 0 | 0 | | |
| | % | 100% | 0.1% | 0.0% | 0.0% | |

| Week 14 Thursday 7th Feb | | | | | | |
|--------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 90 | 0 | 0 | 0 | 90 | |
| 101 | 96 | 0 | 5 | 0 | 101 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 85 | 0 | 0 | 0 | 86 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 96 | 0 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 1486 | 0 | 5 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 1486 | 0 | 5 | 0 | | |
| | % | 100% | 0.0% | 0.3% | 0.0% | |

| Week 15 Thursday 14th Feb | | | | | | |
|---------------------------|------|-----|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 90 | 84 | 0 | 0 | 0 | 90 | |
| 101 | 85 | 0 | 0 | 0 | 101 | |
| 104 | 102 | 0 | 0 | 0 | 104 | |
| 104 | 104 | 0 | 0 | 0 | 104 | |
| 86 | 83 | 0 | 0 | 0 | 86 | |
| 101 | 100 | 0 | 0 | 0 | 101 | |
| 125 | 125 | 0 | 0 | 0 | 125 | |
| 96 | 96 | 0 | 0 | 0 | 96 | |
| 71 | 71 | 0 | 0 | 0 | 71 | |
| 123 | 123 | 0 | 0 | 0 | 123 | |
| 119 | 119 | 0 | 0 | 0 | 119 | |
| 101 | 101 | 0 | 0 | 0 | 101 | |
| 93 | 93 | 0 | 0 | 0 | 93 | |
| 80 | 80 | 0 | 0 | 0 | 80 | |
| 97 | 97 | 0 | 0 | 0 | 97 | |
| 1491 | 1473 | 0 | 18 | 0 | 1491 | |
| | Yes | No | Blocked | Part done | | |
| | 1473 | 0 | 18 | 0 | | |
| | % | 99% | 0.0% | 1.2% | | |

| Week 9 Friday 4th Jan | | | | | | |
|-----------------------|-----|-----|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 87 | 69 | 14 | 4 | 0 | 87 | |
| 83 | 82 | 0 | 0 | 0 | 83 | |
| 122 | 122 | 0 | 0 | 0 | 122 | |
| 117 | 117 | 0 | 0 | 0 | 117 | |
| 99 | 99 | 7 | 1 | 0 | 99 | |
| 45 | 45 | 0 | 0 | 0 | 45 | |
| 55 | 55 | 0 | 0 | 0 | 55 | |
| 103 | 103 | 0 | 0 | 0 | 103 | |
| 87 | 87 | 0 | 0 | 0 | 87 | |
| 110 | 110 | 0 | 0 | 0 | 110 | |
| 81 | 81 | 0 | 0 | 0 | 81 | |
| 112 | 112 | 0 | 0 | 0 | 112 | |
| 72 | 72 | 0 | 0 | 0 | 72 | |
| 48 | 48 | 0 | 0 | 0 | 48 | |
| 1221 | 684 | 531 | 6 | 0 | 1221 | |
| | Yes | No | Blocked | Part done | | |
| | 684 | 531 | 6 | 0 | | |
| | % | 56% | 43.5% | 0.5% | 0.0% | |

| Week 10 Friday 12th Jan | | | | | | |
|-------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 87 | 87 | 0 | 0 | 0 | 87 | |
| 83 | 83 | 0 | 0 | 0 | 83 | |
| 122 | 122 | 0 | 0 | 0 | 122 | |
| 117 | 117 | 0 | 0 | 0 | 117 | |
| 99 | 99 | 0 | 0 | 0 | 99 | |
| 45 | 45 | 0 | 0 | 0 | 45 | |
| 55 | 55 | 0 | 0 | 0 | 55 | |
| 103 | 103 | 0 | 0 | 0 | 103 | |
| 87 | 87 | 0 | 0 | 0 | 87 | |
| 110 | 110 | 0 | 0 | 0 | 110 | |
| 81 | 81 | 0 | 0 | 0 | 81 | |
| 112 | 112 | 0 | 0 | 0 | 112 | |
| 72 | 72 | 0 | 0 | 0 | 72 | |
| 48 | 48 | 0 | 0 | 0 | 48 | |
| 1221 | 1221 | 0 | 0 | 0 | 1221 | |
| | Yes | No | Blocked | Part done | | |
| | 1221 | 0 | 0 | 0 | | |
| | % | 100% | 0.0% | 0.0% | 0.0% | |

| Week 11 Friday 19th Jan | | | | | | |
|-------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 87 | 84 | 2 | 1 | 0 | 87 | |
| 83 | 83 | 0 | 0 | 0 | 83 | |
| 122 | 120 | 0 | 2 | 0 | 122 | |
| 117 | 116 | 0 | 1 | 0 | 117 | |
| 99 | 99 | 0 | 0 | 0 | 99 | |
| 45 | 45 | 0 | 0 | 0 | 45 | |
| 55 | 55 | 0 | 0 | 0 | 55 | |
| 103 | 103 | 0 | 0 | 0 | 103 | |
| 87 | 87 | 0 | 0 | 0 | 87 | |
| 110 | 110 | 0 | 0 | 0 | 110 | |
| 81 | 81 | 0 | 0 | 0 | 81 | |
| 112 | 112 | 0 | 0 | 0 | 112 | |
| 72 | 72 | 0 | 0 | 0 | 72 | |
| 48 | 48 | 0 | 0 | 0 | 48 | |
| 1221 | 1215 | 2 | 4 | 0 | 1221 | |
| | Yes | No | Blocked | Part done | | |
| | 1215 | 2 | 4 | 0 | | |
| | % | 100% | 0.2% | 0.3% | 0.0% | |

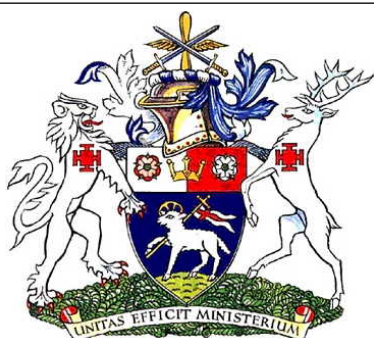
| Week 12 Friday 26th Jan | | | | | | |
|-------------------------|------|------|---------|-----------|-------|--|
| Total | Yes | No | Blocked | Part done | Total | |
| 87 | 87 | 0 | 0 | 0 | 87 | |
| 83 | 83 | 0 | 0 | 0 | 83 | |
| 122 | 122 | 0 | 0 | 0 | 122 | |
| 117 | 117 | 0 | 0 | 0 | 117 | |
| 99 | 99 | 0 | 0 | 0 | 99 | |
| 45 | 45 | 0 | 0 | 0 | 45 | |
| 55 | 53 | 0 | 0 | 2 | 55 | |
| 103 | 103 | 0 | 0 | 0 | 103 | |
| 87 | 87 | 0 | 0 | 0 | 87 | |
| 110 | 110 | 0 | 0 | 0 | 110 | |
| 81 | 81 | 0 | 0 | 0 | 81 | |
| 112 | 112 | 0 | 0 | 0 | 112 | |
| 72 | 72 | 0 | 0 | 0 | 72 | |
| 48 | 48 | 0 | 0 | 0 | 48 | |
| 1221 | 1217 | 0 | 2 | 2 | 1221 | |
| | Yes | No | Blocked | Part done | | |
| | 1217 | 0 | 2 | 2 | | |
| | % | 100% | 0.0% | 0.2% | 0.2% | |

| Week 13 Friday 1st Feb | | | | | |
|------------------------|------|------|---------|-----------|-------|
| | Yes | No | Blocked | Part done | Total |
| Area 1 | 87 | 0 | 0 | 0 | |
| Area 2 | 83 | 0 | 0 | 0 | |
| Area 3 | 119 | 0 | 3 | 0 | |
| Area 4 | 117 | 0 | 0 | 0 | |
| Area 5 | 98 | 0 | 1 | 0 | |
| Area 6 | 43 | 0 | 2 | 0 | |
| Area 7 | 55 | 0 | 0 | 0 | |
| Area 9 | 103 | 0 | 0 | 0 | |
| Area 10 | 87 | 0 | 0 | 0 | |
| Area 11 | 110 | 0 | 0 | 0 | |
| Area 12 | 81 | 0 | 0 | 0 | |
| Area 13 | 122 | 0 | 0 | 0 | |
| Area 14 | 72 | 0 | 0 | 0 | |
| Area 15 | 48 | 0 | 0 | 0 | |
| Total | 1215 | 0 | 6 | 0 | |
| | Yes | No | Blocked | Part done | |
| | 1215 | 0 | 6 | 0 | |
| % | 100% | 0.0% | 0.5% | 0.0% | |

87

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AGENDA ITEM 10



Environment Committee

14 March 2019

| | |
|--------------------------------|--|
| Title | Street Cleansing Review |
| Report of | Chairman of the Environment Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix 1 – Street Cleansing Framework Appendix 2 – Street Cleansing Posts Appendix 3 – Burnt Oak Clean and Safe Information |
| Officer Contact Details | Kitran Eastman – Street Scene Director kitran.eastman@barnet.gov.uk 020 8359 2803 |

Summary

On 29 January 2019 Full Council passed a motion instructing the Environment Committee to review policies and practice in relation to street cleaning and environmental enforcement and make recommendations for improvements in Street Cleansing. This report sets out the current policies on street cleaning and environmental enforcement, as well as information on the cost of the cleansing service, staffing levels, and complaints regarding street cleansing to enable the committee to discuss the Full Council motion and instruct Officers on its priorities for the Cleansing Service.

Recommendations

1. That the Environment Committee notes the full Council Motion, the report and its content
2. That the Environment Committee asks Officers to report back to the Committee how any additional money which has been allocated to Street Scene in 2019/20 can best be spend on improvements to Street Cleansing

1. WHY THIS REPORT IS NEEDED

1.1 On 29 January 2019 Full Council passed resolved that:

Council knows how important a clean environment is to local residents, as well as how a neglected street scene can have a detrimental impact on levels of crime, disorder, and how safe people feel.

- Council notes that the cleanliness of Barnet's streets has been deteriorating, with increasing complaints to local councillors about litter and detritus on pavements and roads, overflowing and uncollected street and park litter bins, fly-tipped rubbish and uncollected autumn leaves.*
- Council notes that this has been made significantly worse by the thousands of missed bin collections across the borough since 4 November.*
- Council notes that in 2007/8 every residential street in Barnet was swept 13 times a year, with regular cleaning of town centres and regular street litter bin collections.*
- Council notes that LB Barnet's street cleaning policy for residential streets is now entirely re-active, and streets are only inspected or swept if someone reports an issue to the Council.*
- Council believes an urgent review of street cleaning and environmental enforcement is needed within the budget envelope*

Council instructs the Environment Committee to:

- review all current policies on street cleaning and environmental enforcement, together with the impact these are having on the level of litter and fly-tipping across the borough;*
- consider best practice in other boroughs including regular monitored community skips for bulky waste, closer working with private landlords and tenants on disposal of bulky waste, and ways to make it easier for residents to report issues to the Council - through a mobile device app for example;*
- improve engagement with the community on environmental issues, including more systematic support for community groups that are concerned about the state of our streets, and working with businesses, especially fast food outlets, to ensure they are minimising litter on surrounding streets;*
- and following this review, make recommendations to improve the cleanliness of Barnet's streets within the budget envelope.*
- Consider developing a timed, alternate side, mechanical cleansing pilot with an appropriate parking initiative.*

The Councils Responsibilities for Cleansing

- 1.2 The Council has a statutory duty under the Environmental Protection Act 1990 to keep relevant highways for which it is responsible, clean and clear of litter and refuse. In discharging this duty the council follows the guidelines identified in the Code of Practice on Litter and Refuse which sets out rectification times where cleanliness has fallen below the acceptable level.
- 1.3 The Council also has a statutory duty to keep land clean for which it has a direct responsibility to maintain (e.g. council car parks and open spaces). The standards of cleansing and rectification times for such areas are similar to these of the relevant public highways in the vicinity.
- 1.4 The Council does not have a responsibility to clean private land, land belonging to educational establishments, canal towpaths or land forming

part of the railway network, although it does have powers to require land owners to clear litter and fly-tipping

- 1.5 There is no longer a national indicator for street cleansing performance following the closure of the Audit Commission.

The Councils current policies on street cleaning and environmental enforcement

Street Cleansing Framework:

- 1.6 On 14 July 2016 the Environment Committee approved the adoption of a Street Cleansing Framework, and associated action plan. The Framework and its support documentation can be seen in Appendix 1, and links to the full committee report can be found in the background papers.
- 1.7 The Council developed this Framework to support its approach to street cleansing and challenge the way our resources were used. The Framework aimed to enable the service to become more efficient, flexible and effective, through both scheduled work and in response to incidents and issues.
- 1.8 While developing the Framework key areas such as performance, financial targets, best practice from around the UK and feedback from local members and business were taken into account. Alignment with current strategies such as the Municipal Recycling and Waste Strategy, Entrepreneurial Barnet, and the Parks and Open Spaces Strategy, as well as the emerging working on commercial waste transformation and environmental enforcement works streams.
- 1.9 The Framework sets out the Vision that the street cleansing within Barnet will maintain a clean street scene which:
- Supports Barnet's town centres, ensuring they are clean, litter free and welcoming, supporting the day time and evening economies.
 - Ensure residential streets are litter picked and swept to a good standard.
 - Recycles over 50% of its waste
 - Operates in an efficient, effective and responsive manner
- To achieve this the service will:
- Be 'intelligence-led' and data driven
 - Engage with residents and businesses and enable individual and community participation
 - Use technology and mechanisation to improve efficiency
 - Follow, review, trial and implement best practice, and new ideas
 - Enforce against those who continue to degrade Barnet's Street Scene
 - Promote the generation income for the service for private works
- 1.10 The Framework sets out six key principles about how the Street Cleansing service intends to develop and deliver an efficient and high quality cleansing service which is responsive to local needs and supports the Corporate Plans.:

A. Communications and Engagement

B. Aligning Activities

C. Flexible Resources

D. Targeting Resources

E. The Right Infrastructure

F. Demand Management

Service Costs

1.11 The cost of Street Cleansing since 2014/15 can be seen below:

| Description | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| Street Cleansing | 4,143,342 | 3,655,439 | 3,574,916 | 3,415,678 | 2,543,248 |

1.12 The level of savings allocate to come from Street Cleansing can be seen below:

| Description | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|---------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Savings made from Service | £0 | £550K | £50K | £300k | £150K | £150K |

1.13 Please note that there is not direct reconciliation between the budget and the savings in the tables above due to other budget adjustments such as pay awards/inflation and Unified Reward, and the removal of supervision costs from the front line budget.

Street Cleansing Staffing Levels:

1.14 Since the 2017/18 restructure which worked to reduce the Street Cleansing budget by £600K the current establishment is:

| Description | Grade | Number | Cost per employee¹ |
|----------------------------|--------------|---------------|--------------------------------------|
| Cleansing Operative | A | 36 | £24,938 |
| Cleansing Driver/Operative | B | 16 | £25,809 |
| Town Keeper | C | 7 | £27,649 |
| Skilled Driver | D | 15 | £29,586 |
| Large Mech Sweeper Driver | E | 3 | £32,125 |
| Total | | 77 | |

1.15 As part of the restructure working times and patterns were adjusted, including those of Town Keepers to allow greater coverage during the day.

1.16 We would consider the daily deployment of staff to be 66, as there is no agency budget in street cleansing. This means that when staff are on leave

¹ Based on 2018/19 budget setting costs per pay award

or sick no additional resources are deployed. Agency can only be used when there is an underspend due to staff vacancies. Currently street cleansing has four vacancies, which will commence recruitment following the Environment Committee meeting.

- 1.17 Currently the street cleansing service has five staff on long term sick leave. This has meant that the daily deployment of 66 is not achieved.
- 1.18 Appendix 2 sets out the roles which are deployed in the street cleansing service when a full staff compliment is available. When a full complement is not available the following priorities are applied, dependent of driving skill levels and training.

| Priority | Roles/Areas |
|----------|---|
| 1 | Town Centre Cleansing/ Litter bins and secondary retail |
| 2 | Fly tipping Clearance, Zone cleansing |
| 3 | Large and Small Mechanical Sweepers |
| 4 | Graffiti removal, Rapid Response and Residential Roads, |

- 1.19 As show in Appendix 2 resources are split into the three constituency areas and then further down in to ward clusters and key places.
- 1.20 Over recent years Barnet like the rest of London has seen a rise in fly tipping and complaints about flipping (see section 1.25), which takes more resources to clear. In London since 2012/13, fly-tipping incidents have increased by 58%, compared to 41% in England as a whole. Fly-tipping in London accounts for over a third of all fly-tipping in England. The cost of investigations into, and disposal of this illegal rubbish in the London totalled £18.4 million in 2016/17.
- 1.21 The Cleansing Service is also asked to clear areas which are private land, but people may believe are public. In these cases clearance is only done as a commercial service. When this land is not cleared it can lead to a negative view of Street Cleansing by residents, even though it is not the council role to clear the land. Although the Council has powers to require the landowner to tidy the land
- 1.22 Currently significant resources are taken up emptying Barnet's over 3,000 litter bins and additional waste dumped near them. In trials removal of litter bins has in most cases led to a reduction in waste and litter in an area.
- 1.23 Due to the staffing levels in the service and the need to ensure town centres are cleansed and litter bins emptied as a priority, capacity to cleanse residential roads has been reduced.

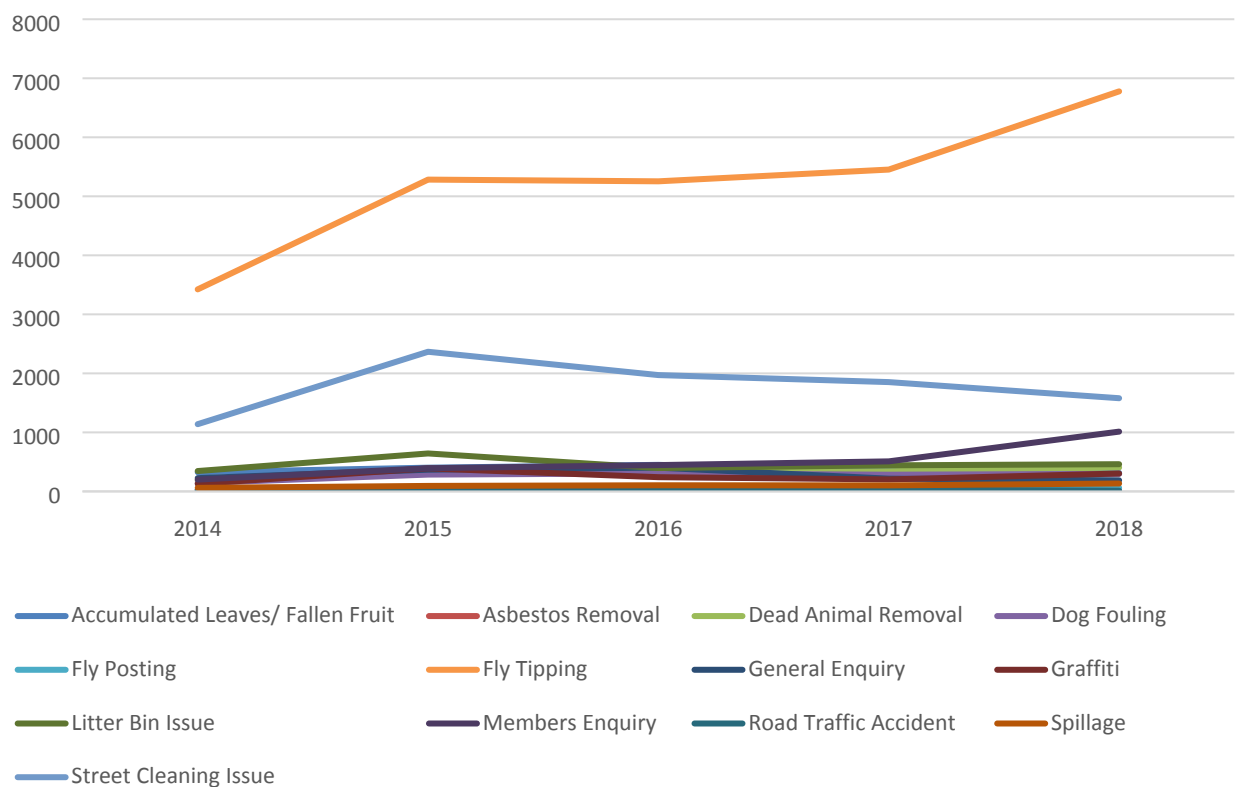
Street Cleansing Reports and Complaints

- 1.24 Since 2014 the number of reports or complaints has varied year on year and by the issues reported. The main issues reported continues to be flytipping, which has risen three years out of four.

1.25 Please note the 2014 data is only for April to December and does not include January to March.

| | Accumul ated Leaves/ Fallen Fruit | Asbestos Removal | Dead Animal Removal | Dog Fouling | Fly Posting | Fly Tipping | General Enquiry | Graffiti | Litter Bin Issue | Member Enquiry | Road Traffic Accident | Spillage | Street Cleaning Issue | Total |
|----------------------------------|---|---------------------|---------------------------|----------------|----------------|----------------|--------------------|----------|---------------------|-------------------|-----------------------------|----------|-----------------------------|-------|
| 2014 | 325 | 11 | 181 | 140 | 23 | 3423 | 225 | 128 | 345 | 200 | 28 | 60 | 1139 | 6228 |
| Varriance from proevious year | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | |
| 2015 | 402 | 5 | 312 | 285 | 72 | 5283 | 368 | 390 | 643 | 393 | 39 | 93 | 2366 | 10651 |
| Varriance from proevious year | 77 | -6 | 131 | 145 | 49 | 1860 | 143 | 262 | 298 | 193 | 11 | 33 | 1227 | |
| 2016 | 450 | 4 | 329 | 305 | 56 | 5254 | 402 | 241 | 396 | 446 | 27 | 104 | 1971 | 9985 |
| Varriance from proevious year | 48 | -1 | 17 | 20 | -16 | -29 | 34 | -149 | -247 | 53 | -12 | 11 | -395 | |
| 2017 | 351 | 6 | 342 | 283 | 48 | 5453 | 216 | 203 | 442 | 509 | 31 | 102 | 1852 | 9838 |
| Varriance from proevious year | -99 | 2 | 13 | -22 | -8 | 199 | -186 | -38 | 46 | 63 | 4 | -2 | -119 | |
| 2018 | 314 | 7 | 405 | 297 | 60 | 6778 | 188 | 303 | 461 | 1013 | 12 | 134 | 1579 | 11551 |
| Varriance from proevious year | -37 | 1 | 63 | 14 | 12 | 1325 | -28 | 100 | 19 | 504 | -19 | 32 | -273 | |

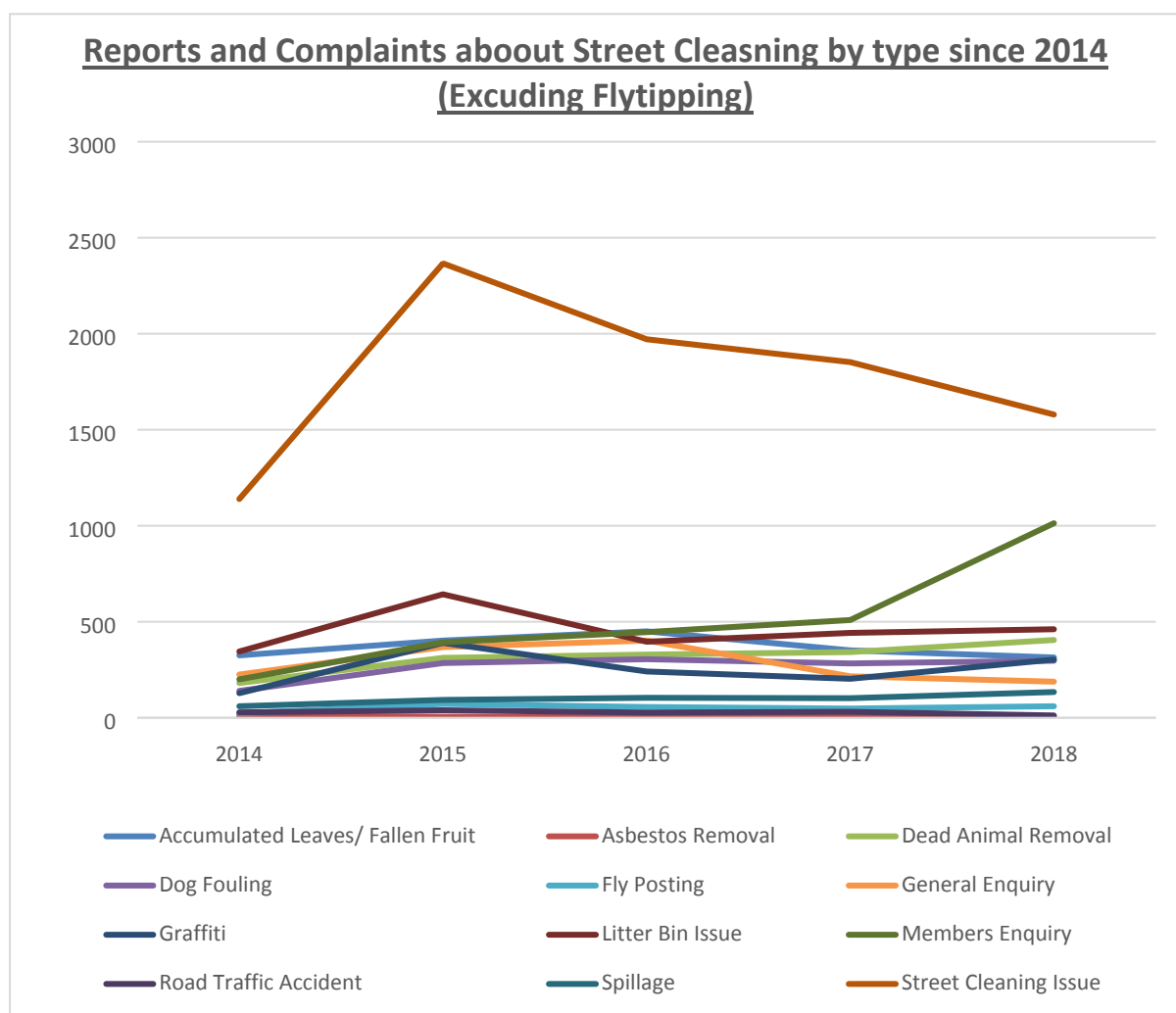
Reports and Complaints about Street Cleansing by type since 2014



1.26 The table below highlights the change in “flytipping”, “Street Cleansing Issues”, “Member Enquire” and all the under elements together.

| | Fly Tipping | Street Cleaning Issue | Member Enquiry | All Other Reports |
|-------------------------------|-------------|-----------------------|----------------|-------------------|
| 2014 | 3423 | 1139 | 200 | 1666 |
| Varriance from proevious year | N/A | N/A | N/A | N/A |
| 2015 | 5283 | 2366 | 393 | 2609 |
| Varriance from proevious year | 1860 | 1227 | 193 | 943 |
| 2016 | 5254 | 1971 | 446 | 2314 |
| Varriance from proevious year | -29 | -395 | 53 | -295 |
| 2017 | 5453 | 1852 | 509 | 2024 |
| Varriance from proevious year | 199 | -119 | 63 | -290 |
| 2018 | 6778 | 1579 | 1013 | 2181 |
| Varriance from proevious year | 1325 | -273 | 504 | 157 |

1.27 The graphs below reports/complaints regarding street cleansing since 2014 but with flytipping excluded



Environment Enforcement

- 1.28 In March 2016 the Environment Committee approved a trial to increase street scene based enforcement through a third party supplier. This increased enforcement against street scene crime was aimed at tackling those causing the issues and reduce the burden and impact on law abiding residents and businesses in the borough.
- 1.29 This trial commenced in July 2016, following a communication campaign.
- 1.30 In March 2017 Environment Committee approve the procurement of a street scene enforcement contract, this contract went live on 1st February 2019, following is award in Autumn 2018. The trial contract was in place up until 31st January 2019.
- 1.31 In addition to the Environment Enforcement Contact the Community Safety Team have work on more complex issues such as organised crime fly tipping, as well as a place based approaches with key partners. Appendix 3 shows a flyer which highlights the work done in Burnt Oak, including the use of Public Space Protection Order to tackle street drinking.
- 1.32 The successful place based approach which took place in Burnt Oak is being rolled out to other areas in 2019

Service Changes and Improvements

- 1.33 As part of achieving the MTFP savings for Street Cleansing from 2017/18 changes were made to the service, including a reduction in staffing levels. To mitigate against the impact of these staffing changes, capital funding was invested into new mechanised cleansing equipment namely small “Hako” mechanical sweepers and “Glutton” pavement vacuums. This equipment was to increase productivity of the town centre cleansing, enable mechanised pavement sweeping and increase the speed and dexterity with residential roads could be swept with.
- 1.34 The implementation of this plan has only been partly successful.
- The changes within the main town centres both to the shift pattern of the town keepers and the use of the “Glutton” pavement vacuums have made improvements to these areas. The pavements are clearer of litter and litter bins emptied more regularly through the day. The smaller elements of detritus including cigarette butts are also significantly reduced.
 - The deployment of small “Hako” mechanical sweepers, however, has not been to the level that was expected. This has been in part due to the level of sickness within the service and priority deployment as set out in 1.18. This has meant that the sweeping of residential streets has suffered.
- 1.35 There is a number of ways which improvements could be made to the Street Cleanliness in Barnet. A number of these are listed below.
- Replace “operative” posts with “driver operative posts” when staff leave to enable some double shifting of the small mechanical sweepers, especially at peak times of year.

- Reduce litter bin/secondary retail crews to just a driver to enable more operatives to be used for residential roads and deep cleaning.
- Ensuring that following the changes to the recycling and waste service full management focus is now on the Street Cleansing service, to deliver quality outcomes.

1.36 The Policy and Resources Paper from February 2019 included additional funding for Street Scene in 2019/20. If this is forthcoming in the budget then it is recommended that this, in part, is spent on street cleansing. Areas for funding could include **some but not all** of the options below:

- Increased monitoring and supervision to allow greater targeting of problem areas to enable a quicker response to issues which arise.
- Increased training for staff on mechanical sweepers to improve the resilience of the service and enable greater deployment of the Hakos.
- Increased training for staff on the delivering of quality standards
- An alternate side, mechanical cleansing pilot with an appropriate parking initiative.
- Introduction of an agency staff budget to cover some sickness and annual leave, to enable fuller deployment of staff
- Introduction of an agency staff budget to enable greater leaf clearance resources, from late October to early December

1.37 Guidance from Members on areas for prioritising will enable officers to review the options to provide a costed delivery plan for the committee.

2. REASONS FOR RECOMMENDATIONS

2.1 The recommendations will allow the Environment Committee to highlight its area of priority and enable a costed proposal to be brought back to the committee for approval.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The alternative approach not make any changes to the service

4. POST DECISION IMPLEMENTATION

4.1 If the Committee is so minded to approve recommendations then Street Service would review the best way to implement them if funding allows

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The council's Corporate Plan, which sets out the outcomes, priorities and strategic approach, has been refreshed for 2019 to 2024. The Delivery Plan being reported to the March 2019 Committee set out how the service will deliver the Corporate Plan and includes performance indicators/targets to monitor progress.

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

5.1.1 **Finance & Value for Money**: The Medium Term Financial Strategy (MTFS) requires savings of £150,000 in 2016/17, and a further £600,000 in 2017/18 to 18/19 from changes to street cleaning.

5.1.2 **Procurement**: None at this time.

5.1.3 **Staffing**: None at this time.

5.1.4 **Property**: None at this time.

5.1.5 **IT**: None at this time.

5.1.6 **Sustainability**: None at this time.

5.2 Social Value

5.2.1 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. The street cleansing frame work will aid the cleansing in town centres helping underpin economic success. It will also help to improve local environmental quality, and support community engagement.

5.3 Legal and Constitutional References

5.3.1 Local authorities have a number of different statutory powers and responsibilities in relation to street cleaning, recycling and waste collection. The Environmental Protection Act 1990 (as amended), the Controlled Waste Regulation 1992 (as amended) the London Local Authorities Acts 2007 (as amended). These acts set out the duty of the Local Authority to ensure that land in its area for which it is responsible is kept clear of litter and refuse.

5.3.2 Council Constitution (Article 7, Committees, Forums, Working Groups and Partnerships) sets out the responsible body and their functions. For the Environment Committee it's functions include:

Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health."

5.4 Risk Management

5.5 Equalities and Diversity

5.5.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. The Equality Act 2010 and the Public-Sector Equality Duty, requires elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process

have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place.

- 5.5.2 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.

5.6 Corporate Parenting

Not applicable.

5.7 Consultation and Engagement

Not Applicable

5.8 Insight

There are no insight implications at this time.

6. BACKGROUND PAPERS

- 6.1 Environment Committee, 28th November 2018, Business Planning 2019-2024
<https://barnet.moderngov.co.uk/documents/s49873/Business%20Planning-Committee%20Report.pdf>
- 6.2 Policy and Resources Committee, 11th December 2018, Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4>
- 6.3 [Policy and Resources Paper February 2019](#) – including paper provides an update on the council's financial position
- 6.4 Environment Committee, 14 July 2016, Street Cleansing Framework
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8634&Ver=4>

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Street Cleansing Framework

July 2016

Street Cleansing Framework

1. THE VISION

- 1.1 The street cleansing service within Barnet will maintain a clean street scene which:
 - Supports Barnet's town centres, ensuring they are clean, litter free and welcoming, supporting the day time and evening economies.
 - Ensure residential streets are litter picked and swept to a good standard.
 - Recycles over 50% of its waste
 - Operates in an efficient, effective and responsive manner
- 1.2 To achieve this service will:
 - Be 'intelligence-led' and data driven
 - Engage with residents and businesses and enable individual and community participation
 - Use technology and mechanisation to improve efficiency
 - Follow, review, trial and implement best practice, and new ideas
 - Enforce against those who continue to degrade Barnet's Streetscene
 - Promote the generation income for the service for private works

2. THE CONTEXT

- 2.1 Research has shown that there is a strong correlation between the standards of cleanliness in the local environment and the overall satisfaction with local services, the fear of crime and the perception of the Council itself.
- 2.2 Barnet Council recognises that maintaining high quality public realm is an important issue and a major concern for local residents. Accordingly this is reflected as a key priority in the Council's Corporate Plan.
- 2.3 This framework sets out the high level approach and direction the service will take, recognising the key drivers, barriers and risks. It is believed that this Framework will lead to a high quality environment being achieved in the public realm throughout the Borough.

Drivers

- 2.4 London Borough of Barnet is a principal litter authority with a statutory duty under the Environmental Protection Act (EPA) 1990 to ensure that relevant land in its area is, so far as is practicable, kept clear of litter and refuse. In broad terms relevant land is defined as all '*open land to which the public are entitled or permitted to have access with or without payment*'. This includes cleaning responsibilities for adopted highways, but not private land.
- 2.5 The 'Code of Practice on Litter and Refuse' published by the Department for Environment Food and Rural Affairs (DEFRA) gives guidance on how these duties should be discharged. In determining standards the Council is required to have regard to the character and use of the land, as well as, what cleaning regime are practical. The Council is expected have cleaning regimes that it can meet these standards and provide adequate resources to restore the area to an acceptable level if they fall below that standard.

Street Cleansing Framework

- 2.6 A clean public realm influences the reputation of an area. Barnet is seen as a green, family friend brought. It is important that the service continues to support this view, reflecting high levels of public satisfaction, as well as promoting the borough as a good place to do business.
- 2.7 Barnet has identified it seven main town centres, within the Entrepreneurial Barnet Strategy.
- Burnt Oak
 - Chipping Barnet
 - Cricklewood
 - Edgware
 - Finchley Church End
 - Golders Green
 - North Finchley

Cleansing in these locations needs to be reviewed to ensure that it is supporting the day and evening economics.

Barriers to satisfaction

- 2.8 Changing Borough: It is predicted that the Borough will change significantly over the next 10 year, with increased population, housing and commercial infrastructure.
- 2.9 On-going Work: Cleansing is similar to painting the fourth bridge - it is never finished. An area can become littered or fly tipped as soon as the cleansing teams have left an area.
- 2.10 Perception of cleanliness: The public's perception of cleansing standards can be very influenced by a single event or something out of place. Areas of highest litter will not necessarily score the lowest satisfaction. One incident of an overflowing litter bin in an otherwise clean street can be more memorable than of an impact that grotty street which always has some litter in it.
- 2.11 Sustainable: Any changes to service will need to be both environmentally responsible and financially sustainable in the longer-term

Risks

- 2.12 Ensuring equality of service: While this does not mean that all areas are cleansed the same it is important that as changes are made, each type of area i.e. major high street, are treated in a manner which meets their needs.
- 2.13 Change Management: As changes are made it is important that clear communications are carried to residents, businesses, staff and member. There will be a need to highlight the benefit of the changes and ensure feedback is gained in the changes on and on-going improvements made.
- 2.14 Capital Investment: As increase in mechanisation and technology are identified capital investment may be needed to reduce revenue expenditure.
- 2.15 MTFP Savings: Environment Committee have agreed a significant reduction in the cleansing budget. The Framework will help to achieve a redesigning cleansing to achieve this, however, the level of savings will be very challenging to achieve while still maintaining high levels of public satisfaction.

Street Cleansing Framework

Dependences

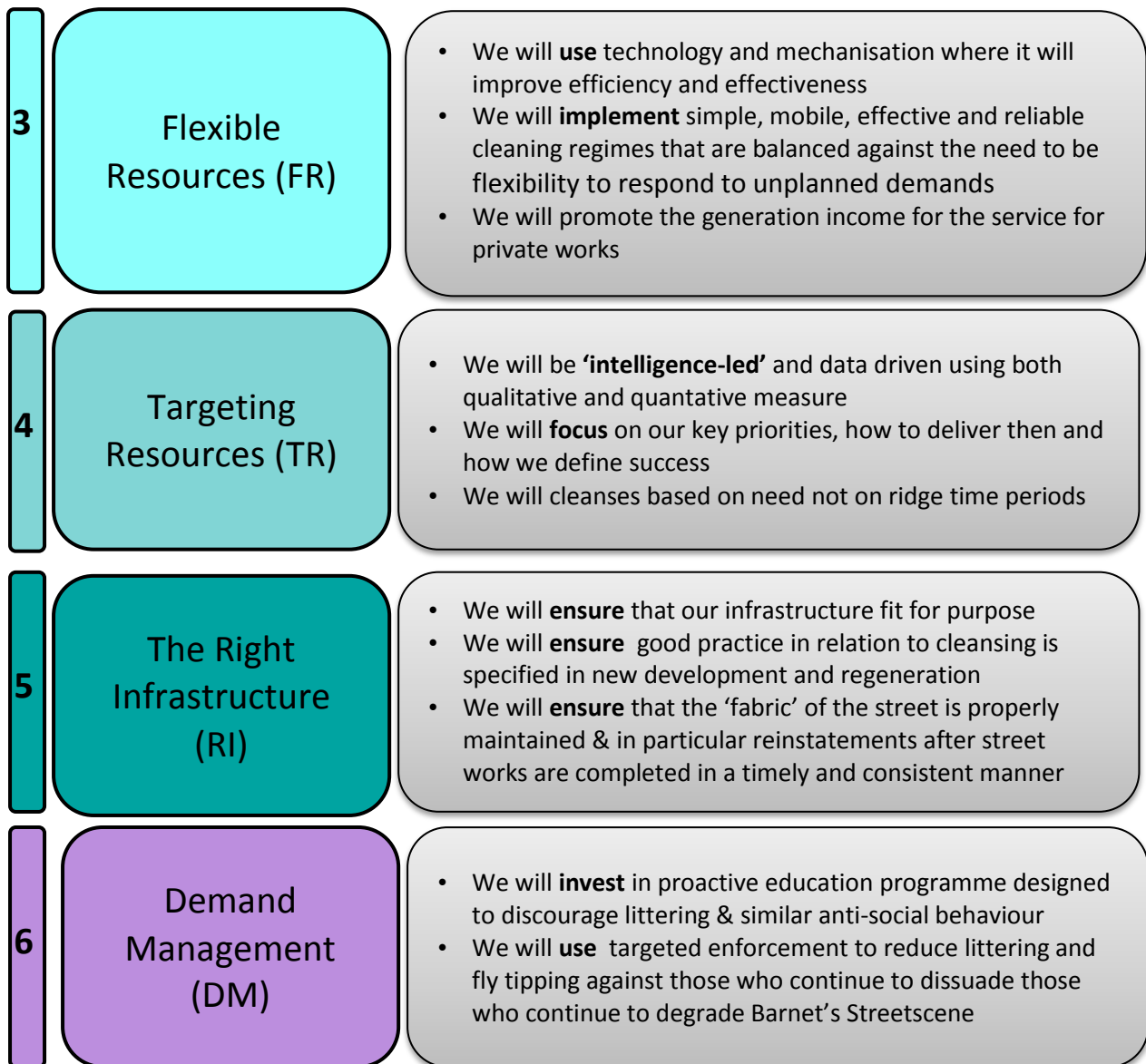
- 2.16 The Street Cleansing Framework sits alongside two other major Streetscene projects aimed at improving local environmental quality, while also meeting the objectives of the MTFP. In March 2016 Environment Committee approved both the transformation of the Commercial Waste Service and an improved Street Scene Enforcement. If any of these projects are not implemented then it is likely to have a significant negative impact on the other areas, i.e. not implementing greater Streetscene enforcement would mean that greater resources would still be needed to tackle the clearing of flytipped waste rather than reducing the amount of waste flytipped

3. THE PRINCIPLES

- 2.17 The Council has developed this Framework to refresh its approach to street cleansing and transform the way resources are used. It will enable the service to meet the needs and the future demands within the Borough, and ensure it meets the expectations of Residents, Businesses, visitors to the Borough and Elected Members
- 2.18 The Framework will enable the service to become more efficient and effective, through both scheduled work and in response to incidents and issues.
- 2.19 Many different activities contributing toward achieving a high quality local environment, from sweeping and other cleaning operations such as pavement washing, litter collection, removal of graffiti and fly-posting, responding to fly-tipping, removal of animal faeces, dead animals and weed removal/control. This rather than looking at each activity will set out how the whole service will work.
- 2.20 This framework holds six key principles which will be used when developing service change:

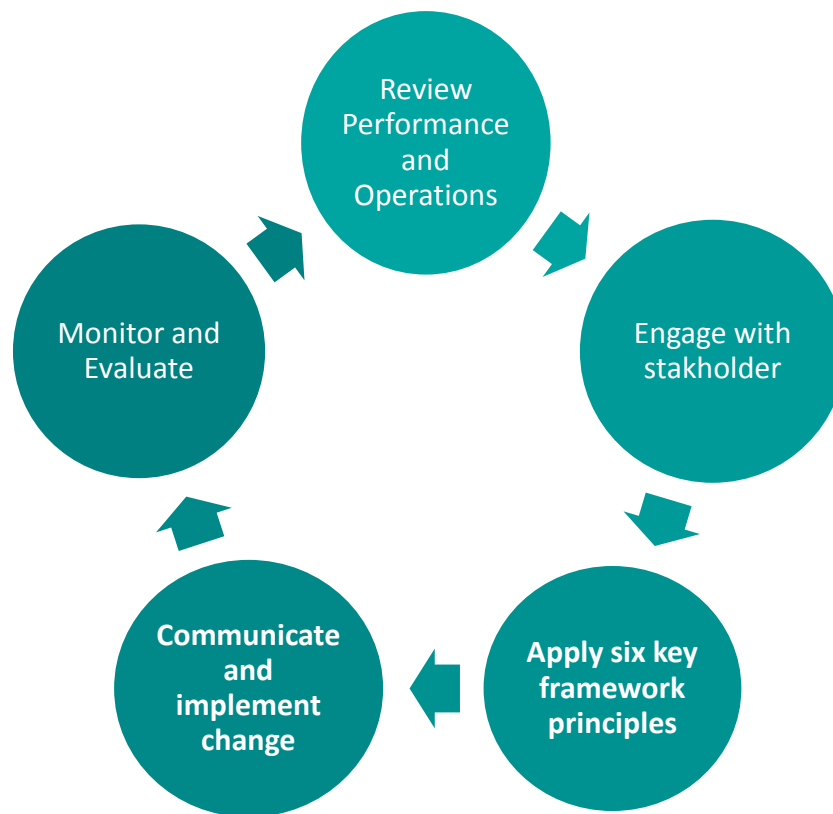


Street Cleansing Framework



2.21 To ensure that the principles of the framework are applied across the cleansing service the review model below will be applied.

Street Cleansing Framework



2.1 This cycle will allow flexibility and on-going improvements to be made to the service as change occurs. These changes could be related to a number of areas such as:

- New stakeholders identified
- Changing demographics of the borough
- Future changes in funding
- Major regeneration or infrastructure projects
- Changes in legislation

It also ensures that the service is reviewed against the principles of the framework regularly.

4. MOTIONING AND REVIEWING

2.2 The standards of cleanliness achieved on the streets and public places throughout the Borough will be monitored through regular inspections, providing meaningful trends in order to gauge whether the target for the year-on-year improvement has been successfully achieved.

2.3 Public perception will continue to be assessed through opinion and satisfaction surveys.

2.4 Monitoring through report it functions, compliments and complainants, and feedback from stakeholders will also be used to assess the effectiveness of the service as a whole as well as within wards, or even individual streets.

| EAST - Oakleigh Road Depot | | | | | | WEST - Harrow Depot | | | | | |
|--|---|-----------------------------|---|---|-----------------------------|--|--|---------------------|--|--|--|
| Chipping Barnet (Area 1) | | | Finchley & Golders Green (Area 2) | | | Hendon (Area 3) | | | | | |
| | | | Town Centre Cleaners (5 Posts) | | | Town Centre Cleaners (2 Posts) | | | | | |
| | | | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | Cricklewood | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | Hendon | | | |
| | | | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | Golders Green | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | Edgware | | | |
| | | | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | Finchley Church End | | | | | | |
| | | | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | East Finchley | | | | | | |
| | | | Town Centre Cleaners | Area Based Town Keeper c/w Glutton Machine | Woodhouse (Nth Finchley) | | | | | | |
| Zone Cleaner (5 Posts) | | | Zone Cleaner (3 Posts) | | | Zone Cleaner (2 Posts) | | | | | |
| Operative | Area based cleansing operative - c/w Beat-Barrow | Brunswick Park/Coppetts | Operative | Area based cleansing operative - c/w Beat-Barrow | Summers Lane | Operative | Area based cleansing operative -c/w Beat-Barrow | Burnt Oak | | | |
| Operative | Area based cleansing operative - c/w Beat-Barrow | East Barnet/ New Barnet | Operative | Area based cleansing operative - c/w Beat-Barrow | Temple Fortune | Operative | Area based cleansing operative -c/w Beat-Barrow | Brent Street | | | |
| Operative | Area based cleansing operative -c/w Beat-Barrow | High Barnet | Operative | Area based cleansing operative - c/w Beat-Barrow | Childs Hill | | | | | | |
| Operative | Area based cleansing operative -c/w Beat-Barrow | Whetstone | | | | | | | | | |
| Operative | Area based cleansing operative -c/w Beat-Barrow | Colney Hatch Lane | | | | | | | | | |
| Litter bins and secondary retail (6 Posts) | | | Litter bins and secondary retail (12 Posts) | | | Litter bins and secondary retail (10 Posts) | | | | | |
| Driver | 3.5 Tonne Caged Vehicle | Brunswick Park /Coppetts | Driver | 3.5 Tonne Caged Vehicle | Cricklewood | Driver | 3.5 Tonne Caged Vehicle | Hendon Central | | | |
| Operative | | | Operative | | | Operative | | | | | |
| Driver | 3.5 Tonne Caged Vehicle | Totteridge / East Barnet | Driver | 3.5 Tonne Caged Vehicle | Golders Green | Driver | 3.5 Tonne Caged Vehicle | Edgware | | | |
| Operative | | | Operative | | | Operative | | | | | |
| Driver | 3.5 Tonne Caged Vehicle | New Barnet | Driver | 3.5 Tonne Caged Vehicle | Finchley Church End | Driver | 3.5 Tonne Caged Vehicle | Burnt Oak | | | |
| Operative | | | Operative | | | Operative | | | | | |
| | | | Driver | 3.5 Tonne Caged Vehicle | East Finchley | Driver | 3.5 Tonne Caged Vehicle or 7.5tonne | Colindale | | | |
| | | | Operative | | | Operative | | | | | |
| | | | Driver | 3.5 Tonne Caged Vehicle | Garden Suburb | Driver | 3.5 Tonne Caged Vehicle | Hale / Mill Hill | | | |
| | | | Operative | | | Operative | | | | | |
| | | | Driver | 3.5 Tonne Caged Vehicle | Woodhouse (Nth Finchley) | | | | | | |
| | | | Operative | | | | | | | | |
| Other - Rapid Response/Residential Roads (3 Posts) | | | Other - Graffiti/ Rapid Response/Residential Roads (2 Post) | | | Other - Rapid Response/Residential Roads (3 Posts) | | | | | |
| Driver | 3.5 Tonne Caged Vehicle | All | Driver | 7.5 Tonne Caged Vehicle c/w Tail- Lift | All | Driver | 7.5 Tonne Caged Vehicle c/w Tail-Lift | All | | | |
| Operative | | | Operative | | | Operative | | | | | |
| Operative | | | | | | Operative | | | | | |
| Small Mechanical Sweepers (2 Posts) | | | Small Mechanical Sweepers (2 Posts) | | | Small Mechanical Sweepers (2 Posts) | | | | | |
| Driver | Hako City Master 1600 | All | Driver | Hako City Master 1600 | All | Driver | Hako City Master 1600 | All | | | |
| Driver | Hako City Master 1600 | All | Driver | Hako City Master 1600 | All | Driver | Hako City Master 1600 | All | | | |
| Large Mechanical Sweeper (1 Posts) | | | Large Mechanical Sweeper (1 Posts) | | | Large Mechanical Sweeper (1 Posts) | | | | | |
| Driver | Sweeper | All | Driver | Sweeper | All | Driver | Sweeper | All | | | |
| Fly-Tip Clearance (2 Posts) | | | Fly-Tip Clearance (2 Posts) | | | Fly-Tip Clearance (2 Posts) | | | | | |
| Driver | 7.5 Tonne Caged Vehicle c/w Tail-Lift | All | Driver | 7.5 Tonne Caged Vehicle c/w Tail-Lift | All | Driver | 7.5 Tonne Caged Vehicle c/w Tail-Lift | All | | | |
| Operative | | | Operative | | | Operative | | | | | |

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Working with you to keep Burnt Oak clean and safe



Taking tough action against those that blight our neighbourhoods by committing anti-social behaviour, including environmental crime, is a top priority. At a recent event I attended with residents, I was struck

by the concerns around anti-social behaviour, litter and fly-tipping in Burnt Oak. It's right that we do what we can to eliminate this behaviour and crack down on the few who are impacting the quality of life for the many residents who live here.

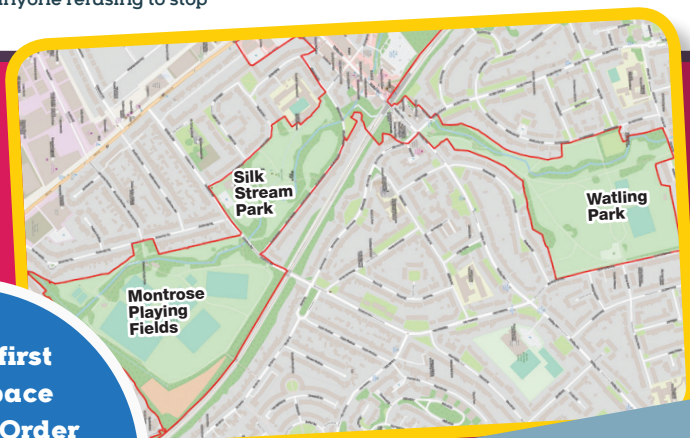
Working with our partners in the Metropolitan Police, we have launched Barnet's first Public Space Protection Order (PSPO). The PSPO will give council officers and the police the ability to tackle anti-social behaviour and issue fines of up to £1,000 for anyone refusing to stop

street drinking in the PSPO restricted area. We are also repairing the damaged fencing on Watling Avenue, gating open stairwells and working with the Community Payback scheme to undertake a clean-up of the area.

I would encourage all residents to help us gather the information we need to prosecute fly-tippers and enforce the PSPO. If you spot fly-tipped waste, please report it by visiting: www.barnet.gov.uk/report-a-problem and if you witness street drinking or anti social behaviour, please **phone 101** or contact **SX-SNTBurntOak@met.police.uk**.

Thank you for your support."

Councillor Richard Cornelius
Leader of Barnet Council



Barnet's first Public Space Protection Order (PSPO)

keeping your
neighbourhood clean,
green and safe.

@BarnetCouncil
#ourneighbourhoods



**METROPOLITAN
POLICE**

BARNET
LONDON BOROUGH

Public Space Protection Order

On 8 October 2018 we introduced Barnet's first Public Space Protection Order (PSPO) which will help us and local police officers tackle street drinking in Burnt Oak. Those who drink alcohol on the streets, within the restricted area, may face enforcement action which includes a fine of up to £1,000.

What else are we doing to take tough action?

- Repairing damaged fencing and gating the stairwells along Watling Avenue, to help prevent anti-social behaviour being committed.
- We have installed three Public Safety Surveillance (PSS) CCTV cameras and an additional mobile camera.
- Working with the local police and partners to:
 - Raise awareness of the work we're doing to help keep your neighbourhood clean, green and safe.
 - Work with businesses and residents to raise awareness of the correct way to dispose of recycling and waste.
 - Engage with those who commit anti-social behaviour and work with them to support and sign post them to organisations who can help.
 - Step-up enforcement to take tough action against those who are committing anti-social behaviour and environmental crime.

Help us to crack down on littering and fly-tipping

It is a crime to drop litter or dump waste (also known as fly-tipping). Litter is dropping anything from cigarette butts and chewing gum to crisp packets and plastic bottles. Whereas fly-tipping is the dumping of bin bags of rubbish, large items including mattresses and fridges or freezers.

If you're caught littering, you could receive a £100 fine and if you are **caught fly-tipping you could receive a £400 fine** or face a criminal prosecution.



Please make sure you take your litter home with you or use a bin. You can also help us by visiting our website and reporting litter or fly-tipped rubbish: www.barnet.gov.uk/report-a-problem



From **Monday 8 October** we will be in the area with staff from our Street Scene service and the local Community Payback Scheme to do regular clean-ups. If you would like to get involved, please contact our Community Safety team on barnetcst@barnet.gov.uk

In 2016, we:



Cleared the area of a large number of rough sleepers.



Audited 74 businesses to ensure they had the correct documentation for their waste to be collected. This resulted in six businesses being investigated for not having the correct documentation in place.

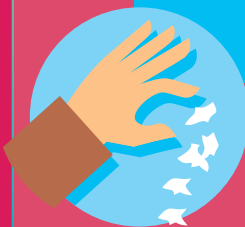


Served 18 Community Protection notices to stop a person aged 16 or over, business or organisation committing anti-social behaviour.

Reduced anti-social behaviour in the local area by 20 per cent.



In 2017, we:



Issued 40 fines for litter and fly-tipping.



Ensured six new businesses now responsibly dispose of their waste.

Conducted 'test purchase operations' for under age sales of alcohol and knives.



Issued two community protection notices to those causing anti-social behaviour

If you are a local business please make sure:

- You have the correct waste arrangements in place and are able to provide evidence of the arrangements when requested. Failure to provide these upon request could result in a fine of up to **£300**.
- You ensure that your waste is disposed of by your waste carrier (the company who collects your waste). If you're not sure, please contact us for further information.



- You follow your business licensing conditions at all times. For further information and support, contact: **licensingadmin@barnet.gov.uk** or call **020 8359 7443**.

If you're a business and do not have an organisation in place to collect your waste, you may choose to employ a private waste collector or contact our Commercial Waste Team: **csi@barnet.gov.uk** or call **020 8359 5051**.

If you are a private landlord please make sure:

- You are registered with our private housing management service. For further advice and support, **visit: www.barnet.gov.uk**
- Any waste or furniture is disposed of legally and that you maintain accurate records of who has removed your waste and/or furniture.



- You use a licensed carrier to collect your waste at all times and ask for a receipt which includes their licensed carrier waste registration number with the Environment Agency. You can check this online by visiting: **environmentdata.gov.uk**

Environment Committee

AGENDA ITEM 11

14 March 2019



Title

Barnet to join the London Lorry Control Scheme (LLCS)

Report of

Chairman of the Environment Committee

Wards

All

Status

Public

Urgent

No

Key

No

Enclosures

None

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Summary

This report seeks approval for Barnet to join the London Lorry Control Scheme (LLCS). The scheme is operated by London Councils and is self-funding. It will protect Barnet residents by regulating night time and weekend freight movements. It is therefore recommended that the Environment Committee agrees that Barnet joins the scheme.

The 1985 Traffic Management Order for the LLCS will also be amended by London Councils to become the means by which a London-wide HGV Safety Permit (HSP) Scheme will be implemented.

Officers Recommendations

That the Environment Committee:

- 1. Agree that, subject to making of the necessary Traffic Orders, Barnet joins the London Lorry Control Scheme and that officers continue to work with London Councils on the details of the scheme.**
- 2. Authorise the Strategic Director for Environment to consult on a Traffic Management Order to revoke The Barnet (Greater London) (Restriction of Goods Vehicles) Traffic Order 1985) (Amendment No. 3) Traffic Order 1996.**
- 3. Authorise the Strategic Director for Environment to consider any objections received as a result of the consultation referred to in recommendation 2, and determine whether the Traffic Management Order should be made, with or without modification.**
- 4. Note the intention to use the LLCS Traffic Order as the means by which a London-wide HGV Safety Permit Scheme will be implemented**

1. WHY THIS REPORT IS NEEDED

- 1.1 The London Lorry Control Scheme (LLCS) restricts use of larger HGVs (over 18 tonnes) at night-times and weekends in London. Restrictions currently apply between the hours of 9pm and 7am, and from 1pm Saturday to 7am Monday morning.
- 1.2 The LLCS was originally introduced 30 years ago to limit night-time and week-end noise levels to the benefit of residents. There have since been a number of reviews and de-criminalised enforcement of the scheme was introduced in 2004.
- 1.3 Barnet is not currently covered by the LLCS. It withdrew in 1996 at least in part due to cost of membership at the time. At about the same time the Council introduced two 7.5 tonne restrictions that cover most roads in the borough (with exemption for access for loading) that apply at all times. However, enforcement of this type of restriction requires the assistance of the Police as they are the only authority with Powers to stop vehicles and enquire origin and destination from the driver. Demand on Police resources is at a high and this type of enforcement is not seen as a priority. The adoption of de-criminalised enforcement of moving traffic contraventions has enabled CCTV enforcement of 7.5 tonnes restrictions at some sites in the borough but a borough wide roll out of this technology would be unachievable, due to costs, the widespread area covered and the large number of vehicles covered by the loading exemption.
- 1.4 Not all roads in London are restricted by the LLCS – there is a core network of routes, usually trunk roads and similar, along which HGVs can travel at any time without needing permission to do so. These roads are known as "excluded roads", and are collectively called the Excluded Route Network, or ERN. The roads on which the Scheme applies are known as "restricted roads". Permission must be obtained before using restricted roads (during the controlled periods).
- 1.5 Permission will also be given to use restricted roads during the controlled period, but this has to be via an agreed route. This usually means travelling to the closest point on the

ERN then using the “shortest” direct route to the destination (applying a common-sense approach that favours more major roads over the absolute shortest route).

- 1.6 The LLCS is operated by London Councils’ Transport and Environment Committee (TEC). London Councils officers would welcome LB Barnet returning to the LLCS as this would have positive implications for the wider interests of the scheme in terms of increasing coverage and improving consistency across London. A return would also have a positive impact on the residents of LB Barnet in terms of regulating night time and weekend freight movements and having the mechanism in place to deal with unsociable and unnecessary freight journeys.
- 1.7 The LLCS is now self-financing so there would be no annual charge related to London Councils administering and enforcing the scheme on Barnet’s behalf. Following a review of the scheme in 2017 London Councils are working on a series of improvements which are likely to include ANPR enforcement. The scheme also provides a potential framework for enforcement of other lorry restrictions, notably the proposed HGV Safety Permit (HSP) Scheme which is described below.
- 1.8 Between 2015 and 2017, HGVs were disproportionately involved in fatal collisions with cyclists (63 per cent) and pedestrians (25 per cent) on London’s streets, despite only making up four per cent of the overall miles driven in the Capital.
- 1.9 In September 2016, the London Mayor announced his intention to use a Direct Vision Standard (DVS) for Heavy Goods Vehicles (HGVs) to improve the safety of all road users, particularly vulnerable road users like pedestrians, cyclists and motorcyclists.
- 1.10 TfL have developed a Direct Vision Standard for Lorries that uses a star system, rating HGVs from zero (lowest) to five (highest) stars, based on how much a driver can see directly through their HGV cab windows, and completed two rounds of consultation on the principles of a DVS and then a proposal for an HGV safety permit. From 8 January to 18 February 2019 TfL have been consulting on final HSP scheme proposals for a scheme that would require all HGVs over 12 tonnes to hold a Safety permit to enter or operate in Greater London. From October 2020, zero star HGVs would be banned unless they can demonstrate they operate in compliance with other measures in a defined safe system to minimise their risk to vulnerable road users.
- 1.11 By 2024, zero, one and two star HGVs would be banned unless they can demonstrate compliance with an updated progressive safe system. Operators will be able to apply for Safety Permits from October 2019.
- 1.12 TfL and London Councils propose to use their traffic regulation powers to implement the scheme, making use of the current 1985 LLCS Traffic Regulation Order under which the LLCS is legally established and operates, to achieve this, as there are synergies in terms of having a single instrument for HGV operating standards in London, covering both environmental and highway safety issues.
- 1.13 Barnet effectively left the LLCS in 1996 by making its own traffic regulation order, The Barnet (Greater London) (Restriction of Goods Vehicles) Traffic Order 1985) (Amendment No. 3) Traffic Order 1996, to be excluded from the Powers of the 1985 Order that originally established the LLCS.

- 1.14 Subsequently in 2004 Barnet gave formal notification to TEC that they would be leaving the LLCS giving one year's notice in accordance with Clause 13.4.2 of the TEC Agreement.
- 1.15 To join both the LLCS and HSP scheme will require Barnet to make a new order to revoke the 1996 Order by which it withdrew from the scheme. (This would not affect the 7.5 tonne restrictions as these were introduced via separate traffic orders.). London Councils officers have advised that Barnet would also need to formally delegate functions associated with the LLCS to TEC and TEC would need to accept these. This would be the subject of a further decision if necessary.
- 1.16 There would potentially be additional costs in introducing any on street signs that would be required to advise motorists of the scheme and the on-going maintenance of these signs. Further discussions would be required regarding the extent of the ERN in LB Barnet and the possible signage requirements. Some signage in relation to the scheme is still in place, which may assist in this regard. Much of this is associated with the TLRN. Requirements to sign other locations is likely to be limited mainly to the northern boundary of the borough. Depending on the extent of the requirements, London Councils have indicated that may be in a position to offer financial assistance, and making changes in conjunction with the HSP scheme may also be a possibility.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The extension of the LLCS to Barnet would prevent the largest lorries from taking inappropriate routes through Barnet at nights and weekends. While this is likely to address only a small proportion of concerns related to lorries in the borough (since lorries below 18 tonnes gross vehicle weight would be unaffected, and larger lorries would still be able to use the most appropriate available route if making deliveries), it would allow enforcement (which the borough cannot undertake) on those occasions when the LLCS conditions were breached, provide a more consistent approach in London and provide a potential framework for future London-wide lorry controls.
- 2.2 The HSP scheme is intended to reduce road danger from HGVs operating in London. By re-joining the LLCS Order LB Barnet will be able to participate in the developing HSP scheme without the enforcement burden which will rest with London Councils, thereby improving road safety in the borough.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Barnet could retain the present arrangements but would not be able to benefit from existing enforcement arrangements undertaken by London Councils, not be able to effectively enforce the movement of goods vehicles over 18 tonnes in unsuitable roads in the borough and not be able to benefit from the HSP scheme unless or until alternative arrangements were made to introduce the scheme.

4. POST DECISION IMPLEMENTATION

- 4.1 Following the decision, a traffic order would be drafted and advertised to revoke the 1996 traffic order.
- 4.2 Work would continue with London Councils to put arrangements in place for Barnet to rejoin the LLCS.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The decision supports the 2018/19 Corporate Plan Priorities by delivering transport improvements that provide a means of addressing road safety in the borough as well as addressing environmental issues of noise and disruption in residential areas.

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

- 5.2.1 Costs associated with revoking the 1996 Order are estimated to be approximately £2000. Discussions are ongoing with TfL and London Councils regarding the support they can provide to meet partial costs associated with this. Remaining costs can be met from LIP funding allocations for 2019/20.
- 5.2.2 There are currently no on-going administration and enforcement costs to boroughs as part of the LLCS.
- 5.2.3 There are also future costs with respect to signage in the borough and a detailed assessment of what is required and where will need to be undertaken. London Councils have agreed to give support in both this work and signage provision where possible. The costs associated with this will be clarified through ongoing discussions with London Councils and TfL.
- 5.2.4 Anticipated introduction of the HSP would be undertaken by, or at the cost of, TfL including signage changes as necessary.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The Act is not applicable in the context of this report as it does

not concern a procurement process

5.4 Legal and Constitutional References

5.4.1 The Council Constitution, Article 7 provides at 7.5 Responsibility for Functions that:

- the Environment Committee is responsible 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;

5.4.2 The Council has the necessary legal powers to make Traffic Management Orders to control or regulate traffic (including different classes of vehicles) under the Road Traffic Regulation Act 1994.

5.4.3 London Councils will require Barnet to obtain Council resolution to formally delegate functions associated with the LLCS to TEC and TEC would need to accept these. The exact functions to be delegated will need to be confirmed by London Councils and would be the subject of a further decision if necessary.

5.4.4 London Councils Transport and Environment Committee (TEC) is a joint committee established under the Association of London Government Transport and Environment Committee Governing Agreement dated 13 December 2001 ("the TEC agreement"). It is responsible for the exercise of those functions delegated to it by the 33 London local authorities and Transport for London.

5.5 Risk Management

5.5.1 Not revoking the 1996 Order would prevent a London-wide HSP scheme from being introduced by amending the 1985 order. This is the route that has been identified by TfL and endorsed by London Councils TEC as the most efficient legal mechanism to implement and enforce the HSP Scheme. This could lead to delays to introduction of safety improvements as well as reputational issues.

5.6 Equalities and Diversity

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this 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 decision is not expected to have a disproportionate impact (either positive or negative) on persons sharing any protected characteristic.

5.6.3 TfL have had an integrated impact assessment undertaken on the proposal for the HSP scheme and this identifies a moderate positive impact on the objective of reducing the number of casualties from protected groups as a result of HGV related accidents.

5.7 Corporate Parenting

- 5.7.1 The decision has no direct impact on looked after children or care leavers. Any indirect or general effects are not expected to have a greater impact on looked after children or care leavers than on other children or young people.

5.8 Consultation and Engagement

- 5.8.1 The proposal to revoke The Barnet (Greater London) (Restriction of Goods Vehicles) Traffic Order 1985) (Amendment No. 3) Traffic Order 1996 would be subject to statutory consultation.
- 5.8.2 TfL have completed two rounds of consultation with regard to Direct Vision Standards and an HGV safety permit and from 8 January to 18 February 2019 have been consulting on final scheme proposals for a scheme that would require all HGVs over 12 tonnes to hold a Safety permit to enter or operate in Greater London.
- 5.8.3 Further statutory consultation (by London Councils /TfL) regarding the changes to the LLCS order to incorporate the HSP scheme will be necessary before those changes are made.

5.8 Insight

- 5.8.1 No specific insight work has been carried out in relation to this decision.

6. BACKGROUND PAPERS

- 6.1 Additional information regarding the LLCS may be found at <https://www.londoncouncils.gov.uk/services/london-lorry-control/about-llcs>
- 6.2 TfL January / February 2019 Consultation on the HSP scheme <https://consultations.tfl.gov.uk/roads/direct-vision-standard-phase2b/?cid=direct-vision-standard>

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| <p>C</p>  | <p style="text-align: right;">AGENDA ITEM 12</p> <p style="text-align: center;">Environment Committee 14 March 2019</p> |
| <p style="text-align: right;">Title</p> | <p>Street Lighting Asset Improvement Project</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>Yes</p> |
| <p style="text-align: right;">Enclosures</p> | <p>None</p> |
| <p style="text-align: right;">Officer Contact Details</p> | <p>Paul Bragg – Highways Lead for Network and Infrastructure, paul.bragg@barnet.gov.uk 0208 359 7305</p> <p>Jamie Cooke, Interim Assistant Director Transport and Highways Commissioning jamie.cooke@barnet.gov.uk 0208 359 2275</p> |

Summary

To seek authorisation to implement the proposed Street Lighting Improvement Project consisting of LED lantern and Central Management System (CMS) conversion utilising a single source supplier for the installation works under the Street Lighting Private Finance Initiative (PFI) Project Agreement and to authorise entering into and executing the associated contract deeds of variation.

Recommendations

1. That the Committee approves the progression of the proposed Street Lighting Improvements via the LED/CMS Conversion Project in accordance with the

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|---|
| process identified in this report using the existing Street Lighting PFI Project Agreement (Contract) Change Control procedure for the provision of the equipment installation via the PFI Service Provider as a single source supplier. |
| 2. That the Committee authorises the Strategic Director of Environment to approve the required contract variations. |
| 3. That the Authority enters into and executes the agreed deeds of variation as required by the Contract. |

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council currently operate a Private Finance Initiative Contract to deliver the Street Lighting Service. This followed the submission of a detailed Business Case to support a bid to the Department of Transport in 2004 for Private Finance Initiative support funding. Barnet's bid was selected from many competing bids as a project that provided a compelling Business Case that was worthy of funding support and therefore Barnet were fortunate to be awarded substantial funding (£55.9m) to allow the Street Lighting assets to be comprehensively improved.
- 1.2 A PFI Project involves an initial 5-year programme (which was completed in 2011) of column replacements with newly designed lighting schemes to meet recommended lighting standards. Within the initial five-year period 70% of the boroughs lighting assets were replaced, thereby delivering a substantial improvement in the quality of the street lighting on all classes of roads throughout Barnet with a column life expectancy of a minimum 35-year period, thereby providing a good degree of future proofing.
- 1.3 Enhancements were made in 2012/13 with the installation of a Central Management System CMS which allowed more flexibility in controlling the street lighting including the dimming of the lights to make them more energy efficient.
- 1.4 Since the previous positive investment in the street lighting assets there has been some major advancements in lighting and lighting control technology and this report identifies the positive changes that have already been implemented and the further proposed enhancements that are now proposed, which when implemented will ensure that Barnet's street lighting is at the cutting edge of technology whilst also providing control flexibility and efficiency savings.
- 1.5 The London Borough of Barnet's Street Lighting PFI Project commenced in April 2006 and runs for a term of 25 years and therefore has an end date of March 2031 (a further 12 years to run). The total unitary charge (Lump sum paid annually for the service) is currently approximately £6.520m, partially

indexed, per annum. The Authority receives a contribution of £2.285m annually towards the UC sum, in annual PFI credit payments, from the Department for Transport, with the balance of £4.265m being the Authority's financial contribution and the cost of maintaining the street lighting asset and electricity consumption costs.

- 1.6 Of this sum, approximately £2.4m, (at Winter 2018/19 electricity unit rate), would be the total current annual cost of energy for the Authority's street lighting and illuminated street furniture electricity consumption. Electricity has virtually tripled in cost since the Project commenced in April 2006 and it is forecasted by our energy advisors Laser that energy will continue to rise annually far in excess of general and contract inflation.
- 1.7 Following earlier electricity price increases and a review of options in 2011 it was concluded that the installation of technology that allows the dimming of the street lighting assets, thereby reducing energy consumption, would be the most appropriate mitigating action.
- 1.8 A Business Case was produced which identified the cost benefit analysis of investing in this technology and a Salix loan was successfully secured to help fund the project. Salix Finance Ltd provides interest-free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. Salix is funded by the Department for Business, Energy and Industrial Strategy, the Department for Education, the Welsh Government and the Scottish Government and was established in 2004 as an independent, publicly funded company, dedicated to providing the public sector with loans for energy efficiency projects.
- 1.9 The Authority issued an Authority Change Notice as required by the PFI Contract Project Agreement to the PFI Service Provider, Barnet Lighting Services (BLS) and this led to a Project to install a Central Management System (CMS) being approved by DPR 1330 Street Lighting PFI Contract – Energy Saving Measures – 16th June 2011.
- 1.10 This change necessitated a contract Deed of Variation being agreed with the PFI Service Provider, Barnet Lighting Services (BLS), and this was completed and signed by both parties in July 2013.
- 1.11 Having implemented the CMS Project, the Authority has achieved a reduction of 33% of its energy consumption which equates to a reduction of approximately £630K in annual energy costs.
- 1.12 Since completing the installation of the CMS the Authority's financial position has continued to be under scrutiny with further savings being sought as part of Service Improvements reviews to support MTFS savings proposals.

- 1.13 The CMS has the ability to not only switch and dim the street lighting assets but also provides the ability to dynamically monitor the functionality of the lighting assets on an ongoing basis. This provides additional opportunities in terms of utilising this intelligence to more efficiently maintain the assets.
- 1.14 BLS initially had reservations in utilising this intelligence at the time the CMS project was originally agreed and therefore as part of the Deed of Variation only agreed the use of the CMS to switch and dim the lights, thereby allowing energy savings to be derived. However, following agreement to trial the use of the intelligence data produced by the CMS, BLS became more confident that the system was capable of providing continuous and accurate data, which could be put to better use.
- 1.15 A review of operational maintenance activities was undertaken in 2017 and this identified that a number of changes could be made in operational practices which would benefit both the Service Provider and the Council in terms of operational efficiency improvements whilst also lowering costs. The additional savings that were derived from this included; removing manual scouting of assets at night; changing routine maintenance frequencies and utilising the CMS to stop a wasteful bulk lamp change operation in favour of a predicted end of life lamp change.
- 1.16 These operational changes have been implemented, are operational and as such the associated service benefits and savings are being achieved by the Authority and the Service Provider. However, this needs to be represented within a further Contract Deed of Variation (DoV). The Service Provider BLS has provided a draft of the required DoV which addresses all of the agreed changes that have already been implemented and it now requires the Authority to sign the DoV.
- 1.17 Despite the positive changes that have already been implemented to assist in reducing costs there are still significant pressures on the Street Lighting budget due to the electricity costs continuing to rise annually far in excess of contract inflation. The last annual increase was over 12% in the unit rate, from October 2018 and Laser are now estimating that this trend will continue for at least the next five-year period and that local authorities should assume in forward budgets a potential average 11.7% increase in the next 5-year period.
- 1.18 A further detailed review of the street lighting service has been conducted, including reviewing methods that could be deployed that would improve the Street Lighting Service whilst at the same time reducing the ongoing costs of the service.
- 1.19 This review included investigating the technological advancements being achieved through the use of LED lighting. LED has advanced very rapidly in the last couple of years and is now fully capable of lighting the public highway

whilst significantly lowering operating costs. Due to these advantages LED technology is fast becoming the favoured light source for street lighting as it provides two significant advantages. Firstly, it is very energy efficient and provides positive environmental benefits and secondly it provides a very good quality of lighting as it provides white light that is more aligned with the environmental appearance achieved in daylight.

1.20 The Authority commissioned a Business Case to be produced by the PFI Service Provider to identify all of the potential benefits of converting all of the existing street lighting lanterns to LED technology.

- 1.21 The Business Case identified that a significant Capital investment of £7.6M was required but, this would be repaid relatively quickly due to the positive implications this change would have on both energy charges (£650,000 per year) and operational maintenance charges (£200,000 per year).
- 1.22 As the Project can be demonstrated to deliver significant savings in energy and help to reduce the Authority's carbon footprint, it meets the criteria associated with the Salix Funding Scheme, which seeks to invest in Energy Efficiency Schemes. On that basis, a second funding application has been submitted to Salix and it has recently been confirmed that this application has been successful with the award of a £5.7M of interest free loan to support the project. The award of such a large sum of funding support demonstrates the positive energy and environmental benefits that the Project will realise.
- 1.23 In order to secure the remaining Capital funds a funding bid was made to the Council's Capital Board and this has been approved.
- 1.24 Following the securing of necessary funding for the Project, an Authority Contract Notice of Change was issued to the PFI Service Provider and their detailed response has recently been received. This response is broadly aligned to the initial details contained in the Business Case.
- 1.25 Clarification meetings have taken place with the Service Provider to ensure that appropriate due diligence has been undertaken to ascertain a full and comprehensive understanding of the proposal. This has included looking closely at the build-up of the £7.6M Project costs and determining that these are reasonable and therefore provide appropriate value for money, whilst also looking at the benefits that the Project will realise in terms of both energy and operational savings.
- 1.26 It is important to note the method by which the proposed energy savings of £678K has been derived. This has been based on a sample of roads being designed with the proposed energy efficient LED lantern and comparing the energy consumption of the LED design against the existing assets energy consumption. It has not been practical to do this extensively for the whole of Barnet's street lighting inventory due to the costs involved, so a sample of 14

roads has been selected. Within this sample there are the full range of road types that can be found within the borough. Each of the sample designs identified a specific energy reduction which varied between 36% and 81%, with an overall average energy reduction of 57% across all 14 schemes. This average energy reduction has been applied to the existing energy consumption figure and using the current electricity charge rate, the average saving has been calculated. Until all designs are undertaken it will not be possible to verify this figure, however, this method has been used on other similar projects that have already been carried out and has proven to be a fair estimation of the savings potential.

- 1.27 The new LED lanterns will be fitted with a new compatible CMS. The existing CMS needs to be replaced for two reasons. Firstly, the existing CMS would not be fully compatible with the LED technology and would require upgrading at the time of conversion at significant additional cost and secondly because the existing CMS provider Harvard has recently gone into administration and without a buyer, which at the time of drafting this report, looks highly unlikely, the product will no longer be supported or available. The plan is to purchase the new CMS from a large established provider to reduce the risk of insolvency problems.

The Preferred Option to deliver the Project

- 1.28 It is proposed that the process of procuring the LED project and CMS update will be completed under the terms of the current Street Lighting PFI Contract, with the Authority issuing an instruction that it accepts the Authority's Change Control response from the Service Provider and wishes the project to proceed.
- 1.29 Paragraphs 5.4.5 to 5.4.15 identify the reasons why this is the only viable way to deliver the project. It explains that where it has been possible to seek prices via a competitive process for the new LED lanterns and CMS this has been undertaken and where a competitive process has not been undertaken for the labour element of the project that appropriate due diligence has taken place to determine best value via a single source supplier arrangement under the Change Control procedure in the PFI Contract.
- 1.30 The LED/CMS Project is estimated to take a year to implement and complete. The Council's Priority Spending Review Plan has identified savings derived from the implementation of the project to commence during the 2019/20 financial year with the full impact of the savings being realised in the 2020/21 financial year. In addition to the need to start the project as quickly as possible to derive the required financial savings, it is also imperative that the project now progresses with all urgency due to the emerging high-level risks associated with the existing CMS providers Administration position. Paragraphs 5.5.5 and 5.5.6

in the Risk Management section identify potential significant financial implications. The implementation of this conversion project is a key element of the service provider's contingency plan to alleviate any adverse impacts of the Harvard Administration.

- 1.31 The Service Provider is currently responsible for all of the Council's street lighting assets under the PFI Contract and will retain all risk in the assets during and after the LED/CMS Project, up to and including the end of the Contract in 2031. However, it will be necessary to fully reflect the agreed changes associated with this project with a further Contract Deed of Variation which will amend the wording of various elements of the PFI Project Agreement, Specification and Method Statements to ensure that relevant provisions are updated to align with the changing asset type and changing operational practice and procedures which will deliver further positive improvements in the street lighting service which includes improved lighting quality and the ability to be more efficient in responding to issues and specifically defects as and when they arise.
- 1.32 It is important to note that although this is essentially a conversion project a full design process will be undertaken to ensure that the lighting levels achieved will be in accordance with the current Highway Lighting Code of Practice recommendations.
- 1.33 It is envisaged that the following positive benefits over and above the financial benefits will be derived from the implementation of this lighting improvement project: This is not an exhaustive list:
 - White light source that has significantly improved colour rendition ability. This means that the natural colours will be properly represented under the white light source. For example, green grass will appear brown under the existing high-pressure sodium (HPS) light source, whereas under a white light source it will be seen as its true colour; green. In addition, facial recognition is improved under a white light source
 - Due to the above the aesthetic appearance of the environment is improved
 - The human eye can function more efficiently under a white light source and therefore even though the lighting levels when measured with a light meter may not have been increased it appears that this is the case.
 - An LED light source delivers its maximum light output at the time it is switched on, whereas an HPS light source needs time to warm up before it reaches its full operational output
 - All light sources depreciate in light output (Lumen Output) with age. An LED light sources Lumen depreciation takes a longer time to start depleting in its lumen output and has much slower lumen depreciation than the existing HPS light source. This is important as with greater

lumen depreciation comes added costs of maintenance and progressively lower lighting levels (lighting quality).

- An LED light source operates for a significantly longer period than an HPS light source and therefore maintenance activity is reduced as there is no longer a need to change lamps on a 3-5 year cycle. Not only does this save money but also provides environment benefits in reduced maintenance visits with polluting plant and equipment but also is less obstructive to the free movement of traffic.
- Additional environment benefits are derived from end of operation disposal. As they last much longer there are less to dispose of and the LED light source does not have the same disposal concerns as a HPS light source that incorporates gas and sodium within the glass envelope
- The quality of street lighting has a significant role in reducing crime and in particular the fear of crime. There have been a number of studies that has shown that good quality street lighting reduces crime and fear of crime and this is also supported by the Police.
- Feedback provided from residents to other Authorities who have already introduced LED street lighting has been very positive.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The project will provide an improvement in the Street Lighting Service in terms of better quality lighting and improved maintenance response times.
- 2.2 The Councils financial position requires close scrutiny of the cost effectiveness of the way in which services are currently delivered in order to secure the ongoing provision of sustainable services.
- 2.3 A review of the street lighting service has identified that there is a risk of a continuation of the escalating energy charges well above inflation and this requires action to mitigate this ongoing risk.
- 2.4 The review has included producing a business case to evaluate the method by which the energy charges can be reduced whilst also achieving other operational efficiency savings.
- 2.5 The Business Case has confirmed that whilst there is a significant Capital cost of converting all existing street lights to energy efficient LED technology, the relatively quick pay back on this investment makes it a viable project to implement.
- 2.6 The PFI contract has existing provisions that allows for variations to be instigated during the contract term. The changes that are proposed will also have a positive impact on maintenance operations, in addition to the energy savings delivered by the project. In order to benefit from this, it is necessary to

make amendments to various existing provisions contained within the PFI contract in the form of Deeds of Variation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The termination of the existing PFI Contract.

This is not a viable proposition as the termination costs would be in the order of £14Million.

3.2 Continuing with the status quo, without instigating the LED Conversion Project.

With the knowledge that the energy charges will continue to escalate well above inflation there would be an escalating pressure on the Council future finances that would require a significant call on reserves in future years. This would not be a good use of Council resources especially as this can be mitigated by implementing the LED conversion project.

3.3 Requesting alternative service providers to provide competitive prices for undertaking the project.

This was not a viable option for a number of reasons as identified in this report. It was also highly likely that any alternative contractors would not have committed resources to pricing for the project on the basis that they would know the way in which the PFI Contract operates with the need to undertake a detailed approval process, which involves incurring costs, in order for the PFI Service Provider to determine that the installed equipment meets required standards. They would also have had to commit to providing an extended 14-year warranty to the PFI Service Provider all of which they would have needed to reflect in their pricing of the project. This warranty would be required as the PFI Service Provider would not accept ongoing risk/responsibility in the continued operation of the LED lanterns that they did not install and this is contrary to the principals of a PFI contract which requires the Service Provider to hold the risk in all assets for the duration of the contract.

In addition, introducing a further third party into the equation imports unnecessary commercial risk with the potential for future legal wrangles which could arise when there is an equipment failure. Each party could potentially blame each other over who was responsible for the equipment failure and this would lead to delays in rectification works, additional administration, potential legal involvement and ultimately an adverse impact to the ongoing service quality.

4. POST DECISION IMPLEMENTATION

- 4.1 Instructions will be issued to the Street Lighting Service Provider to commence the mobilisation of the LED/CMS Conversion Project
- 4.2 Agreement of a detailed programme of works with the Service Provider with a view to achieving a mobilisation period of three months followed by an installation programme of 12 months.
- 4.3 Close monitoring of the mobilisation and delivery programme and monitoring of the savings derived as the programme progresses to a conclusion.
- 4.4 Finalising arrangements with Salix for the interest free loan funding to be made available.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council wants to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. However, it faces an increasingly difficult financial challenge, with funding decreasing, demand increasing and uncertainty about how services will be funded in the future.

- 5.1.2 The Council now faces an anticipated budget challenge of £69.9m to 2023/24 and to address that gap, the council will need to make some decisions about priorities and how limited funds are spent. This means that the Council need to do some things in different ways the LED conversion project is a good example of this.
- 5.1.3 The Council must now prioritise its limited resources effectively and develop plans for the next five years to deliver both statutory duties and ambitions for Barnet within these financial constraints. The council wants to ensure residents get a fair deal by maximising opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.
- 5.1.4 To ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the development of the proposed Corporate Plan and MTFS have been aligned to cover the next five years (2019/20 to 2023/24). This will help to ensure we have a medium-term plan setting out how we will allocate our limited resources in line with what we want to achieve for the borough.
- 5.1.5 To support delivery of the outcomes in the proposed Corporate Plan, Barnet 2024, each Theme Committee is responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference. These priorities will inform an annual Theme Committee delivery plan which will set out the key activities, performance indicators/targets, and risks in relation to the corporate and committee priorities.
- 5.1.6 Barnet has been innovative in its approach to tackling the challenges local government faces. The council has been open to new ways of doing things and working closely with partners across the public, private and voluntary sectors. It is vitally important that Barnet continues this approach to ensure that it is well placed to meet current and future challenges, and continues to be a successful London borough.
- 5.1.7 The council will continue to focus on the best possible outcomes for Barnet, thus utilising a combination of internal, external, and shared service deliveries to achieve this. As part of meeting these strategic objectives, the council will ensure that all residents are treated equally, with understanding and respect, and will have access to quality services which provide value to the taxpayer. Our job is to work together and deliver:
- successful places
 - resilient communities
 - quality services

- great outcomes

5.1.8 The scale of the ongoing financial challenges means the way we deliver our services will need to change and there will be some difficult choices to make to ensure that savings are achieved, but not at the expense of delivering quality services and protecting our most vulnerable residents.

5.1.9 This Project supports the council's corporate priorities as expressed through the Proposed Corporate Plan for 2019-24 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

- A pleasant, well maintained borough that we protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well

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

5.2.1 There are no significant resource implications associated with this proposal as the existing street lighting monitoring team will oversee the Project delivery.

5.2.2 The Capital cost of the LED conversion Project £7.6M has been scrutinised by the Capital Board who have agreed to fund the Project with Capital funding.

5.2.3 A further funding source has been identified. SALIX, a government backed, interest free loan, instigated to encourage and assist local authorities with specific and innovative energy saving proposals.

5.2.4 An application has been made for a SALIX loan and based on their funding criteria the Council have been successful in being awarded a £5.7M loan to support the Project. This is an interest free loan which is repayable within a five-year period following the completion of the Project. The Capital Board have identified that the repayments of the SALIX loan will be funded from the Council's Capital resources.

5.2.5 A detailed Business Case has been produced to demonstrate that this capital investment will provide value for money through a relatively quick pay back due to a significant reduction in ongoing revenue charges. This is two-fold in reduced energy charges and savings in ongoing operational maintenance through the PFI Contract. These combined savings are estimated to be in the order of £850,000 per annum.

- 5.2.6 In terms of sustainability, the new CMS will have an inbuilt failsafe mode which ensures that the operation of the lights is maintained even in a fault state. This is a significant improvement from the current CMS which does not include the same safe guard (as identified in the risk section of this report).

5.3 Social Value

- 5.3.1 As well as the economic benefits highlighted in this report the Project will also provide benefits in reducing the Authority's Carbon footprint which provides environment benefits for all. It is also anticipated that the white light provided by the LED light source will be well received by residents as it is generally considered that lighting appears to be improved when utilising a white light source. This is due to its ability to truly represent colours when lit after dark, whereas the existing light source does not have good colour rendition qualities. It is often considered that this enhances the aesthetics of an area and is considered to provide a safer feel to an area.

5.4 Legal and Constitutional References

- 5.4.1 To address the budget gap identified between 2019-24, Theme Committees have been asked to consider a programme of savings for the five-year period 2019-24.
- 5.4.2 Under Article 7 of the Constitution the Theme Committee that is responsible for Highway functions, including Street Lighting, is the Environment Committee.
- 5.4.3 The Environment Committee have approved at their November 2018 meeting the LED Conversion Project as one of the Projects that will be included in their programme of savings.
- 5.4.4 The Council has a general duty to obtain Best Value as set out in section 3(1) of the LGA 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In relation to this general duty, the focus is not simply to achieve "best value", but also to strive for continuous improvement. The Best Value duty is owed to local people.
- 5.4.5 The PFI Contract contains provisions that allow for variations to be instigated during the contract term

5.4.6 Regulation 72 of the Public Contracts Regulations 2015 permits contract modifications where the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provided that such clauses:

- i. state the scope and nature of possible modifications or options as well as the conditions under which they may be used, and
- ii. do not provide for modifications or options that would alter the overall nature of the contract or the framework agreement.

Regulation 72 also permits contract modifications for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor:

- i. cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or
- ii. would cause significant inconvenience or substantial duplication of costs for the contracting authority,

provided that any increase in price does not exceed 50% of the value of the original contract;

The proposed contract modifications set out in this Report fall within these permitted modifications under public procurement rules.

5.4.7 This Project has arisen from the Council's future financial planning exercises which has included looking at innovative ways to reduce existing and future expenditure. Despite the significant Capital investment required to convert the street lights to low energy LED units the Projects Business Case demonstrates that this investment will repay itself within a seven-year period due to the annual savings of £850K on completion of the project and this saving will increase year on year as the project is also safeguarding against significant future energy charge increases. On that basis, this project is aligned with the Council's fiscal, Best Value duty.

5.4.8 The existing Street Lighting Contract is provided through a long term (25 year) PFI Contract. The contract commenced in 2006 and therefore runs until 2031. Under a PFI arrangement there is a significant risk transfer to the Service Provider in that the Council has transferred all risks in the street lighting assets to the Service Provider. This means that the Service Provider is fully responsible for the street lighting assets throughout the 25-year period, with the annual sum paid being fixed no matter what extent of work is required

within the 25-year term. This includes accident and vandalism damage. On that basis, the contract includes some protections for the Service Provider in that the Service Provider has control of an approvals process for any attachments that may be required to be added to the lighting column assets, which could be deemed to adversely impact on the Service Providers ongoing liabilities.

- 5.4.9 This risk and protection mechanism makes it unviable to seek competitive tenders for an alternative contractor to undertake the labour element of converting the existing lanterns. This is due to the process and costs of following the inspection and approvals process and the fact that the existing Service Provider would not be willing to take on the ongoing liability of the new lanterns for the remaining duration of the contract (12 years).
- 5.4.10 Due to the above issues officers have utilised the PFI Contract's Change Control provisions to request the PFI Service Provider to identify the costs involved to carry out the LED Conversion Project. In making this request the Authority have given clear instructions that the provision of the equipment; Lanterns and Central Management System must be subject to a formal competitive tender process to ensure that good value for money is achieved for this element of the project. It is important to note that the equipment cost accounts for approximately 65% of the overall project costs.
- 5.4.11 On that basis, the Service Provider invited the market, including all companies with the necessary capabilities and financial stability to provide the necessary technology and manufacturing processes to fulfil the project requirements and timescales. The Service Providers procurement process ensured all companies who may be interested in providing the LED and CMS equipment, and who have the necessary technical capability and financial stability, could be included in the process. The procurement exercise was monitored and overseen by the Authority's Street Lighting Monitoring Team at all stages and the evaluation of bids received was conducted in accordance with the Council's specific requirements for the LED Project.
- 5.4.12 In addition, there was an opportunity for the Service Provider to obtain an improved price from equipment suppliers by combining quantities with another one of their clients (London Borough of Enfield) who are also pursuing an LED/CMS Conversion Project. The outcome of the tender exercise has identified that the price will be slightly reduced for both Authorities if both projects proceed.

5.4.13 Furthermore the Authority has requested a full and detailed breakdown of the costs attributable to the installation works (contract management, labour, plant, traffic management, facilities management and profit). This has allowed officers to review these costs and determine whether they compare favourably with a competitive process. This has determined that the costs are extremely reasonable. An example of how this can be demonstrated is that there have been no costs attributed to ordering, handling and storage of the significant quantity of materials that will be used on the Project (26,000 lanterns and Control equipment).

5.4.14 The above demonstrates the reasons why the labour element of this Project is required to be delivered via a single source supplier and that all reasonable efforts have been made to ensure that where a competitive process could be conducted it has been undertaken and appropriate due diligence has been undertaken on all other elements of the Projects costs.

5.4.15 The Authority's Procurement Manager was consulted on the proposed method to procure this project and advised that the method undertaken, as described in this report, was the most appropriate.

5.4.16 Concurrence has been sought from and granted by the Commercial Director in accordance with the Authority's Contract Procedure Rule 6.1 to confirm the single source supply for provision of the equipment installation for the LED/CMS conversion. Accordingly, it is confirmed that the Commercial Director has been consulted and has given his approval.

5.5 Risk Management

5.5.1 The overarching aims of the Council's risk management framework are to improve the organisation's ability to deliver its strategic objectives by managing risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.

5.5.2 The Council's medium term financial strategy is designed to meet the challenges ahead and provide some flexibility to deal with varying service pressures, which may arise.

5.5.3 It has been identified that the Council has a significant risk in managing the ongoing street lighting budget and has therefore identified this as a risk within the Service Risk Register. This is due to the significant above inflation energy charge increases that have occurred in recent years and are estimated to continue to rise significantly in the future.

- 5.5.4 This Project is aimed at meeting this challenge as the conversion to low energy LED lanterns will significantly reduce the energy consumption of the street lighting assets. The new LED lanterns will also have an inbuilt intelligent Central Management System (CMS) which will enable the Council to have better control on the lighting assets as the CMS provides the capability to further reduce energy consumption by dimming the lighting at appropriate times.
- 5.5.5 A further significant risk has arisen with the news that the current CMS technology provider Harvard has gone into administration thereby requiring the existing CMS to be replaced urgently to ensure that the street lighting assets are appropriately controlled and hence operational at night and that the energy consumption can be minimised. This latest development has also been included within the Service Risk Register with a risk rating of 20.
- 5.5.6 The key mitigating action has been identified as a fast track implementation of the LED/CMS Conversion Project. Any delay in addressing this risk will lead to significant increases in the future energy bills. In a worst-case scenario, this increase could treble the current £1.2M energy bill and as such cause a significant pressure on the Council's budgets.

5.6 Equalities and Diversity

- 5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups
- 5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.6.3 The changes that are being proposed to the street lighting service are considered to provide benefits for all service users, whilst also delivering efficiency savings.
- 5.6.4 An initial Equalities Impact Assessment has been undertaken and this has identified that there are no significant equalities and diversity issues associated with this proposal.
- 5.6.5 It is envisaged that this EIA will be reviewed and updated as the Project progresses, especially as the designs are produced as it is this stage of the Project when any adverse impacts may become apparent, although this is anticipated to be highly unlikely.

5.7 Consultation and Engagement

- 5.7.1 The outcomes achieved from this project will be to enhance the existing street lighting quality, whilst also delivering savings.
- 5.7.2 There will be a detailed lighting design process undertaken to determine that the outcome of the project maintains compliance with the British Standard Code of Practice recommendations for lighting the public highway.
- 5.7.3 This is a lantern conversion project and as such there will be no changes in the locations of lighting columns. It is envisaged that the project will deliver the required level of lighting compliance without the need to consider any relocation of existing columns. If there are a limited number of occasions where a design cannot achieve reasonable compliance it may at that point be necessary to consider relocating existing lighting columns. As and when this is deemed necessary residents will be advised of the planned changes in column locations via being provided with a plan showing the proposed repositioning of lighting columns. This will provide residents with the opportunity to comment on the proposal prior to finalising the designs on these streets.

5.8 Insight

- 5.8.1 The proposals contained in this report have been derived from research and a Business Case has been produced to identify the opportunities and benefits that can be derived from the proposed project.
- 5.8.2 The Street Lighting PFI Service Provider has extensive experience of having completed similar projects for other clients and therefore experience and useful intelligence has been obtained from these projects. This has provided some additional assurance in terms of assumptions made on the energy consumption reductions that may be achievable as these principals have been tested on previous projects.
- 5.8.3 In addition feedback provided by Authorities who have already undertaken LED conversion projects has been very positive with such projects being very well received by residents.

6. BACKGROUND PAPERS

- 6.1. Business Case for the LED Conversion Project
- 6.2 Authority Change Notice under the Street Lighting PFI Contract
- 6.3 Service Providers response to the Authority Change Notice
- 6.4 Service Providers Tender evaluation for the supply of the lanterns and CMS.

- 6.5 SEELS (SALIX Energy Efficiency Loans Scheme) Business Case and Application
- 6.6 DPR 1330 Street Lighting PFI Contract – Energy Saving Measures – 16th June 2011.
- 6.7 Initial Equalities Impact Assessment

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|  | <h1 style="text-align: center;">Environment Committee</h1> <p style="text-align: right;">AGENDA ITEM 13</p> <h2 style="text-align: center;">14 March 2019</h2> |
| <p style="text-align: center;">Title</p> | <h3 style="text-align: center;">Environment Committee Delivery Plan 2019/20</h3> |
| <p style="text-align: center;">Report of</p> | <p>Chairman of the Environment Committee</p> |
| <p style="text-align: center;">Wards</p> | <p>All</p> |
| <p style="text-align: center;">Status</p> | <p>Public</p> |
| <p style="text-align: center;">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: Committee priorities and approach to delivery Appendix B: Delivery Plan 2019/20</p> |
| <p style="text-align: center;">Officer Contact Details</p> | <p>Jamie Blake, Strategic Director Environment Jamie.Blake@barnet.gov.uk</p> |

| <h2>Summary</h2> |
|---|
| <p>The development of the council's Corporate Plan and Medium Term Financial Strategy (MTFS) have been aligned to cover the next five years (2019-2024). A business planning paper was taken to Policy & Resources Committee on 11 December 2018 which set out these documents in draft, alongside the priorities for this Committee over the next five years (Appendix A). This includes corporate priorities that the Committee is responsible for, as well as Committee specific priorities.</p> <p>This paper sets out an annual Delivery Plan for 2019/20 which shows specific actions for how the priorities for this Committee will be delivered over the next year, and how progress and performance will be measured. It also identifies any risks to delivery. The plan will be refreshed on an annual basis. The committee will receive a performance report each quarter updating on progress, performance and risk against the priorities.</p> <p>A final Corporate Plan and MTFS for 2019-2024 will go to Full Council on 5th March 2019 for approval.</p> |

| <h2>Officers Recommendations</h2> |
|---|
| <p>1. That the Environment Committee approve the Delivery Plan 2019/20 as set out in Appendix B.</p> |

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is required as part of the business planning process in order for the Committee to discuss and approve the annual Delivery Plan for 2019/20.

2. STRATEGIC CONTEXT

- 2.1 Like all councils, Barnet is facing an increasingly difficult financial challenge with demand for services increasing and funding from central government decreasing, with an uncertainty around what future funding will look like. Therefore, the council must now make decisions to prioritise its limited resources effectively and develop plans for the next five years to deliver both statutory duties and ambitions for Barnet within these financial constraints.
- 2.2 To ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the development of the Corporate Plan and MTFS have been aligned to cover the next five years (2019-2024). This will help to ensure there is a medium-term plan in place of how limited resources will be allocated in line with what we want to achieve for the borough.
- 2.3 The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the new administration who were elected in May 2018, and resident feedback on what matters. Feedback has been captured through public consultation and engagement that took place over the summer of 2018. The Corporate Plan sets the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.
- 2.4 The three outcomes for the borough, as set out in the Corporate Plan, focus on place, people and communities:
- A pleasant, well maintained borough that we protect and invest in
 - Our residents live happy, healthy, independent lives with the most vulnerable protected
 - Safe and strong communities where people get along well
- 2.5 To support delivery of these outcomes, Environment Committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference. These were approved by Policy & Resources Committee on 11 December 2018 and can be seen in Appendix A.
- 2.6 These priorities will inform an annual Delivery Plan which sets out the key activities, performance indicators/targets and risks in relation to delivery of the corporate and committee priorities. Delivery Plans will be refreshed on an annual basis. The committee will receive a performance report each quarter updating on progress, performance and risk against the priorities.
- 2.7 The draft Delivery Plan for 2019/20 can be seen in Appendix B for approval by the Committee.

3. REASONS FOR RECOMMENDATIONS

- 3.1 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, delivering local priorities and allocating resources effectively.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 4.1 The alternative option is to not have long-term plans in place which could expose the council to significant risks. In addition, the absence of a Delivery Plan would make it difficult for progress against our outcomes to be measured.

5. POST DECISION IMPLEMENTATION

- 5.1 The priorities for this Committee will be delivered in accordance with the Delivery Plan 2019/20 set out in Appendix B.
- 5.2 The Delivery Plan will be refreshed on an annual basis. The committee will receive a performance report each quarter updating on progress, performance and risk against the priorities.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

- 6.1.1 The council's Corporate Plan, which sets out the outcomes, priorities and strategic approach, has been refreshed for 2019 to 2024. The Delivery Plan set out in this report supports delivery of the Corporate Plan and includes performance indicators/targets to monitor progress.

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

- 6.2.1 The Delivery Plan 2019/20 for Environment Committee supports the savings programme, which will be recommended for approval by Full Council on 5th March 2019. This will enable the council to meet its savings proposals as set out in the MTFS. The saving proposals for this Committee is £4.6m and the 2019/20 proposed budget is £41m.

6.3 Social Value

- 6.3.1 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.

6.4 Legal and Constitutional References

- 6.5 The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Committees. The

Environment Committee is responsible for all borough-wide or cross constituency matters relating to the street scene including, allotments, crematoria and mortuary, environmental health, lighting, parking, parks, road safety, recycling and waste collections, street cleaning, trading standards, transport, trees and waterways.

6.6 Risk Management

- 6.6.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks will be reviewed quarterly (as a minimum) and any high-level risks will be reported to the relevant Theme Committee and Policy and Resources Committee.
- 6.6.2 An integral part of the Delivery Plan (Appendix B) is the identification of any risks to delivering the corporate or committee priorities and key activities.

6.7 Equalities and Diversity

- 6.7.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. The Equality Act 2010 and the Public-Sector Equality Duty, requires elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place.
- 6.7.2 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.

6.8 Corporate Parenting

- 6.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does.

6.9 Consultation and Engagement

- 6.9.1 Public consultation and engagement on the Corporate Plan took place between 16 July 2018 and 23 September 2018. The findings from this have been considered and incorporated into the document.
- 6.9.2 Public consultation with residents and businesses on the 2019/20 budget took place between 12 December 2018 and 16 January 2019.

5.8 Insight

- 5.8.1 Not applicable.

7. BACKGROUND PAPERS

- 7.1 Environment Committee, 28th November 2018, Business Planning 2019-2024
<https://barnet.moderngov.co.uk/documents/s49873/Business%20Planning-Committee%20Report.pdf>
- 7.2 Policy and Resources Committee, 11th December 2018, Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4>

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Environment Committee

The Environment Committee has a wide remit and is responsible for all borough-wide matters relating to the street scene including; allotments, crematoria and mortuary, environmental health, lighting, parking, parks road safety, recycling and waste collections, street cleaning, trading standards transport, trees and waterways.

Introduction:

Barnet is a green and leafy borough with parks and open spaces that are amongst the best in London. In order to meet the needs of our growing population as well as reduce the environmental impact of it we are working to reduce the amount of waste produced by each person in the Brough and ensuring resilient 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 good standard and that transport connections are improved to support employment and the development of housing in the borough. However, we are also developing a Transport Strategy to provide improved alternatives to using the car and support improvements to air quality and health.

Committee Priorities for 2019-2024

| Corporate priority | How we will deliver this by 2024 |
|---|--|
| Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections | <ul style="list-style-type: none"> Supporting residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and reuse Working with landlords and agents to reduce the hidden 'throw away' culture in many communal dwellings Fully utilising new street cleansing equipment Reducing bin clutter in town centres by continuing to implement time-banded collections |
| Keeping the borough moving, including improvements to roads and pavements | <ul style="list-style-type: none"> Improving the condition of our roads and pavements Encouraging the use of public transport, walking and cycling through the 'healthy streets' approach Lobbying for improvements to public transport and bringing back disused public transport such as rail lines Developing a cycle network to major destinations in the borough without impeding main traffic routes Promoting and continuing to roll out electric vehicle charging and car clubs Using enforcement to increase compliance and support traffic to move smoothly and safely |
| Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces | <ul style="list-style-type: none"> Developing masterplans that deliver significant improvements to parks Delivering the tree planting programme across the borough to alleviate the effects of pollution Identifying sites for using green spaces to promote health and wellbeing |
| Additional committee priority | How we will deliver this by 2024 |
| Using regulation and enforcement to reduce non-compliance and maintain our public realm | <ul style="list-style-type: none"> Taking enforcement action to reduce offending such as fly-tipping and littering Addressing and reducing unnecessary demand on public resources which are required to maintain the quality of the public realm Delivering multi-agency interventions including inspections and environmental audits to reduce offending and lessen the impact on local communities and businesses |
| Creating a healthy environment | <ul style="list-style-type: none"> Working closely with partners to help address and prevent health issues Utilising the built environment and green infrastructure to promote active travel (such as walking and cycling routes) to support health improvement. Enforcing environmental health regulations Working with TfL and Highways England to improve air quality on the main network corridors and areas close to schools. |

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Environment Delivery Plan (1-year for 2019/20)

1. Committee Context

The Environment Committee has a wide remit and is responsible for all borough-wide matters relating to the street scene including; allotments, crematoria and mortuary, environmental health, lighting, parking, parks road safety, recycling and waste collections, street cleaning, trading standards, transport, trees and waterways.

2. Financial Context

The proposed budget for Environment Committee in 2019/20 is £41,053,704, after taking into account savings proposals of £4,63m. The savings proposals are shown in Table 1.

Table 1: Savings proposals

| Savings ref | Service area | Description of saving | 2019/20 £000 |
|--|--------------------------|--|-----------------|
| Growth and Income | | | |
| G1 | Green Spaces Development | Invest in 3G pitches | (100) |
| G2 | Street Scene | Income generation from non-statutory commercial waste services | (300) |
| G4 | Commissioning Group | Fees and charges: | (130) |
| G6 | Safer Communities | CCTV | (200) |
| G7 | Green Spaces Development | Asset Management | (100) |
| G8 | Commissioning Group | Advertising | (200) |
| Total | | | (1,030) |
| Service Redesign | | | |
| S2 | Green Spaces Development | Parks and Open Spaces Strategy | (150) |
| S3 | Parking | Controlled parking zones | (150) |
| Total | | | (300) |
| Reducing Demand, Promoting Independence | | | |

| Savings ref | Service area | Description of saving | 2019/20 £000 |
|---------------------------------|--------------------------|---|-----------------|
| R1 | Commissioning Group | Levy payments to the North London Waste Authority | (300) |
| R3 | Green Spaces Development | Increased productivity and reduction of overheads | (100) |
| R4 | Street Scene | Additional savings from 2018/19 | (200) |
| Total | | | (600) |
| Priority Spending Review | | | |
| P2 | Effective Borough Travel | Advertising | (150) |
| P3 | Effective Borough Travel | Street Lighting | (400) |
| P5 | Effective Borough Travel | Parking | (2,150) |
| Total | | | (2,700) |
| GRAND TOTAL | | | (4,630) |

Table 2: Delivery Plan

| Priority | How will we achieve this? | Year 1 Timescales | How will we measure this? | Year 1 Targets | What are the key risks? |
|---|---|---|--|--|---|
| Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections | Support residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and reuse: | | | | |
| | <ul style="list-style-type: none"> - Improve information and user experience on the recycling and waste webpages, including promoting “recycle, reduce, reuse” - Implement Communications Plan for service changes, and regular key messages on recycling and reducing waste in Barnet First and via social media, including engaging | <div>Apr 2019</div> <div>Jul 2019</div> | <ul style="list-style-type: none"> - Kilogram of residual HH waste produced per household - Kilogram of TOTAL HH waste produced per HH - Percentage of residents who are satisfied with refuse and recycling services | <div>612 KG/HH</div> <div>970 KG/HH</div> <div>80%</div> | <ul style="list-style-type: none"> - Due to the readily available capacity for refuse, the kilogram of waste produced per head and per household will not reduce significantly unless communications and policies to encourage waste reduction are implemented such as smaller bin capacity for residual waste. - Lack of planning enforcement could mean that the 50/50 ratio for refuse and recycling is not met leading to more refuse and less recycling, which in turn could affect the KPIs. - The round reorganisation project |

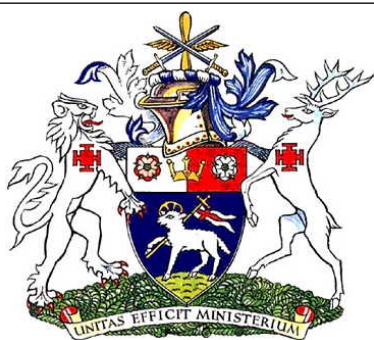
| | | | | | |
|--|---|---------------------------------|---|------------|--|
| | <ul style="list-style-type: none"> resident groups - Work with Planning enforcement colleagues to ensure Planning guidance for new developments (which requires a 50/50 ratio for provision of refuse and recycling bin capacity) are met and enforced | Mar 2020 | | | (the largest in 15 years) which aims to make collections more efficient, both in terms of cost and resources could lead to dissatisfaction from residents, increased complaints and member enquiries and increased resources in the short term whilst the new rounds are embedded resulting in negative publicity on social media and press and increased finances. |
| | <p>Work with and engage landlords, housing associations and managing agents to reduce the hidden 'throw away' culture in many communal dwellings</p> <ul style="list-style-type: none"> - Implement increased Recycling and Waste Minimisation Plan for Barnet Homes flats sites | Dec 2019 | <ul style="list-style-type: none"> - Number of targeted communications with landlords and agents to reduce 'throw away' culture" | 3 | <ul style="list-style-type: none"> - Lack of engagement from Barnet homes and private management companies could have a detrimental impact on achieving this. Unless there is active engagement from them, it would be difficult to reduce the hidden 'throw away' culture at these sites. This would have a detrimental effect in our plans to increase re-use and recycling. |
| | <ul style="list-style-type: none"> - Conduct a feasibility study for Increased Recycling Waste Minimisation for privately managed sites. | Dec 2019 | | | |
| | <p>Fully utilise new street cleansing equipment</p> <ul style="list-style-type: none"> - Design an Optimised Street Cleansing Operations Delivery Plan. - Implement training matrix across operational areas to enable staff rotation and continuity of service. | <p>Sep 2019</p> <p>Sep 2019</p> | <ul style="list-style-type: none"> - Percentage of residents satisfied with street cleansing service (RPS) - New KPI to be agreed by Sep 2019 following Street Cleansing Operations Optimisation Review | <p>60%</p> | <ul style="list-style-type: none"> - Lack of suitably trained staff could affect our desire to fully utilise new street cleansing equipment. - There is a risk that some staff may be reluctant to be trained on new street cleansing equipment, especially those staff who have never worked on street cleansing before. |

| | | | | | |
|---|---|---|---|-------------------------------------|--|
| | <p>Reduce bin clutter in town centres by continuing to implement time-banded collections</p> <ul style="list-style-type: none"> - Implement the Time Banded Collection project across seven further areas following on from the successful Mill Hill town centre pilot. - Reduce number of street litter bins - Introduce a new bin policy to ensure litter bins are placed in key hot spot areas across the borough | <p>Mar 2020</p> <p>By Dec 2019</p> <p>By Sep 2019</p> | <ul style="list-style-type: none"> - Number of time banded collections rolled out | 55 | <ul style="list-style-type: none"> - Lack of resources, both in terms of staff and time and other work pressures/priorities could cause a delay in the rollout of the time banded areas and/or a reduction in the number of areas we are able to roll out. |
| Keeping the borough moving, including improvements to roads and pavements | <ul style="list-style-type: none"> - Implement Year 5 of Network Recovery Plan for roads and pavements - Secure additional capital investment for road patching and potholes - Use TfL Local Implementation Plan (LIP) funding on projects to improve parking, public transport and road safety in pursuit of TfLs Vision Zero for Killed and Seriously injured - Develop transport strategy to move people towards greener modes of travel | <p>Apr 2019</p> <p>Mar 2020</p> <p>Mar 2020</p> <p>Feb 2020</p> | <ul style="list-style-type: none"> - Emergency Defects Rectification Timescales completed on time - Highways Category 1 Defects Rectification Timescales completed on time - Highways Category 2 Defects Rectification completed on time | <p>100%</p> <p>100%</p> <p>100%</p> | <ul style="list-style-type: none"> - Relationship breakdown with development partner could result in delay in delivery; reduction in quality of schemes; and increased costs - Non-delivery of LIP spend could lead to insufficient resources to deliver the programme and TfL could reduce the following years LIP allocation. - Lack of effective contractor management could lead to a lack of reactive maintenance works resulting in risk of injury or inability to repudiate insurance claims. |
| Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces | <ul style="list-style-type: none"> - Complete masterplan proposals for West Hendon Playing Fields, Barnet Playing Fields and Barnet Copthall as outlined in the Barnet Playing Pitch Strategy (2017) - Deliver the approved parks and open spaces | <p>Oct 2019</p> <p>Mar 2020</p> | <ul style="list-style-type: none"> - Percentage of residents satisfied with parks and open spaces (RPS) | 74% | <ul style="list-style-type: none"> - If residents, stakeholders and community groups object to masterplan proposals this could lead to Committee rejecting proposals, resulting in a delay to delivering against proposed timescales. - Incurred delays to the construction |

| | | | | | |
|---|---|---|---|---|---|
| | <ul style="list-style-type: none"> improvements at Montrose Playing Field / Silkstream Valley - Identify funding for the development of local parks and open spaces - Commence capital investment at Victoria Park following masterplan approval - Co-ordinate the tree planting scheme | <p>Mar 2020</p> <p>Mar 2020</p> <p>Mar 2020</p> | <ul style="list-style-type: none"> - Total value of investment secured - Total number of trees planted per annum | <p>£100,000</p> <p>900</p> | <p>programme as a result of identified project risks materialising such as poor ground conditions due to weather, effecting the project programme and budget.</p> <ul style="list-style-type: none"> - Brexit uncertainty could lead to an increased in cost of materials and equipment resulting in procurement, budget and resource implications. - If the contractor does not perform to the contract and specified quality of service this could impact the completion date resulting in restricted access of the site. - If residents object to tree planting in identified locations, this could lead to vacant tree pits and inability to deliver the target number of trees to be planted. |
| Using regulation and enforcement to reduce non-compliance and maintain our public realm | <ul style="list-style-type: none"> - Investigate and take enforcement action against environmental crimes in Barnet (including littering, fly-tipping and Section 34 Duty of Care offences (relating to disposal of commercial waste)) | Mar 2020 | <ul style="list-style-type: none"> - Numbers of FPNs issued for fly-tipping, littering and Section 34 Duty Of care offences - Number of S34 compliance visits carried out | <p>5416 (a 5% increase vs. 2017/18 baseline)</p> <p>100</p> | <ul style="list-style-type: none"> - Contractor underperformance or lack of effective contractor management could lead to lower than optimal levels of enforcement or enforcement. - Unsuitable enforcement action by contractor could lead to resident and media criticism of the council resulting in reputational damage. |
| Creating a healthy environment | <ul style="list-style-type: none"> - Work with TfL and London Council with the roll out of Electric Vehicles charging points in Barnet for use by the public. - Maintain street lighting levels and reliability | <p>Sep 2019</p> <p>Mar 2020</p> | <ul style="list-style-type: none"> - Number of street lights working and in light | <p>98%</p> | <ul style="list-style-type: none"> - Potential issues with Central Management System contractor |

| | | | | | |
|--|---|----------|---|----|---|
| | - Implement a quietway cycle route from North Finchley to Hornsey following public consultation ¹ | Mar 2020 | | | could impact on the ability to maintain street lighting levels |
| | - Deliver targeted multi-agency action days with Environmental Health, Licensing and Trading Standards Teams in neighbourhoods negatively affected by environmental crime | Mar 2020 | - Number of licensing compliance visits carried out on multi-agency action days | 25 | - Lack of effective multi-agency co-ordination and information sharing could result in missed opportunities to identify and enforce breaches of licensing regulations. |
| | | | - Number of unlicensed HMOs identified through the multi-agency action days | 20 | |
| | | | - Number of emergency prohibition orders served on accommodation as a result of risks identified through the multi-agency action days | 10 | |

¹ This links to the LIP and opportunities to improve walking and cycling routes to link with TfL's Strategic Cycle Network.



Environment Committee

14 March 2019

| | |
|--------------------------------|---|
| Title | Highways Planned Maintenance Programme 2019/20 |
| Report of | Chairman of the Environment Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | Appendix A: Proposed Carriageway and Footway Works by Wards for Year 5 of the Network Recovery Programme during 2019/20 |
| Officer Contact Details | Jamie Blake, Jamie.Blake@barnet.gov.uk |

Summary

This report seeks the Committee's approval for the delivery of the 2019/20 Highway Planned Maintenance and Network Recovery Plan (NRP) Work Programme ("the Work Programme") listed in Appendix A, totalling £5.846 million to be funded from the agreed NRP Capital allocation of £50.365 million over 5 years.

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

The initial Work Programme was agreed on 21 January 2019 by the Environment Committee, subject to Ward Member consultation and engagement. This consultation was completed on 01 February 2019 and some revisions to the Work Programme are now presented to the Committee for approval, as set out in Appendix A.

The investment split for 2019/20 will be as follows: 55% footway, 40% carriageway and 5% structures, drainage, road markings and other highway assets.

Officer's Recommendations

- 1. That the Committee approves, subject to full council agreeing the final 2019/20 capital programme and Policy and Resources agreeing the £0.69 million grant-funded addition to the programme, the capital expenditure of £7.215 million for the delivery of the 2019/20 Planned Maintenance and Network Recovery Plan work programme consisting of carriageway and footway renewal works as listed in Appendix A of this report, carriageway patching and associated works.**
- 2. That the Committee notes the changes to the Work Programme as a result of Ward Member consultation and engagement, as set out in Appendix A of this report.**
- 3. That the Committee agrees the proposed investment proportions detailed in paragraph 5.2.3 of this report.**
- 4. That the Strategic Director for Environment is authorised to alter the programme of carriageway and footway renewal works.**
- 5. That subject to the overall costs being contained within agreed budgets, the 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 2019/20 and agree the proposed investment proportions for the planned maintenance programme for 2019/20.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The programme proposed in this report was developed using an independent condition assessment survey company, Saber, 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.

- 2.2 Schemes have been prioritised based on their known condition. In order to achieve best value for the investment, the proposed carriageway treatments include patching as required, as well as a resurfacing programme.
- 2.3 All ward councillors were invited for consultation in January 2019 on the proposed schemes and as a result of this consultation and engagement the programme was revised. Revisions to the programme originally agreed by Committee on 21 January 2019 are listed in Appendix A. This is the final programme, which will only be subject to review and possible change to ensure that future developments and statutory undertaker works within the borough do not conflict with that proposed and result in abortive works, or where engineering practicalities mean that the proposed treatment type is no longer suitable. Any schemes which are unable to be progressed or delayed due to the above will be replaced in the programme with those next on the priority list.
- 2.4 Appendix A lists all the proposed carriageway treatments and footway relay schemes in each ward to be undertaken in 2019/20. Relevant information about the work in each location will be provided in advance to residents by letter along with advanced signing. In order to maximise improvement to the street scene, action will be taken to tidy up associated infrastructure and generally reduce street clutter. Local ward councillors will be notified in advance of residents of the proposed extent of works for each scheme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option of 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 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 5 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 second phase of the network recovery programme.
- 4.2 This finalised programme will be taken forward to implementation, and if an instance arises where the community objects to a scheme being implemented, the 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 Council’s Corporate Plan 2015 – 2020 states in its strategic objectives

that it will work with partners to create the right environment to promote responsible growth, development and success across the borough. We want to ensure that the borough continues to be a place where people aspire to live.

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

5.1.3 The proposed 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.

5.1.4 The Highway network is the Council's most valuable asset and is vital to the economic, social and environmental wellbeing of the Borough as well as the general image perception. The Highways provide access for business and communities, as well as contribute to the area's local character and the resident's quality of life. Highways really do matter to people and often public opinion surveys continually highlight dissatisfaction with the condition of local roads and the way they are managed. Public pressure can often result in short term fixes such as potholes for example, rather than properly planned and implemented longer term solutions. The proposed 2019/20 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 The current approved capital budget for 2019/20 is £6.525 million and is funded from borrowing, and this includes the £150,000 from the 2018/19 programme that was slipped into the 2019/20 financial year.

5.2.2 The total capital budget for 2019/20 will be £7.215 million, subject to the Policy and Resources Committee approving the £690,000 addition to the capital programme. The funding for this addition to the programme was received from the Department for Transport this financial year for carriageway patching, as part of the £20m allocation for London Boroughs and Transport for London (TfL).

5.2.3 The total proposed allocation for the Network Recovery Programme works in 2019/20 is £5.846 million, the breakdown is shown in the table below:

| Programme | Allocation |
|-------------------------|----------------|
| Carriageway resurfacing | £2.111 million |
| Footway relay | £3.035 million |
| Carriageway patching | £0.700 million |
| Total works budget | £5.846 million |

5.2.4

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 55%, 40% and 5% respectively.

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

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

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

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

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

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

5.2.6 The carriageway and footway estimates given in Appendix A 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.

5.2.7 Some of the proposed schemes may not be delivered due to future utility or development works as previously stated. Updates of any changes or variations to the highway schemes scheduled in Appendix A will be reported to the Strategic Director for Environment for his authorisation to alter the programme of carriageway and footway renewal works, as and when

required.

5.2.8 There are no staffing ICT or property implications.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits..

5.4 Legal and Constitutional References

5.4.1 The Council's Constitution Article 7 – Committees, Forums, Working Groups and Partnerships (Responsibility for Functions, 7.5) gives the Environment Committee responsibility for all borough-wide or cross-constituency matters related to the street scene.

5.4.2 Full council in December 2014 approved a five-year commissioning plan, including a proposed capital investment allocation of £50.365m towards the Network Recovery Plan. The remaining part of that investment allocation to fund the works proposed by this report is included in the draft 2019/20 capital budget to be presented for final approval by full council.

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

5.4.4 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.

5.5 Risk Management

5.5.1 The extreme winter weather 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 programmed of appropriate highway maintenance treatments. The reactive attention to defects or filling of pot-holes has been technically proven to be only a short-term and a superficial remedy to highway damage. To address this, the Council has committed to the ongoing use of the Infra-red patching process to address small scale areas of deterioration. This process has been successfully used in the 2018/19 financial year.

5.6 Equalities and Diversity

5.6.1 Good roads and pavements have benefits to all sectors of the community in removing barriers and assisting quick, efficient and safe movement to

schools, work and leisure. This is particularly important for older people, people caring for children and pushing buggies, those with mobility difficulties and sight impairments. The state of roads and pavements are amongst the top resident concerns and the Council is listening and responding to those concerns by the proposed planned highways maintenance programme.

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

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

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

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

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

5.6.5 Corporate Parenting

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

5.7 Consultation and Engagement

5.7.1 Consultation with local ward councillors was undertaken in January 2019 to finalise the proposed carriageway treatments and footway relay schemes in each ward, and the revised programme (including where changes are proposed) is included in Appendix A.

- 5.7.2 Two reserve footway relay schemes and three new footway relay schemes have been included in the programme. The value of the footway programme is £3,035,341 comprising 27 schemes.
- 5.7.3 Six reserve carriageway resurfacing schemes and three new carriageway resurfacing schemes have been included in the programme. The value of the carriageway programme is £1,960,908 comprising 23 schemes.
- 5.7.4 The Ward Member consultation exercise for the Year 5 work programme was completed on 01 February 2019 and no further consultation will be undertaken on scheme proposals within the programme.
- 5.7.5 Residents will receive notification in advance informing them of any forthcoming works. The Council's Communications Team will be engaged to communicate with the residents via the press, the Council's Barnet First magazine and other media and highlight the Council's investment in highway maintenance.

5.8 Insight

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

6. BACKGROUND PAPERS

- 6.1 Environment Committee approval 21 January 2019 of the Highways Planned Maintenance Programme 2019/20
<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 of 15th of March 2017 of the footway treatment types (Type 1 and Type 3)
<http://barnet.moderngov.co.uk/documents/g8593/Public%20reports%20pack%2015th-Mar-2017%2018.30%20Environment%20Committee.pdf?T=10>
- 6.3 Environment Committee approval 24 July 2014 of Draft Network Recovery Plan
<https://barnet.moderngov.co.uk/documents/g7879/Public%20reports%20pack%2024th-Jul-2014%2019.00%20Environment%20Committee.pdf?T=10>
- 6.4 Environment Committee approval 18 November 2014 of the five-year Commissioning Plan
<https://barnet.moderngov.co.uk/documents/g7880/Public%20reports%20pack%2018th-Nov-2014%2019.00%20Environment%20Committee.pdf?T=10>
- 6.5 Council approval 16 December 2014 of the five-year capital allocation of £50.365m
<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 5 of the Network Recovery Programme – 2019/2020

Carriageway Resurfacing – Year 4 (still to be completed)

| Road name | Post code | Section | Ward | Estimated cost |
|------------|-----------|------------------------------|---------|----------------|
| Green Lane | HA8 | Kings Drive To Loch Crescent | Edgware | £150,000 |

Carriageway Resurfacing – Year 5 Priority List (NB: blue highlighting indicates alterations to the programme post Member consultation)

| Road name | Post code | Section | Ward | Estimated cost |
|--------------------|-----------|---|---------------------|----------------|
| Church Hill Road | EN4 | Russell Lane to Parkside Gardens | Brunswick Park | £86,308 |
| Hampden Way | HA8 | Summit Way to Waterfall Road | Brunswick Park | £139,159 |
| Silkstream Road | HA8 | Barnfield Road to Gaskarth Road | Burnt Oak | £20,809 |
| Claremont Road | NW2 | The Vale to Brent Terrace | Childs Hill | £30,825 |
| Colindale Avenue | NW9 | Aerodrome Road to Tube Station | Colindale | £52,800 |
| Stanford Road | N11 | Goldsmith Road to Friern Barnet Road | Coppetts | £55,440 |
| Brookhill Road | EN4 | Brookhill Road to Longmore Avenue | East Barnet | £91,756 |
| Sedgemere Avenue | N2 | Manor Park Road to East End Road | East Finchley | £51,630 |
| Broadfields Avenue | HA8 | Hale Lane to Edgware Road | Edgware | £84,798 |
| Holly Park | N3 | Windermere Avenue to Regents Park Road A598 | Finchley Church End | £68,775 |
| Meadway | NW11 | Lichfield Way to Heathgate | Garden Suburb | £120,759 |
| Wentworth Road | NW11 | St Georges Close to Ravenscroft Avenue | Golders Green | £95,536 |
| Hale Lane | NW7 | The Broadway/ Bunns Lane to Mathilda Kennedy School | Hale | £124,294 |
| Green Lane | NW4 | Bell Lane to Brent Street | Hendon | £146,520 |
| Woodville Road | EN5 | Potters Road to Tudor Road | High Barnet | £66,129 |
| Tretawn Gardens | NW7 | Marsh Lane A5109 to Uphill Grove | Mill Hill | £87,458 |
| Richmond Road | EN5 | York Road to Lyonsdown Road | Oakleigh | £57,303 |
| Ridgeview Road | N20 | Hayward Road to Woodside Lane | Totteridge | £109,775 |
| Mays Lane | EN5 | Manor Road to Dollis Valley Drive | Underhill | £68,921 |
| Wentworth Avenue | N12 | Essex Park to Cornwall Avenue | West Finchley | £106,229 |
| Goldsmith Avenue | NW9 | A5 The Hyde to Kingsbury Road | West Hendon | £126,871 |
| Lewes Road | N12 | Woodhouse Road to Torrington Grove | Woodhouse | £78,189 |

| Road name | Post code | Section | Ward | Estimated cost |
|--|-----------|--------------------------------------|-----------|-------------------|
| Fallow Court Avenue | N12 | High Road A1000 to Montrose Crescent | Woodhouse | £90,625 |
| TOTAL YEAR 5 CARRIAGEWAY RESURFACING SCHEME VALUE | | | | £1,960,908 |
| TOTAL CARRIAGEWAY RESURFACING SCHEME VALUE (INCLUDES YEAR 4 SCHEME) | | | | £2,110,908 |

Carriageway Resurfacing – Year 5 Reserve List

| Road name | Post code | Section | Ward | Estimated cost |
|---------------------|-----------|--|---------------------|----------------|
| Hampden Square | N14 | Roundabout | Brunswick Park | £10,643 |
| Southbourne Avenue | HA8 | The Greenway to End | Burnt Oak | £57,305 |
| Montrose Avenue | HA8 | Watling Avenue to Burnt Oak Broadway | Burnt Oak | £238,258 |
| Grahame Park Way | NW9 | Bunns Lane to Corner Mead | Colindale | £145,676 |
| Colney Hatch Lane | N11 | Ribblesdale Avenue North For 59m | Coppetts | £12,365 |
| Colney Hatch Lane | N11 | 59m North Of Ribblesdale to Halton Close | Coppetts | £5,306 |
| Goldsmith Road | N11 | Stanford Road to Friern Barnet Lane | Coppetts | £82,948 |
| East Barnet Road | EN4 | Brookhill Road to Longmore Avenue | East Barnet | £67,891 |
| Baring Road | EN5 | Castlewood Road to Lawton Road | East Barnet | £36,753 |
| Sylvester Road | N2 | A1000 to Tarling Road | East Finchley | £48,454 |
| Leopold Road | N2 | A1000 to Leslie Road | East Finchley | £63,820 |
| Glendale Avenue | HA8 | Purcells Avenue to End | Edgware | £117,247 |
| Heming Road | HA8 | Deansbrook Road to End | Edgware | £60,809 |
| Dollis Avenue | N3 | Hendon Avenue to Dollis Park | Finchley Church End | £121,568 |
| Ashley Lane | NW4 | Woodtree Close to End | Finchley Church End | £11,833 |
| Lytton Close | N2 | Linden Lea to End | Garden Suburb | £21,421 |
| Southway | N20 | Litchfield Way to Thornton Way | Garden Suburb | £49,807 |
| Golders Manor Drive | NW11 | Golders Green Road to Western Avenue | Golders Green | £66,819 |
| Leeside Crescent | NW11 | Bridge Lane to Temple Gardens | Golders Green | £55,271 |
| Glengall Road | HA8 | Kenilworth Road to Aldridge Avenue | Hale | £31,946 |
| Fairmead Crescent | HA8 | Kenilworth Road to Parnell Close | Hale | £186,747 |
| Sherwood Road | NW4 | Ashley Lane to Downage | Hendon | £92,052 |
| Stapylton Road | EN5 | A1081 to Union Street | High Barnet | £97,261 |
| Byng Road | EN5 | Wentworth Road to End | High Barnet | £121,298 |
| Bittacy Park Avenue | NW7 | Engel Park to End | Mill Hill | £28,537 |
| Ashley Walk | NW7 | Devonshire Road to Oakhampton Road | Mill Hill | £69,992 |

| Road name | Post code | Section | Ward | Estimated cost |
|---------------------|-----------|-----------------------------------|---------------|----------------|
| Oakleigh Park South | N20 | Myddelton Park to Oakleigh Avenue | Oakleigh | £136,167 |
| St James Avenue | N20 | Raleigh Drive to B550 | Oakleigh | £77,500 |
| Willow End | N20 | Greenway Close to End | Totteridge | £35,765 |
| Northiam | N12 | Laurel Way to Southover | Totteridge | £74,494 |
| Garthland Drive | EN5 | Elmbank Avenue to Quinta Drive | Underhill | £99,111 |
| Whitings Road | EN5 | Quinta Drive to Trinder Road | Underhill | £66,960 |
| Avondale Avenue | N12 | Holden Road to Argyle Road | West Finchley | £91,686 |
| Essex Park | N3 | Wentworth Avenue to Nether Street | West Finchley | £19,644 |
| Mayfield Gardens | NW4 | Shirehall Park To Shirehall Lane | West Hendon | £46,972 |
| Sturgess Avenue | NW4 | Park Road to Dallas Road | West Hendon | £133,254 |
| Friern Park | N12 | Grove Road to No1 | Woodhouse | £44,356 |
| Summers Lane | N12 | Woodhouse Road to Sunny Way | Woodhouse | £80,733 |

Carriageway patching programme – Year 5

| Road name | Section | Ward |
|---------------------|--|---------------------------|
| Brunswick Park Road | Spencer to Brunswick Way | Brunswick Park |
| Hampden Square | Roundabout | Brunswick Park |
| Osidge Lane | Osidge Lane Roundabout to The Woodlands | Brunswick Park |
| Russell Lane | Beresford Avenue to Gallants Farm Road | Brunswick Park |
| Osidge Lane | The Woodlands to Manor Drive | Brunswick Park |
| Lanacre Avenue | Valiant Path to Montrose Avenue | Burnt Oak |
| Lanacre Avenue | Quakers Course to Valiant Path | Burnt Oak/Colindale |
| Beechworth Close | West Heath Road to End At Bldg No 3 | Childs Hill |
| North End Road | West Heath Drive to Borough Boundary | Childs Hill/Garden Suburb |
| Yew Grove | A5 To Elm Grove | Childs Hill |
| Ranulf Road | Hocroft Road to borough boundary | Childs Hill |
| Clovelly Avenue | Colindale Lane to Poolsford Road | Colindale |
| Garrick Road | Wilberforce Road to Start Of Splitter Island | Colindale |
| Goldsmith Road | Stanford Road to B550 | Coppetts |
| Hollyfield Avenue | Queens Parade Close to Fern Barnet Road (fbtc) | Coppetts |
| Glenthorne Road | Friern Barnet Road to Crescent Road | Coppetts |
| Baring Road | Lawton Road to Park Road | East Barnet |
| Albert Road | Victoria Road to End | East Barnet |

| Road name | Section | Ward |
|---------------------|---|------------------------------|
| Cedar Avenue | Church Hill Road to Alverstone Avenue | East Barnet |
| Tarling Road | Oak Lane to End | East Finchley |
| Brownsell Road | Oak Lane to End At Bldg No 49 | East Finchley |
| Purcells Avenue | Edgwarebury Lane to Green Lane | Edgware |
| Sterling Avenue | Green Lane to End | Edgware |
| Highview Gardens | Crooked Usage to A1 | Finchley Church End |
| Allandale Avenue | Regents Park Road A598 to Waverly Grove | Finchley Church End |
| Willifield Way | No188 to Finchley Road (tftc) | Garden Suburb |
| Wellgarth Road | Hampstead Way to North End Rod A502 | Garden Suburb |
| Hampstead Way | North End Road A502 to Wellgarth Road | Garden Suburb |
| Hampstead Way | Meadway to Willifield Way | Garden Suburb |
| Hampstead Way | Wellgarth Road to Meadway | Garden Suburb |
| The Bishops Avenue | Beaumont Close to High Road A1000 (eftc) | Garden Suburb |
| North End Road | Golders Green Road to West Heath Drive (ggtc) | Garden Suburb |
| The Bishops Avenue | Lyttelton Road to End | Garden Suburb |
| Hampstead Lane | Winnington to Spaniards | Garden Suburb |
| Highfield Avenue | Golders Green Road A502 to A41 | Golders Green |
| Golders Manor Drive | Golders Green Road To Western Avenue | Golders Green |
| Cotswold Gardens | Pennine Drive to Pennine Drive S | Golders Green |
| Cheviot Gardens | Pennine Drive to Cotswold Gardens | Golders Green |
| Tilling Road | Tilling Road Access Road to Retail Park | Golders Green |
| Quantock Gardens | Cotswold Gardens to Claremont Road | Golders Green |
| Woodville Gardens | A41 to Hamilton Road | Golders Green |
| Ashbourne Avenue | Finchley Road to Ashbourne Way (tftc) | Golders Green /Garden Suburb |
| Deans Lane | Start Of Splitter Heading North East to End Of Splitter | Hale |
| Fernside Avenue | The Fairway to Ellesmere Avenue | Hale |
| Bunns Lane | A1 to Grahame Park Way | Hale/Mill Hill |
| Brent Street | Queens Road to Victoria Road (bstc) | Hendon |
| Prothero Gardens | A41 to End | Hendon |
| Aprey Gardens | First Avenue to Victoria Road | Hendon |
| Queens Road | Queens Way to St Peters Court | Hendon/West Hendon |
| Woodville Road | Tudor Road to Latimer Road | High Barnet |
| Rowley Lane | Rowley Green Road to A1 | High Barnet |
| Sydney Chapman Way | Great North Road to Hadley Green Road | High Barnet |

| Road name | Section | Ward |
|------------------------|--|---------------|
| Salisbury Road | No7 to Stapylton Road | High Barnet |
| Lawrence Avenue | Tretawn Gardens to Uphill Grove | Mill Hill |
| Bunns Lane | Page Street to Watford Way | Mill Hill |
| Pursley Road | Bittacy Rise to Page Street | Mill Hill |
| Station Approach | York Road to Lyonsdown Road (nbtc) | Oakleigh |
| Oakleigh Park North | Athenaeum Road to Start Of Splitter Island | Oakleigh |
| Loring Road | Oakleigh Road North A109 to Myddelton Park | Oakleigh |
| Woodside Grange Road | Woodside Avenue to Woodside Park Road | Totteridge |
| Woodside Avenue | Woodside Lane to Woodside Grange Road | Totteridge |
| Woodside Avenue | Woodside Grange Road to Woodside Park Road | Totteridge |
| Northiam | Southover to Michleham Down | Totteridge |
| Fitzjohn Avenue | Pub Car Park to Mays Lane | Underhill |
| Normandy Avenue | High Street to No3 (hbtc) | Underhill |
| Mays Lane | Barnet Lane to Hammond Close | Underhill |
| Fitzjohn Avenue | A1000 to Pub Car Park (33m) | Underhill |
| Mays Lane Service Road | Opp Chesterfield Road - Mays Lane West to East | Underhill |
| Cedar Lawn Avenue | Mays Lane to Cedar Lawn Avenue | Underhill |
| Popes Drive | The Grove to Albert Place | West Finchley |
| Granville Road | A1000 High Road to Ballards Lane | Woodhouse |
| Summers Lane | Sunny Way to Woodgrange Avenue | Woodhouse |

Footway Resurfacing -Year 5 Priority List (NB: blue highlighting indicates alterations to the programme post Member consultation)

| Road name | Post code | Section | Ward | Estimated cost |
|-------------------------|-----------|---|---------------------|----------------|
| Monkfrith Way | N14 | Brookside Walk to Friars Walk | Brunswick Park | £231,184 |
| Fortescue Road | HA8 | Watling Avenue to Cressingham Road | Burnt Oak | £136,833 |
| Basing Hill | NW11 | The Ridgeway to Wayside | Childs Hill | £138,092 |
| Rushgrove Avenue | NW9 | Colin Deep Lane to Hillfield Avenue | Colindale | £150,867 |
| Ferncroft Avenue | N12 | Lyndhurst Avenue to Woodleigh Avenue | Coppetts | £59,700 |
| Hampden Road | N10 | Colney Hatch Lane to Sydney Road | Coppetts | £131,396 |
| Westbrook Crescent | EN4 | Lawton Road to Lawton Road | East Barnet | £140,774 |
| Central Avenue | N2 | King Street to End | East Finchley | £83,026 |
| Heming Road | HA8 | Deansbrook Road to End | Edgware | £97,853 |
| Glengall Road | HA8 | Marlborough Avenue to Cramer Road | Edgware/Hale | £36,288 |
| Beechwood Avenue | N3 | Regents Park Road A598 to A406 | Finchley Church End | £173,957 |
| Central Square | NW11 | Northway to Southway | Garden Suburb | £30,224 |
| Hampstead Gardens | NW11 | Finchley Road to End | Garden Suburb | £13,406 |
| Grampian Gardens | NW2 | A41 to End | Golders Green | £49,379 |
| Cotswold Gardens | NW2 | Pennine Drive to Pennine Drive S | Golders Green | £259,590 |
| Worcester Crescent | NW7 | Hankins Lane to End | Hale | £195,471 |
| Brent Street | NW4 | Worst section A406 to Queens Road | Hendon | £155,351 |
| West Avenue | NW4 | The Approach to Green Lane | Hendon | £57,078 |
| Rockways and Wylo Drive | EN5 | Rockways service road to end | High Barnet | £136,628 |
| Green Avenue | NW7 | A5109 to Uphill Road | Mill Hill | £95,357 |
| Gloucester Road | EN5 | Lyonsdown Road to Station Road | Oakleigh | £175,022 |
| Naylor Road | N20 | Totteridge Lane A5109 to Ridgeview Road | Totteridge | £99,614 |
| Valley View | EN5 | Mayhill Road to Leaside | Underhill | £69,085 |
| The Grove | N3 | Nether Street to Ballards Lane | West Finchley | £123,772 |

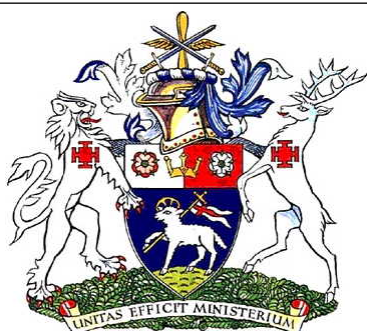
| Road name | Post code | Section | Ward | Estimated cost |
|--|-----------|--------------------------------------|-------------|-------------------|
| Fryent Crescent | NW4 | Whole Length to Fryent Grove | West Hendon | £49,560 |
| Fallow Court Avenue | N12 | High Road A1000 to Montrose Crescent | Woodhouse | £145,834 |
| TOTAL YEAR 5 FOOTWAY RELAY SCHEME VALUE | | | | £3,035,341 |

Footway Relay – Year 5 Reserve List

| Road name | Post code | Section | Ward | Estimated cost |
|-------------------|-----------|---|---------------------|----------------|
| Uplands Road | EN4 | Ferney Road to East Walk | Brunswick Park | £27,129 |
| The Woodlands | N14 | Cowper Road to Osidge Lane B1453 | Brunswick Park | £103,723 |
| Hemswell Drive | NW9 | Heywood Avenue to End | Burnt Oak | £59,902 |
| Abbots Road | HA8 | Eversfield Gardens to Orange Hill Road | Burnt Oak | £330,513 |
| Gratton Terrace | NW2 | Johnston Terrace to Kara Way | Childs Hill | £128,890 |
| The Vale | NW11 | Hendon Way to Dunstan Road | Childs Hill | £87,474 |
| Wayside | NW11 | Hendon Way to The Vale | Childs Hill | £147,541 |
| The Ridgeway | N11 | Hodford Road to Gresham Gardens | Childs Hill | £93,912 |
| Woodfield Avenue | NW9 | The Hyde A5 to No.1-2 Varley Lodge (cotc) | Colindale | £29,566 |
| Colin Park Road | NW9 | Sheaveshill Avenue to Manor Way | Colindale | £117,358 |
| Colney Hatch Lane | N10 | Bedford Close to Start Of Splitter | Coppetts | £50,279 |
| Pembroke Road | N10 | Colney Hatch Lane to Hampden Road | Coppetts | £141,668 |
| Northfield Road | EN4 | Grove Road to Castlewood Road | East Barnet | £165,712 |
| Lawton Road | EN4 | Baring Road to Westbrook Crescent | East Barnet | £90,841 |
| Huntingdon Road | N2 | Durham Road to s/o 156 High Road | East Finchley | £109,782 |
| King Street | N2 | Church Lane to Elmfield Road | East Finchley | £53,538 |
| The Grove | HA8 | Hale Lane to Edgware Way | Edgware | £145,431 |
| Ashcombe Gardens | HA8 | Glendale Avenue to Edgware Way | Edgware | £87,844 |
| Holders Hill Road | NW4 | Thornfield Avenue to Holders Hill Circus | Finchley Church End | £51,754 |

| Road name | Post code | Section | Ward | Estimated cost |
|----------------------|-----------|---|---------------------|----------------|
| | | Roundabout | | |
| Holders Hill Avenue | NW4 | Holders Hill Drive to B552 | Finchley Church End | £110,964 |
| Middleton Road | NW11 | Finchley Road to Rotherwick Road | Garden Suburb | £74,726 |
| Hampstead Gardens | NW11 | Finchley Road to No12 (tftc) | Garden Suburb | £13,406 |
| Whitefield Avenue | NW2 | Claremont Road to End | Golders Green | £84,044 |
| Cumbrian Gardens | NW2 | Cleveland Gardens to Pennine Drive | Golders Green | £179,256 |
| St Andrews Road | NW11 | Wentworth Road to Templars Avenue | Golders Green | £62,459 |
| Selvage Lane | NW7 | Hale Lane to Northway Circus Roundabout | Hale | £201,167 |
| Sefton Avenue | NW7 | Hale Drive to Deans Lane A5109 | Hale | £111,078 |
| Brent Street | NW4 | North Circular Road to Shirehall Lane | Hendon | £49,268 |
| Green Lane | NW4 | Worst Section | Hendon | £25,422 |
| Hall Lane | NW4 | A41 to End | Hendon/Mill Hill | £141,684 |
| Westchester Drive | NW4 | B552 to End | Hendon | £70,745 |
| Prospect Road | NW2 | Woodville Road to Warwick Road | High Barnet | £44,638 |
| Cromer Road | EN5 | Potters Road to Boleyn Way | High Barnet | £89,033 |
| Tithe Walk | NW7 | Page Street to A1 | Mill Hill | £101,737 |
| Brockenhurst Gardens | NW7 | Station Road to Broadway House | Mill Hill | £62,160 |
| Lyonsdown Road | EN5 | Lyonsdown Road - Left Of Splitter island | Oakleigh | £24,145 |
| Oakleigh Gardens | N20 | Oakleigh Gardens to Oakleigh Gardens Inc Loop | Oakleigh | £74,931 |
| Southway | N20 | Greenway to Coppice Walk | Totteridge | £127,838 |
| St Margarets Avenue | N20 | No66 To A5109 | Totteridge | £115,880 |
| Ridgeview Road | N20 | Hayward Road To Woodside Lane | Totteridge | £176,649 |
| Grasvenor Avenue | EN5 | Western Way to Fairfield Way | Underhill | £187,441 |
| The Linkway | EN5 | Sherrards Way to Grasvenor Avenue | Underhill | £51,895 |

| Road name | Post code | Section | Ward | Estimated cost |
|---------------------|-----------|---|---------------|----------------|
| Nethercourt Avenue | N3 | Chesterfield Road to Courthouse Gardens | West Finchley | £74,165 |
| Howcroft Crescent | N3 | Nether Street N to Nether Street | West Finchley | £118,040 |
| Endersleigh Gardens | NW4 | Richmond Gardens to End | West Hendon | £106,482 |
| Stuart Avenue | NW9 | Woolmead Avenue to E End | West Hendon | £73,399 |
| Station Road | NW4 | Algernon Road to Slip Road To A41 | West Hendon | £253,254 |
| Eton Avenue | N12 | High Road to Fallow Court Garden Spur | Woodhouse | £76,477 |
| Churchfield Avenue | N12 | Woodhouse Road to A1000 | Woodhouse | £90,303 |



Environment Committee

14 March 2019

| | |
|--------------------------------|---|
| Title | Parking Tariffs and Operational Review |
| Report of | Chairman of the Environment Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | Yes |
| Enclosures | Appendix A: On and Off Street Parking Tariffs Appendix B: Draft Vehicle Removals Policy |
| Officer Contact Details | Phillip Hoare, Head of Parking and Infrastructure Phillip.Hoare@barnet.gov.uk 020 8359 2308 Jamie Cooke, Interim Assistant Director, Transportation & Highways Commissioning Jamie.Cooke@Barnet.gov.uk 0208 359 2275 |

Summary

This paper sets out sets out proposals for parking fees and charges, including resident and business permits, on street and off street parking tariffs, and additionally, a proposed vehicle removal operation policy. The committee is requested to consider and agree these proposals which form part of these wider corporate plans. This paper sets out the wider context for these proposals in terms of meeting the Council's wider air quality improvement and traffic management aims.

These proposals have been fed into the development of the Council's Corporate Plan and Medium Term Financial Strategy (MTFS) have been aligned to cover the next five years (2019-2024). A business planning paper was taken to Policy & Resources Committee on 11 December 2018 which set out these documents in draft, alongside the priorities for this Committee over the next five years. This includes corporate priorities that the Committee is responsible for, as well as Committee specific priorities.

At the time of writing this report, the final Corporate Plan and MTFS for 2019-2024 were subject to approval by Policy & Resource Committee on 20th February 2019, and after that

will be submitted to Full Council on 5th March 2019 for approval.

Officers Recommendations

1. That Environment Committee approves the proposed parking fees and charges as set out in section 3 of this report, and for these to be implemented by 1st July 2019 (in accordance with paragraph 7 of this report).
2. That the Environment Committee approves the adoption of virtual visitor permits for the Borough at the same charge as existing paper visitor vouchers and the promotion of these as the preferred form of visitor parking permit.
3. That the Environment Committee delegates authority to the Executive Director of Environment to arrange for the necessary amendments and publication of Traffic Management Orders to implement proposals outlined within this report and delegates the authority to resolve any objections to these, in consultation with the chair of the Environment Committee.
4. That the Environment Committee notes the sundry changes to the parking permit system detailed in paragraph 3.5
5. That Environment Committee approves the use its statutory powers as detailed section 4 of this report to commence vehicle removals in accordance with the draft vehicle removals policy set out at Appendix B, subject to a detailed mobilisation plan and operational procedures being established.
6. That Environment Committee recommends, and refers to full council for approval, that the appointed day for which Part 5 of the London Local Authorities and Transport for London Act 2008 shall come into operation in the London Borough of Barnet shall be 1st July 2019.

1. WHY THIS REPORT IS NEEDED

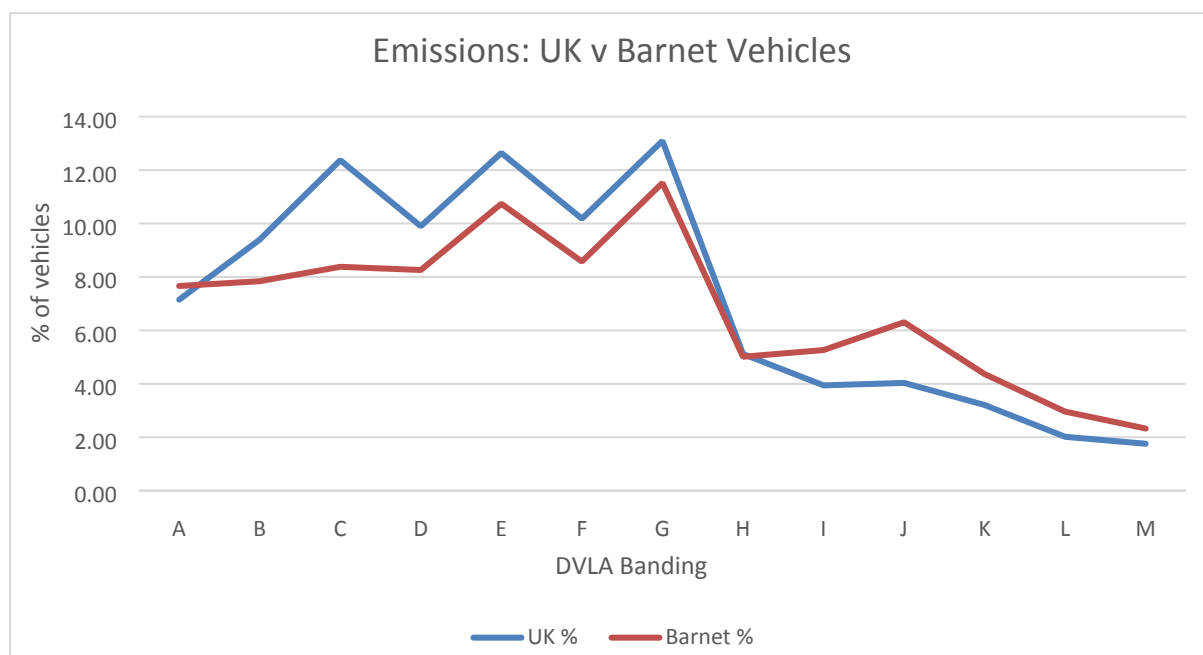
- 1.1 This report is required to set out proposals for parking fees and charges and vehicle removals which have been prepared to ensure that the parking service meets future challenges in terms of growth, air quality, and demand for road space. It also sets out in paragraph 3.5 the move to a new permit system and virtual visitor vouchers which will improve customer service and meet the expectations of residents to fulfil more Council services online.
- 1.2 Barnet is the largest borough in London in terms of its population and with a number of major roads, underground stations and train stations within the borough it is a major route for London commuters, adding significantly to our residential traffic. The parking service is a vital service for the Borough

enabling the safe and effective management of Barnet's road space and off street parking resource.

2. BACKGROUND

2.1 Barnet vehicle profile in regional context

- 2.1.1 Barnet has a higher proportion of car ownership per household than the London average. According to figures recorded at the 2011 Census, the number of cars per household in Barnet was 1.07 compared to a London average of 0.79 and 1.17 across England and Wales. In other outer London boroughs, recorded car ownership per household was 0.84 in Brent, 1.21 in Bromley, 1.01 in Enfield, 1.20 in Harrow, 1.22 in Havering and 1.18 in Sutton.
- 2.1.2 Contrastingly, in 2014 the average public transport accessibility score (PTAL) in Barnet at 3.0 may be considered favourable compared to other outer London boroughs. Scores were in 3.6 in Brent, 2.7 in Bromley, 3.0 in Enfield, 2.8 in Harrow, 2.5 in Havering and 2.9 in Sutton. The average PTAL score for London in 2014 was 3.8. A higher PTAL score indicates that public transport is more accessible.
- 2.1.3 Analysis has been carried out on the vehicle data held for Barnet, which is derived from existing permit records. This has shown that Barnet has a lower proportion of diesel vehicles than the UK average at approximately 32.5% in the borough compared to 40% nationally.
- 2.1.4 In terms of carbon dioxide (CO₂) emissions levels, and based on vehicles for which permit data exists, Barnet vehicles have higher emission ratings than the UK average. There is a limitation that this data relates only to existing permit holding vehicles in the Borough, however, there is no reason to assume it is significantly different to the wider vehicle ownership patterns in the Borough. It does not represent any insight into vehicles visiting the Borough from outside the Borough.
- 2.1.5 The below table derived from DVLA data sets and Barnet permit data sources shows the proportion of vehicles registered in each of the DVLA's tax bandings from A to M (with A being the lowest CO₂ emission band).



2.2 Growth in the borough

2.2.1 Barnet is London's most populous borough with an estimated 395,000 residents. According to the GLA's 2018 projections, over 430,000 people are expected to live in the borough by 2035, representing a 10% increase. This increase is expected to come predominantly from wards in Golders Green, Colindale, Mill Hill, West Hendon and Brunswick Park.

2.2.2 The growth in Barnet's population will change our existing communities, attracting a younger and more diverse population. In addition to this, the increase in population is anticipated to have a significant impact on the way people travel, not least because an increase in existing patterns and levels of car use would be difficult for the existing infrastructure to manage.

2.2.3 The Brent Cross redevelopment project anticipates the creation of 7,500 new homes and 27,000 new jobs. In common with other London boroughs, residential development continues apace. The minimum ten year target for Barnet as set by the London Plan, and applicable from 2015 to 2025, is 23,489 additional homes.

2.3 Regional policy context on transport

2.3.1 The Mayor of London has introduced a number of initiatives aimed at improving air quality within London, namely the Ultra Low Emission Zone (ULEZ) which is to be implemented from 8th April 2019. This replaces the current T-Charge which is set at £10 per day and applies to older vehicles which do not meet specified emissions standards.

- 2.3.2 The Mayor of London has also proposed initiatives including the low emission bus zones, a £20m Air Quality Fund, and a vehicle scrappage scheme for small businesses aimed at reducing the number of heavily emitting vehicles on the road.
- 2.3.3 From 25 October 2021, the ULEZ area will be expanded to include inner London up to the boundary of the north circular, which will bring some of the borough within the ULEZ.
- 2.3.4 Barnet is in the process of developing a transport strategy to understand and improve the way individuals travel across the borough.
- 2.3.5 The strategy will outline the Council's commitment to improving transport options for all of our residents. This will involve considering what an appropriate "mix" of future travel modes should be and how we should be investing in various travel modes in order to arrive at a comprehensive choice of travel options for residents that effectively integrate with one another. It will also provide a high level blueprint to move forward and meet new and emerging challenges as well as providing a local application of the Mayor's Transport Strategy goals.
- 2.3.6 Whilst 30% of Barnet households do not have access to a car, more road miles are travelled per capita in Barnet than in neighbouring boroughs which is evidenced in a higher rate of road traffic accidents in our borough in comparison to others.
- 2.3.7 Population growth estimates, in conjunction with poor public transport links especially from east to west of the borough, all combine to suggest that our road network will come under increasing pressure and congestion in the future. It is vital therefore that the council adopts an approach which seeks to support its traffic management and air quality purposes to ensure appropriate policies and services are in place to secure a better environment for its residents.

2.4 Air quality ambitions and projections

- 2.4.1 Poor air quality is responsible for approximately 9,000 premature deaths in London each year¹. Air quality issues continue to be a major cause of public concern for Londoners – air quality monitoring suggests London air quality will continue to break legal limits until after 2030.
- 2.4.2 In Barnet, traffic congestion is the top issue of concern for 19% of residents². The Barnet Corporate Plan aims to improve the present situation and take steps to ensure that Barnet's local environment will be

¹ https://www.london.gov.uk/sites/default/files/hiaainlondon_kingsreport_14072015_final.pdf

² <https://engage.barnet.gov.uk/1234/documents/1357>

clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill.

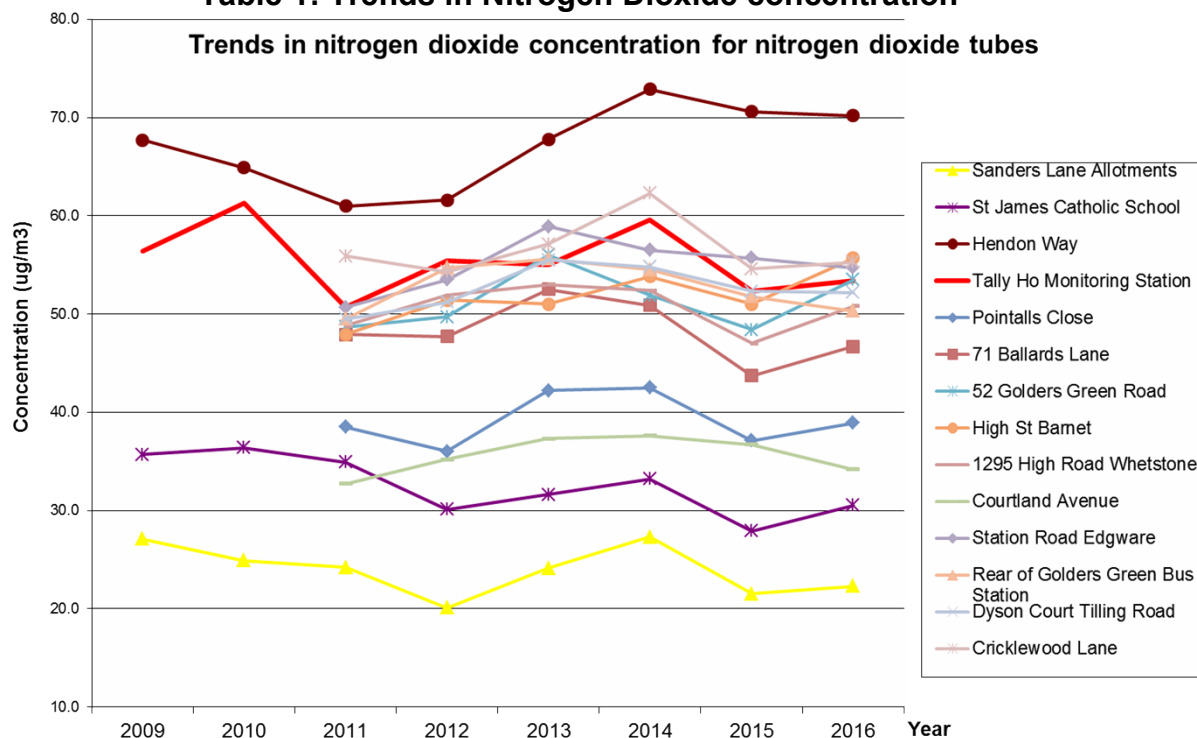
- 2.4.3 The current administration's manifesto states that air quality is a priority for Conservatives and pledges to ensure that the Mayor of London's environmental plans properly protect Barnet's air quality.
- 2.4.4 The Council is installing electric vehicle charging points on the borough's streets to encourage take up of zero emission vehicles. Electric vehicles do still create harmful particulate matter and require electricity to run which is not always generated from sustainable sources.
- 2.4.5 40% of air pollution comes from diesel vehicles, and a further 10% from other road transport³. The majority of car trips made in London are for shopping, leisure or social business and many are less than 2km – 1 in 3 trips could be walked in under 25 minutes⁴.
- 2.4.6 The Government has published National Air Quality objectives⁵ aimed at improving air quality. Local authorities have a statutory duty to assess the air quality in their area against these, and where an objective is not being achieved it must designate an air quality management area. The local authority must then carry out an assessment of that area and develop an air quality action plan to improve air quality. Barnet's Air Quality Action Plan has been prepared and published.
- 2.4.7 In April 2001, the whole borough was designated an Air Quality Management Area (AQMA). This was due to the predicted exceedance of the annual mean objective for nitrogen dioxide (NO₂) and the 24-hour mean objective for particulates (PM₁₀). Traffic along the main roads in the borough formed the primary source of the pollutants.
- 2.4.8 In July 2010 the original AQMA Order was amended to include the one hour mean objective for nitrogen dioxide for the whole borough. This was due to exceedances of this objective at Golders Green bus station and high street locations across the borough where the public may spend an hour or more.
- 2.4.9 The most recent published air quality monitoring data for Barnet relates to 2016, which shows that the majority of the diffusion tubes which continually measure air quality at specific locations in the borough recorded an increase in nitrogen dioxide concentrations compared to the previous year, as shown in Table 1 below.

³ <https://www.ippr.org/publications/lethal-and-illegal-londons-air-pollution-crisis>

⁴ <http://content.tfl.gov.uk/london-travel-demand-survey.pdf>

⁵ https://uk-air.defra.gov.uk/assets/documents/Air_Quality_Objectives_Update.pdf

Table 1: Trends in Nitrogen Dioxide concentration⁶



2.4.10 At 16 of the 27 monitoring sites active during 2016, breach of the national target of 40gm3 NO2 was found. At two of these sites, NO2 levels were high enough to suggest that the hourly mean target of 200gm3 not to be exceeded more than 18 times per year, was also breached.

2.4.11 Item 20 on the Council's Air Quality Action Plan is to have differential charges for resident parking permits based on pollutant emissions, and to constantly review its pricing strategy to reflect national, regional and local policies.

2.4.12 The Council's latest review report on air quality also notes that there are new sources of emissions identified that are currently at the planning stage. In 2016, 200 planning applications were reviewed for air quality impacts and the impact of development continues to be monitored in terms of non-road mobile machinery on construction sites in Barnet, which cause 7% of Nitrogen Oxide, 14% of PM_{2.5} and 8% of PM₁₀ emissions in London. Looking ahead, there will be significant residential, retail and leisure development at Brent Cross, as well as a new waste transfer station.

2.4.13 Taken as a whole this suggests that air quality is worsening in the borough, and that significant levels of new development will have a negative impact both from construction, and increased residential traffic when complete.

⁶ [London Local Air Quality Management Annual Status Report 2016 \(Published 04/05/2017\)](#)

2.5 Barnet resident permit profiles at present

- 2.5.1 The Council's existing resident parking permits are priced according to the carbon dioxide (CO₂ g/km) emission rating of the vehicle. There is also a small supplement for diesel vehicles, reflecting the concerns relating to particulate matter emitted from these.
- 2.5.2 Resident permits are electronic and are linked to the individual vehicle registration mark. Patrolling Civil Enforcement Officers can search for a valid permit being held by inputting the vehicle registration mark into their handheld computer.
- 2.5.3 Electronic or 'virtual' permits have the benefit of being valid as soon as they have been purchased online by the resident, with no need to wait for a paper permit to arrive in the post or to display anything in the vehicle.
- 2.5.4 In addition, for over 90% of residents making a resident permit application, vehicle emissions data is held within the DVLA vehicle database. During the online permit application process, the resident is asked to enter the vehicle registration mark. The emissions category of the vehicle is checked against the DVLA database and the correct category of permit is offered to the resident.
- 2.5.5 A small minority of vehicles do not have CO₂ emissions data held by the DVLA. These include vehicles manufactured prior to 2002, imported vehicles or where modifications have been made after manufacture which require the vehicle V5C (logbook) to be updated. In these cases, the equivalent price is calculated with reference to the logbook and according to the engine cylinder capacity.
- 2.5.6 Current emissions bandings, prices and profile of Barnet permit holder vehicles are shown in Table 2.

Table 2: Current Barnet Resident Permits Profile

| Permit Category | CO ₂ g/km emissions band | Annual Price | % Barnet vehicles ⁷ |
|-----------------|-------------------------------------|--------------|--------------------------------|
| Green | 0 - 110 | £15 | 20.54% |
| Lower | 111 - 130 | £50 | 14.59% |
| Low (Top) | 131 - 150 | £55 | 15.15% |
| Middle | 151 - 200 | £65 | 36.95% |
| Higher | 201 + | £115 | 12.78% |

- 2.5.7 The surcharge of £10 for diesel vehicles, and £15 for additional vehicles, is applied in addition to the prices shown at Table 2.

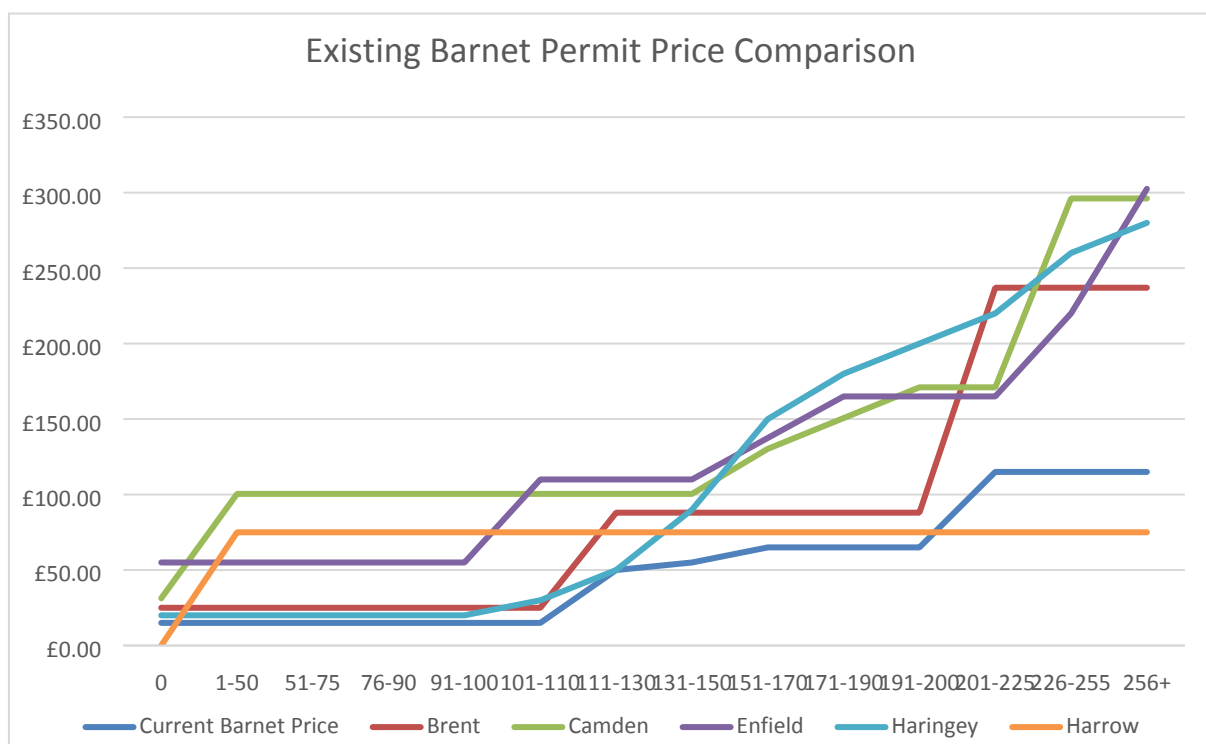
⁷ Based on vehicles holding a Barnet resident permit between February 2018 and February 2019

2.5.8 Analysis of permit holder data over the previous eighteen months shows a trend towards cleaner, lower emitting vehicles. This trend echoes the national trend in vehicle purchasing which has seen vehicle manufacturers respond to consumer demand for cleaner, cheaper to run vehicles, competition, and hefty fines levied by the European Commission on manufacturers related to the diesel emissions scandal.

2.5.9 Other London boroughs, notably Camden, Enfield, Haringey and Brent have also set permit prices which are linked to emissions and/or engine capacity, but with bandings which are more refined than the current categories at Barnet as shown in Table 2, and with more stringent policies towards additional vehicles and diesel vehicles.

2.5.10 A comparison of current permit categories and prices with average prices charged at neighbouring London boroughs is shown at Table 3.

Table 3: Current Resident Permits Comparison



3. PARKING FEES AND CHARGES PROPOSALS

3.1 Resident Permits

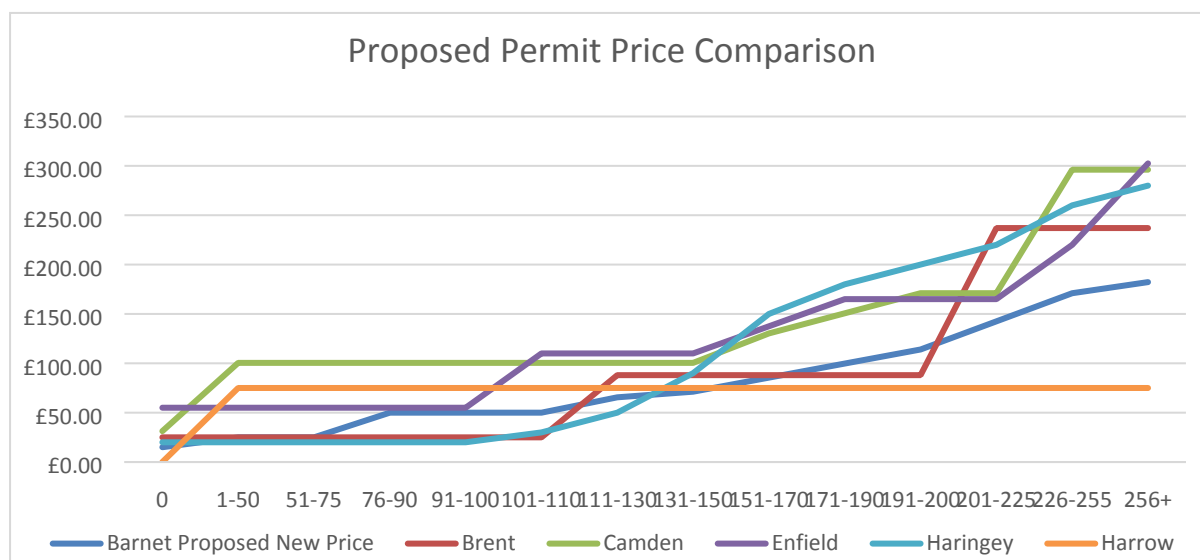
- 3.1.1 It is therefore proposed to implement new permit categories which are closely aligned to the DVLA categories used to calculate vehicle tax rates for cars and some motorhomes registered on or after 1 April 2017.
- 3.1.2 These categories, shown at Table 4, are more progressive and better support the council's objectives to improve air quality by incentivising cleaner and zero emission vehicles. It brings some vehicles out of the lowest emissions categories of the previous charging structure so as to reflect the desire to continue to see the emissions profile improve over time.
- 3.1.3 The pricing structure includes a low price for vehicles in the ultra-low emissions categories, with these paying £25. The £50 charge for the next three categories between 76 and 110g/km reflects that these were the lowest emissions categories of the previous arrangement and that these remain some of the lowest emitting vehicles in the Borough.
- 3.1.4 A new category will be created for zero emission vehicles, re-establishing a permit for electric vehicles which was previously available but removed at the last review of parking permit fees and charges.
- 3.1.5 Stronger pricing emissions signals are in place for the higher emitting vehicle categories, with a progressive increase of the charge from the categories after 110g/km point onwards. The pricing for the highest emitting categories is aimed at such a level as to signal the Borough's intention to reduce the emissions profile

Table 4: Proposed New Resident Permit Categories

| CO2 g/km | Annual Price for 1 st Vehicle Resident Permit | Additional Vehicle Supplement |
|----------|--|-------------------------------|
| 0 | £15.00 | +£25 |
| 1-50 | £25.00 | +£25 |
| 51-75 | £25.00 | +£25 |
| 76-90 | £50.00 | +£25 |
| 91-100 | £50.00 | +£25 |
| 101-110 | £50.00 | +£25 |
| 111-130 | £65.55 | +£25 |
| 131-150 | £71.25 | +£25 |
| 151-170 | £85.50 | +£25 |
| 171-190 | £99.75 | +£25 |
| 191-200 | £114.00 | +£25 |
| 201-225 | £142.50 | +£25 |
| 226-255 | £171.00 | +£25 |
| 256+ | £182.25 | +£25 |

- 3.1.6 Currently vehicles with 7 seats or more, and falling into the higher emission band, are offered a discount to pay the middle band rate to reflect the traffic management reduction aim in keeping a potential additional vehicle off the road. In support of this it is proposed to offer a 50% discount for vehicles with 7 seats or more, or a fixed price of £65, whichever this is the greatest. This in effect means that all but those vehicles falling into three highest emissions bands will continue to be charged £65.
- 3.1.7 It is proposed to add £10 will be added to the additional vehicle surcharge, taking the total additional supplement to be paid in respect of 2nd, 3rd and 4th vehicles per household to £25 in addition to the prices shown above. This is intended to continue to manage the impact of additional vehicles within controlled parking zones as well as overall road congestion.
- 3.1.8 The current diesel vehicle surcharge of £10, paid in addition to the prices shown above, is proposed to remain. This continues to reflect the higher level of particulates emitted by diesel vehicles.
- 3.1.9 A comparison of proposed resident permit categories and prices with average prices charged at neighbouring London boroughs is shown at Table 5.

Table 5: Proposed Resident Permits Price Comparison



3.2 Business Permits

- 3.2.1 Business permits are currently available to those business registered within a controlled parking zone, who can purchase up to three permits per year at a cost of £525 per year. Weekly or monthly permits are also available.
- 3.2.2 Business permits are electronic and work in the same way as a resident permit as described in paragraphs 2.5.2 and 2.5.3
- 3.2.3 Businesses requiring a permit which can be transferred between different vehicles on a regular basis may also apply for an 'ANY' vehicle permit, at a cost of £840 per year, a 60% supplement. This is issued as a paper permit.
- 3.2.4 In support of the Council's air quality improvement objectives, and to incentivise the use of lower emitting vehicles by businesses, it is proposed to introduce emissions based pricing for business permits.
- 3.2.5 Proposed categories, which align with proposed resident permits categories, and prices, are shown at Table 6.

Table 6: Proposed New Business Permit Categories

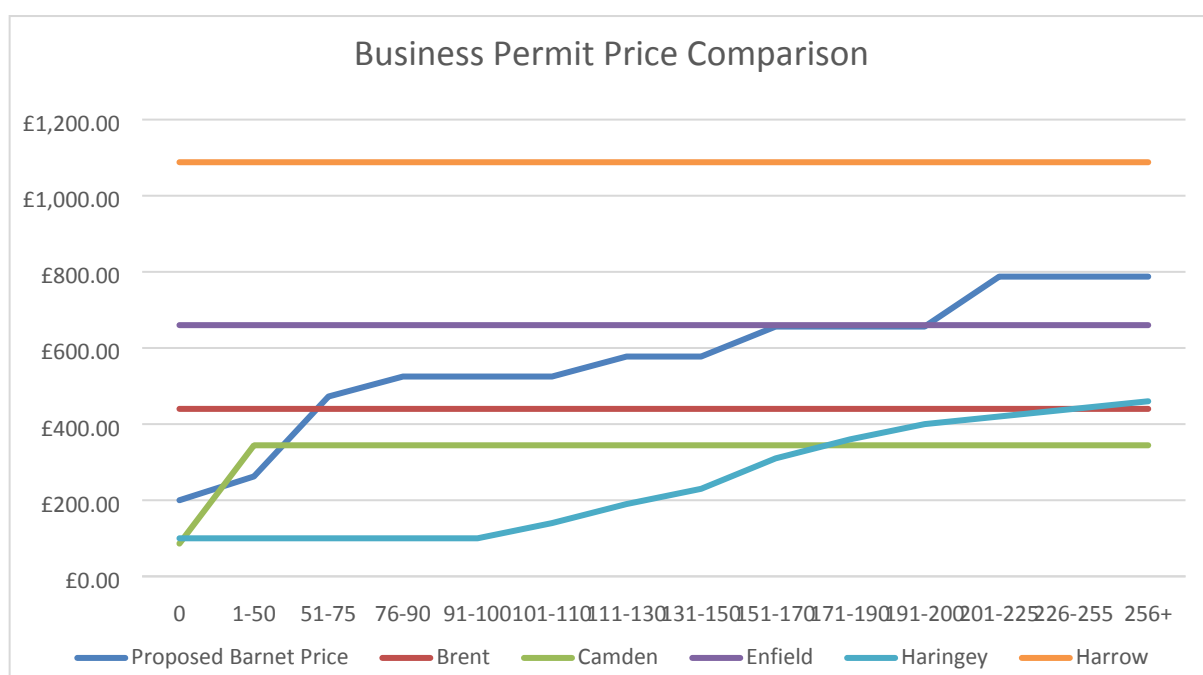
| CO2 g/km | Annual Price for Business Permit | Diesel Supplement |
|----------|----------------------------------|-------------------|
| 0 | £200.00 | N/A |
| 1-50 | £262.50 | +£10 |
| 51-75 | £472.50 | +£10 |
| 76-90 | £525.00 | +£10 |
| 91-100 | £525.00 | +£10 |
| 101-110 | £525.00 | +£10 |
| 111-130 | £577.50 | +£10 |
| 131-150 | £577.50 | +£10 |
| 151-170 | £656.25 | +£10 |
| 171-190 | £656.25 | +£10 |
| 191-200 | £656.25 | +£10 |
| 201-225 | £787.50 | +£10 |
| 226-255 | £787.50 | +£10 |
| 256+ | £787.50 | +£10 |

- 3.2.6 It is proposed to introduce a £10 diesel vehicle surcharge to the prices shown above. At present, business permits are of a fixed price with no diesel supplement. This proposal would bring business permits into line with the air quality improvement approach already in place for resident permits, in regard to the harmful particulate matter emissions from diesel vehicle.

3.2.7 It is proposed to retain the 'ANY' business permit as described at paragraph 3.2.3 at the current supplement of 60% over the highest price permit, with a diesel supplement as the permit for 'Any' vehicle could be used in the highest emitting vehicle. This would represent a charge of £1272. At present this type of permit represents just over 7% of all business permits sold.

3.2.8 A comparison of proposed business permit categories and prices with average prices charged in neighbouring London boroughs is shown at Table 7.

Table 7: Proposed Business Permits Price Comparison



3.3 On Street and Off Street Pricing

3.3.1 It is proposed to review car parking tariffs in the borough for on street parking spaces and off street parking spaces (car parks). A wholesale review of existing tariffs has not been made in recent years and in 2013 some tariffs for off street parking (car parks) were reduced.

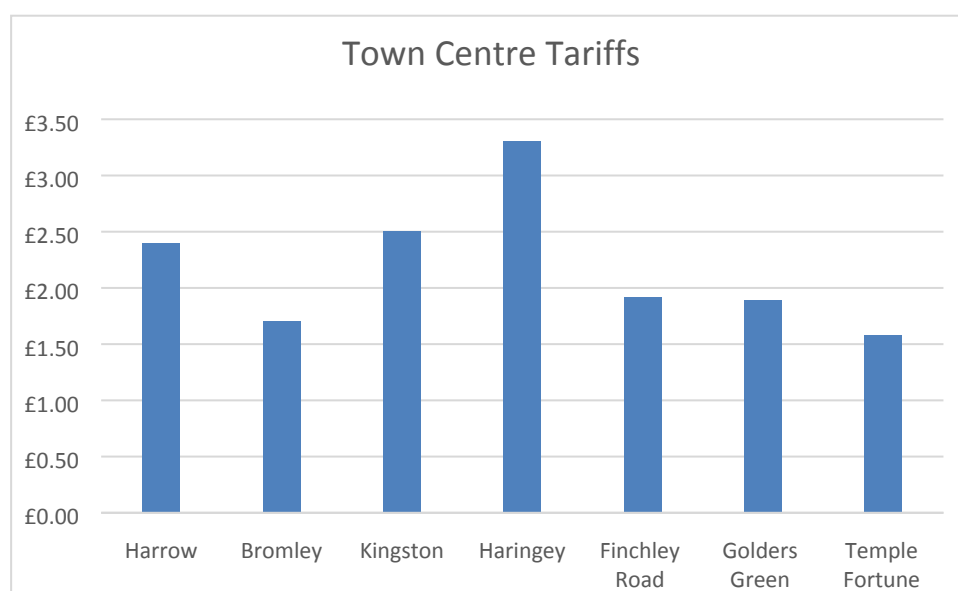
3.3.2 The majority of the Council's on Street parking restrictions operate between 8:00 and 18:30, Monday to Saturday and 09:30 to 18:30 hours on Sunday.

3.3.3 The current tariffs for on street parking, as set out within the most recent published traffic order, are set out at Appendix A. Further detail on where each tariffs applies may be found within schedule 5 of the traffic management order, and with reference to the public Traffweb system. The

impacted traffic management orders (TMOs) are: TMO 2014 no.121 (as amended) and TMO 2017 no.24.

- 3.3.4 The current tariffs for off street (car parks) are also set out at Appendix A. The impacted TMOs are TMO 1994 no.15, TMO 2002 no.46, TMOs 2003 nos.58&59, TMOs 2004 nos. 64&72, TMO 2005 no.21, TMO 2014 no.72.
- 3.3.5 Analysis of the most popular Barnet town centre locations (Finchley Road, Golders Green and Temple Fortune) suggests that the current tariffs are lower than that being charged per hour in comparable outer London borough town centres in Bromley, Harrow, Haringey and Kingston, as shown at Table 8. It should be noted that the tariffs for Finchley Road, Golders Green and Temple Fortune represent the average amount paid in each location, and are not a per hour rate, so these figures suggest that tariffs in Barnet are lower than average.

Table 8: Example town centre parking tariffs



- 3.3.6 The Council has reviewed its tariffs in order to ensure they meet traffic management objectives of ensuring availability of on street spaces, adequate turnover and utilisation of car parking spaces all of which are anticipated to have a beneficial impact on the vitality of town centres. This also helps keep traffic moving freely, particularly by ensuring adequate turnover so vehicles are not circling to find spaces;
- 3.3.7 The effect of not having altered tariffs in many years is that inflation has seen the pricing signal reduce in its impact. This can reduce the turnover of spaces as it becomes functionally cheaper to park for longer periods. It also reduces the incentive to use a car park for longer term parking in preference to on street parking. This impacts the availability of spaces in

the most desirable locations. The proposal is to see the application of an increase in line with RPI inflation since the last on street tariff review and to apply the same in car parks.

3.3.8 The level of RPI inflation since the last on street price review is 25%. The Borough does not propose to change tariffs over the three year period following this change. Therefore the inflationary increase is intended to select the midpoint of those three years and therefore has an additional 3%, which assumes that inflation is at around 2% over the 18 months following introduction. In total, the increase would be 28%.

3.3.9 On street tariffs and off street tariffs will still remain below that charged by private parking operators and near neighbours. Table 9 shows the proposed price increase applied to typical on street and off street parking sessions, including the average amount paid per parking session in the financial year 2017/18 which was £1.28

Table 9: Proposed On and Off Street Tariff Increase Examples

| Example tariff / hour | % change | Proposed tariff / hour |
|-----------------------|----------|------------------------|
| £1 | 28% | £1.28 |
| £1.28 (average) | | £1.64 |
| £2 | | £2.56 |
| £3 | | £3.84 |

3.3.10 Six of the Council's 24 car parks are currently tariff free. It is not presently proposed to introduce tariffs at these car parks meaning that free parking will still be provided at these car parks.

3.4 Suspensions

3.4.1 The Council offers a paid for parking bay suspensions service for the purposes of residential removals, building works, utility works and special events. Suspension of parking bays may be requested within a controlled parking zone, and notified to motorists by the installation of temporary signage at the location. An unauthorised vehicle parking in a suspended bay is liable to receive a penalty charge notice.

3.4.2 Parking suspensions are a source of complaint from Borough residents and businesses and one purpose of charging is to ensure that requests are kept to a minimum in both size and duration. The review of charges intends to ensure that frivolous requests for parking bay suspensions are kept to a minimum to minimise disruption and suspension of parking

spaces when it is not strictly necessary to do so. Charges for suspensions of paid parking, which is valuable particularly to shops and businesses and represents a relatively low volume in the Borough, are higher than permit parking and the price change maintains that differential.

3.4.3 The current fees for the suspensions service is made up of an administration fee of £130 which applies to each booking, plus a per day, per bay fee calculated for each booking. Suspension of a paid for parking space costs £30 per day, per 5m length. Suspension of a resident parking permit space costs £20 per day, per 5m length.

3.4.4 It is proposed to retain the current administration fee, and to increase the fee for a paid for parking space to £55 per day, per 5m length, and to increase the fee for a resident permit parking space to £40 per day, per 5m length.

3.5 Permit System Upgrade

3.5.1 As part of the mobilisation of the new parking enforcement contract, a new permit system is being configured which will bring a number of improvements to those residents and other customers applying for a permit or parking voucher.

3.5.2 The new permit system will no longer require the use of a permit application or pin number, and will be account based which means that customers will be provided with a single set of login credentials to manage all permits and voucher products. Customers will be able to retrieve forgotten login credentials using a 'reset password' function.

3.5.3 It will be an option during the online application process for residents to undertake a credit check carried out by a third party (Experian) in order to verify their residency within Barnet. This will be optional, and applicants will be able to submit proof of residency separately, as is the case now, should they prefer to do so. This change, amongst other features being developed within the new permit system software, are intended to simplify the permit application process from the customer's perspective, and reduce the requirement to call or email the customer contact centre in order to apply, validate or pay for permits and vouchers.

3.5.4 Residents who prefer to conduct transactions by telephone, or those requiring help and assistance, will continue to be able to do so, with the contact centre agent able to manage permits and vouchers on behalf of the customer within the customer's account.

3.5.5 The new permit system is currently being configured, and is being managed as part of the parking enforcement contract mobilisation. It is anticipated that the new system will be available to residents later this

year. Any changes to the application process will be advertised on the parking pages of the council website.

3.6 Virtual Visitor Vouchers

- 3.6.1 As part of the new permit system upgrade referenced in paragraph 3.5, The Council is developing a new virtual visitor voucher, which will be made available to purchase by eligible residents living within a controlled parking zone later this year.
- 3.6.2 Virtual visitor vouchers will be offered in addition to the current scratchcard style paper vouchers. Virtual vouchers will work in a similar way to the current virtual resident permits, and have the benefit of being available immediately for use from the point of purchase by the resident. The new virtual vouchers would be offered at the current price of £1.10 and are valid all day.
- 3.6.3 The resident would be able to order virtual vouchers using their parking account, which is to be integrated with the Council's My Account function. When wanting to assign a visitor voucher, this would be done online or calling the customer contact centre to nominate the vehicle registration number. This would be able to be 'pre-booked' allowing residents greater flexibility to assign vouchers to regular visitors if they choose to do so.
- 3.6.4 Currently, visitor vouchers can be ordered online or by telephone, and are posted to the resident by recorded delivery.
- 3.6.5 The overall cost of providing visitor vouchers, which includes printing of scratchcard vouchers, administering the service and postage and packaging, are likely to be greatly reduced when virtual vouchers are offered as an alternative.
- 3.6.6 Customer feedback suggests that virtual vouchers would be a welcome new initiative as they would allow greater flexibility to the resident to assign a voucher to their nominated visitor without them needing to hand over a physical voucher, or needing to wait until the batch of printed vouchers arrived in the post, or worse still, vouchers being misdelivered or lost in the postal system.
- 3.6.7 It will be possible to order virtual vouchers by telephone from the customer contact centre, and to call up in advance to activate a voucher. It is recognised however that not all residents may wish to use virtual vouchers. Existing scratchcard vouchers will be retained for those residents who wish to continue ordering paper vouchers. A print on demand solution is being explored as a future solution for printed vouchers, which is likely to be cheaper and provide a better quality product than is currently available.

- 3.6.8 The virtual visitor voucher will be promoted as a voucher of choice and will be made more prominent in the Council's offering than the legacy scratch cards.

3.7 Contractor Permit

- 3.7.1 The Borough has received requests for a permit that would allow holders to park in multiple CPZs. These are typically from contractors undertaking works at properties around the Borough and where their location of work is away from their main business address. Such permits are offered in other London Boroughs but not presently in the London Borough of Barnet.
- 3.7.2 It is proposed to offer a new type of permit for contractors or other businesses located in the borough, who frequently carry out work borough wide and have a legitimate business need to park in controlled parking zones in the performance of their services.
- 3.7.3 The proposed new permit type would be called a Contractor Permit, and would be offered either as an electronic permit, assigned to a specific vehicle, or as a paper permit and be able to be transferred between different vehicles as required by the business.
- 3.7.4 Proposed categories, which align with proposed resident and business permits categories, are shown at Table 10.

Table 10: Proposed Contractor Permit Categories

| CO2 g/km | Annual Price for Contractor Permit | Diesel Supplement |
|----------|------------------------------------|-------------------|
| 0 | £500.00 | N/A |
| 1-50 | £656.25 | +£10 |
| 51-75 | £1,181.25 | +£10 |
| 76-90 | £1,312.50 | +£10 |
| 91-100 | £1,312.50 | +£10 |
| 101-110 | £1,312.50 | +£10 |
| 111-130 | £1,443.75 | +£10 |
| 131-150 | £1,443.75 | +£10 |
| 151-170 | £1,640.63 | +£10 |
| 171-190 | £1,640.63 | +£10 |
| 191-200 | £1,640.63 | +£10 |
| 201-225 | £1,968.75 | +£10 |
| 226-255 | £1,968.75 | +£10 |
| 256+ | £1,968.75 | +£10 |

- 3.7.5 It is proposed to introduce an 'ANY' contractor permit as described at a supplement of 60% over the highest price electronic contractor permit, with a diesel supplement as the permit for 'Any' vehicle could be used in the highest emitting vehicle. This would represent a charge of £3152. This aligns with the proposal for 'ANY' business permits as outlined at point 3.2.7.
- 3.7.6 Table 11 compares the new proposed Contractor Permit prices with similar, current permit types and their respective annual and daily costs. It should be noted that Business and Builders permits are valid only within a specified controlled parking zone, and not borough wide.

Table 11 Proposed Contractor Permit Price Comparison

| Single Zone Permits | Current Annual Price | Cost per day |
|--------------------------------------|------------------------------|---------------------|
| Business Permit (specific vehicle) | £525 | £1.44 |
| Business Permit (any vehicle) | £840 | £2.30 |
| Builders Permit (specific vehicle) | £310 | £0.85 |
| Builders Permit (any vehicle) | £620 | £1.70 |
| Proposed Borough Wide Permit | Proposed Annual Price | Cost per day |
| Contractor Permit (specific vehicle) | Prices as shown in Table 10 | £1.37 to £5.39 |
| Contractor Permit (any vehicle) | £3162 | £8.66 |

- 3.7.7 Subject to approval of these recommendations, the new Contractor Permit will be implemented and made available to eligible businesses subject to the relevant Traffic Management Order statutory consultation and amendments being made.

4. VEHICLE REMOVALS

- 4.1 The Council has actively conducted removal operations for untaxed and abandoned vehicles for a number of years using its statutory powers under the Refuse Amenity Disposal Act 1978 and Removal and Disposal of Vehicles Regulations 1986.
- 4.2 Removals and/or relocations for parking related contraventions have not been implemented and there is currently no policy in place for such operations.

- 4.3 The Council has in 2018 procured a new contract for parking enforcement operations, which has been awarded to NSL Services Ltd. As part of this procurement process, suppliers were provided with a specification for vehicle removals and were instructed to provide proposals meeting that specification as an option for the Council to consider introducing during contract term.
- 4.4 A suitable proposal has been provided by NSL which outlines a proposed deployment based on their operations managed elsewhere in London, and proposed that any vehicles removed would be transported and securely stored at their vehicle pound at Edmonton. A standard release fee of £200 is payable per vehicle, and a storage fee of £40 per vehicle per day also applies. When a vehicle is claimed, the full amount of the PCN charge is also due in order for the vehicle to be released.
- 4.5 A draft policy for vehicle removals is attached at Appendix B. This policy prioritises vehicles that are parked dangerously, or causing an obstruction, which cause nuisance to our residents on a daily basis.
- 4.6 Vehicle removals for parking related contraventions supports the following parking enforcement objectives:
- 4.6.1 Vehicles causing obstructions or parked dangerously are removed, reducing congestion and keeping traffic moving.
 - 4.6.2 Enforcing persistent evaders of penalty charge notices (PCNs), which is defined as a vehicle that has a minimum of three outstanding PCNs beyond the stage at which an appeal can be made.
 - 4.6.3 Providing a secondary enforcement deterrent to encourage motorists who have already been issued a PCN to move on.
 - 4.6.4 Enforcing against unregistered vehicles.
 - 4.6.5 Supporting parking bay suspensions, which have been paid for by residents and businesses for an important purpose such as a residential removal, special event, building or utility works.
 - 4.6.6 Enhanced enforcement measure to protect disabled bays for genuine Blue Badge holders.
 - 4.6.7 Enhanced enforcement measure to remove vehicles parked across dropped kerbs, maintaining access to the highway for residents.
- 4.7 The Removal and Disposal of Vehicles Regulations 1986, made under the provisions of the Road Traffic Regulation Act 1984, provide the legal basis for the removal of vehicles with reference to the Traffic Management Act 2004,

under which provision a penalty charge notice must first have been issued to a vehicle prior to removal.

- 4.8 Part 5 of the The London Local Authorities and Transport for London Act 2008 provides powers to authorities to (Part 5), recover unpaid penalty charge notices (PCNs) issued for parking contraventions committed by persistent evaders. A persistent evader is defined as a vehicle that has three or more PCNs unpaid that are not the subject of appeal.
- 4.9 The Act requires London local authorities to make a resolution fixing an appointed day from which the authority will begin to bring into operation the powers under Part 5 of the Act.
- 4.10 The adoption of these powers allows authorities in London to locate, immobilise, remove and impound persistent evader vehicles whilst they are legally parked. It also allows authorities to require the payment of all outstanding penalties before a vehicle is released.
- 4.11 The Act allows that enforcement action may be undertaken by one local authority on behalf of another pursuant to an agreement between them. For example; a persistent evader for borough "A" could be located within the boundaries of borough "B". Borough B may immobilize and impound that vehicle on behalf of borough A and commence the debt recovery action. It is envisaged this type of enforcement action will be the exception rather than the norm, and a pilot project led by London Councils between City of Westminster, Royal Borough of Kensington and Chelsea, the London Boroughs of Ealing, Camden, Hackney, Wandsworth and Hammersmith and Fulham is underway to test this aspect of the legislation by carrying out "cross border" joint operations.
- 4.12 The Act also allows for the provision of a bond (in an amount to be fixed by London Councils Transport and Environment Committee) to be paid by the owner of the vehicle, on the provision of verifiable proof of an address, similar to the scheme operated by DVLA for untaxed vehicles. Payment of this bond will allow the registered keeper/owner of the vehicle to make any representations or appeals against the enforcement action and will assist authorities in establishing the ownership and location of the owner of unregistered vehicles.
- 4.13 The powers provided to Councils under the Act provide an opportunity to provide a clear deterrent message to persistent offenders and the general public that London authorities are joining forces to tackle the issue, making detection (and consequently enforcement action) against such vehicles much more likely.
- 4.14 It is therefore being recommended that the Environment Committee resolves that the appointed day for which Part 5 of the London Local Authorities and

Transport for London Act 2008 shall come into operation on public highways for which London Borough of Barnet is the Highways Authority shall be 1st July 2019

- 4.15 Subject to approval of the recommendations of this report, a detailed mobilisation plan will be developed by NSL for approval by the Head of Parking and Infrastructure along with operational procedures.. The vehicle removal policy will complement the Council's parking enforcement policy and will be published on the Council's website.
- 4.16 Appropriate communications for vehicle removal operations will be included within the mobilisation plan, which will include advertisement and information about vehicle removals being added to the parking pages of the Council's website in order that residents and motorists visiting the borough are advised of the new enforcement measures.

5. REASONS FOR RECOMMENDATIONS

- 5.1 It is recommended that the Environment Committee approves the recommendations outlined within this report in order to support the Council's Corporate Plan and Medium Term Financial Strategy, which aims to ensure that there is a clear strategy and set of initiatives in place to address future challenges, and to make progress towards our objectives to improve air quality within the borough, reduce congestion, keep traffic moving, and provide parking provision to motorists at a fair price.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 A number of alternative proposals have been considered for resident and business parking permits, including making no change or applying a flat rate increase to existing permit tariffs.
- 6.2 These are not recommended as a either making no change or applying a flat rate increase to existing permit tariffs would not continue to provide a sufficiently effective incentive to motorists to reduce their impact on the environment. The Council wishes to encourage this type of behaviour change.
- 6.3 A CO2 emission based tariff applied alone, with no diesel surcharge, would mean that drivers of petrol vehicles would be charged more than drivers of diesel vehicles, which have comparatively lower CO2 emission ratings but produce harmful NOx emissions and particulate matter. Therefore it is recommended that the new permit model which applies tariff increases to both higher CO2 banded vehicles and diesel vehicles is adopted.
- 6.4 In regard to on and off street tariff proposals, an alternative option to implement emissions based tariffs which are aligned to the proposed resident

permit categories has been considered. At present, the technology to apply emissions based pricing tariffs through existing payment platforms (Pay by Phone or Pay and Display ticket machines), is not available, and so this option is not being recommended to the committee at the present time. A future proposal in this regard may be considered should such technology become available and prove to be reliable and this will be monitored over the following three year period with a proposal potentially brought to a future Environment Committee, which will set out the wider benefits in terms of reducing congestion, and supporting wider traffic management aims to encourage turnover of parking spaces and enabling footfall within town centres.

- 6.5 In regard to vehicle removals, the alternative option is to not proceed to enforce using this approach. This option is not recommended as it will reduce our ability to apply a greater deterrent to persistent evaders, and our ability to reduce congestion by removing vehicles which are causing obstruction.

7. POST DECISION IMPLEMENTATION

- 7.1 If the recommendations outlined within this report are approved, work will begin to implement the proposals with initial expectations of the on and off street tariff changes outlined at paragraph 3.3 being in place by June 2019, and permit proposals being in place by 1st July 2019.
- 7.2 No tariff changes would be made prior to 15th April 2019.
- 7.3 A detailed mobilisation plan and operational procedures will be established for vehicle removals with an anticipated operational start date of 1st July 2019.

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

- 8.1.1 The Council's Corporate Plan, which sets out the outcomes, priorities and strategic approach, has been refreshed for 2019 to 2024. The Corporate Plan states in its strategic objectives that it will work with partners to create the right environment to promote responsible growth, development and success across the borough. We want to ensure that the borough continues to be a place where people aspire to live and these proposals are recommended in support of these aims.

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

- 8.2.1 There are no anticipated additional resource requirements for the implementation of the parking fees and charges proposals outlined at section 3. Proposed tariff changes would be implemented by the parking client team working with the existing parking enforcement contractor, using

software and customer service interfaces which are already in situ. New permit products proposed in sections 3.6 and 3.5 will be rolled out as part of the parking enforcement contract mobilisation, which has dedicated resources in place.

8.2.2 The vehicle removal operational as outlined at section 4 will require the addition of a software module by its current parking enforcement contractor at a cost of £8,000, and the establishment of a vehicle TRACE service to be registered with the DVLA at an estimated cost of £12,500. These are one off costs which are proposed to be funded by the Special Parking Account.

8.2.3 Ongoing operational costs for the running of the vehicle removal operation will form part of the existing parking enforcement operations contract currently held by NSL Services. Projected operational costs, provided by NSL based on existing operations managed by them elsewhere in London, are in the region of £250,000 per year. Budgetary forecasts indicate that the cost of these operations will be covered by the fees paid to recover the vehicles, so will be self financing.

8.3 Social Value

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

8.4 Legal and Constitutional References

8.4.1 The Council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Committees. The Environment Committee is responsible 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. It also has responsibility to recommend for approval fees and charges for those areas under the remit of the Committee.

8.4.2 Further to provisions in the Road Traffic Regulation Act 1984, the council can designate parking spaces on and off the highway and can regulate their use through conditions and charges.

8.4.3 Case law has confirmed that the Road Traffic Regulation Act 1984 is not a taxing statute and does not permit authorities to charge residents for parking with a view to raising a surplus on its Special Parking Account.

8.4.4 In using the powers under the Road Traffic Regulation Act 1984, the authority has a duty, amongst other considerations, to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities both on and off the highway. This is pursuant to section 122 of the Road Traffic Regulation Act 1984 and includes having regard to matters including the national air quality strategy.

8.4.5 Pursuant to section 87 of the Traffic Management Act 2004, the Secretary of State has produced statutory guidance that local authorities must have regard to in connection with the exercise of their functions relating to civil enforcement of traffic contraventions.

8.5 Risk Management

8.5.1 The Council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high-level risks will be reported to the relevant Theme Committee and Policy and Resources Committee.

8.5.2 In accordance with this framework, parking service and project risks are regularly reviewed at service level and reported to Directors as part of the risk review process. Risks for individual initiatives and action have been gathered, monitored and reported as part of the Council's risk management framework.

8.6 Equalities and Diversity

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

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

8.6.2 Having due regards means the need to (a) remove or minimise disadvantage suffered by persons who share a relevant protected characteristic that are connected to that characteristic (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it, (c) encourage persons who share a relevant protected characteristic to

participate in public life in any other activity in which participation by such persons is disproportionately low.

- 8.6.3 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.6.4 An equality impact screening has been undertaken in respect of the proposals contained within this report.
- 8.6.5 The overall equalities impact of the vehicle removals operation is assessed as neutral. Those vehicles which are proposed to be prioritised for removal are those which are causing obstruction which is likely to be of most inconvenience and potential harm to protected characteristic groups.
- 8.6.6 The parking tariff proposals are adjustments to existing parking controls, which at the time of implementation were subject to equality impact assessment.
- 8.6.7 A key objective of the tariff proposals in respect of resident and business permits is to improve air quality for all. It is recognised that poor air quality adversely impacts on vulnerable people in particular. Not taking action to adjust existing tariffs and seek to improve air quality in the borough would have a harmful impact upon the very young, the elderly and disabled, and pregnant and nursing mothers.
- 8.6.8 On street parking tariff proposals are an adjustment of existing tariffs, in support of traffic management objectives, and in so doing reduce occurrences of illegal, dangerous and obstructive parking which could have a more significant impact upon the elderly and disabled. In addition the proposals aim to reduce congestion and encourage turnover, creating greater parking space availability closer to amenities, all of which would be to the benefit of these groups.
- 8.6.9 Although it is recognised that tariff increases would have a greater financial impact upon low income groups, it is proposed to support car sharing or those with large families through discounting permit prices for larger passenger vehicles (those with 7 seats or more). Parking tariffs are not means tested in terms of income, however the proposals for permits are linked to DVLA tax bandings and seek to place a heavier cost burden on more powerful, heavily emitting vehicles which cause the most damage to the environment.
- 8.6.10 In addition, it should be noted that existing concessionary travel schemes offer free public transport to older people and the disabled through the Freedom Pass scheme.

8.6.11 Individuals who qualify for a Blue Badge may park for free within paid for parking bays as outlined within the Blue Badge parking guidance published on the Council's website. Those qualifying for a disabled bay receive a parking permit at no cost and so are exempted from resident parking permit charges.

8.6.12 Reviewing the proposals as a whole, whilst some protected groups may be impacted there are mitigating factors in support of making the proposed changes. Taking into consideration these factors, it is considered that the overall equalities impact of the tariff proposals is neutral.

8.7 Corporate Parenting

8.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no Corporate Parenting implications in these proposals.

8.8 Consultation and Engagement

8.8.1 Consultation in respect of those areas of the parking tariff proposals which will see an adjustment to the TMO will be carried out in accordance with the statutory process for traffic management order amendments where required. The changes to on and off street tariffs, being a revision of existing charging structures, will not follow this process but will be made by a Notice of Variation.

8.8.2 Information and communication in respect of the vehicle removal proposals will be as outlined in paragraph 4.16.

8.9 Insight

8.9.1 No specific insight has been undertaken in order to inform the decision. Data and Statistics contained within the report have been sought from a number of existing reports or data sources.

9. BACKGROUND PAPERS

9.1 None

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APPENDIX A CURRENT ON STREET AND OFF STREET PARKING TARIFFS

| ON STREET | |
|-------------|---|
| Tariff Code | Tariff |
| 1 | Up to 15 mins £0.25 Up to 40 mins £0.50 Up to 1 hour £1.00 Up to 2 hours £1.50 |
| 2 | Up to 15 mins £0.35 Up to 30 mins £0.65 Up to 1 hour £1.30 Up to 2 hours £2.60 |
| 3 | Up to 15 mins £0.35 Up to 30 mins £0.65 Up to 1 hour £1.30 Up to 3 hours £2.60 Over 3 hours £4.55 |
| 4 | Up to 15 mins £0.35 Up to 30 mins £0.65 Up to 1 hour £1.30 Up to 4 hours £3.25 |
| 5 | Up to 15 mins £0.35 Up to 30 mins £0.65 Up to 1 hour £1.30 Up to 90 mins £1.95 |
| 6 | Up to 15 mins £0.50 Up to 30 mins £1.00 Up to 1 hour £2.00 Up to 2 hours £4.00 |
| 7 | Up to 15 mins £0.50 Up to 30 mins £1.00 Up to 1 hour £2.00 Up to 90 mins £3.00 |
| 8 | Up to 15 mins FREE Up to 30 mins £0.65 Up to 1 hour £1.30 Up to 2 hours £2.60 |
| 9 | Up to 2 hours FREE Over 2 hours £4.55 |
| 10 | Up to 20 mins FREE Up to 1 hour £1.30 Up to 2 hours £2.60 Up to 4 hours £3.25 |

| ON STREET | | |
|-------------|---------------|-------|
| Tariff Code | Tariff | |
| 11 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| 12 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 2 hours | £2.60 |
| 13 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 2 hours | £2.60 |
| | Up to 4 hours | £3.25 |
| 14 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 3 hours | £2.60 |
| | Over 3 hours | £4.55 |
| 15 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 4 hours | £3.25 |
| 16 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 90 mins | £1.95 |
| 17 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 90 mins | £1.95 |
| | Up to 4 hours | £3.60 |
| 18 | Up to 30 mins | £1.00 |
| 19 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| | Up to 2 hours | £4.00 |
| 20 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| 21 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| | Up to 2 hours | £4.00 |
| 22 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| | Up to 3 hours | £4.00 |
| | Over 3 hours | £7.00 |
| 23 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| | Up to 4 hours | £5.00 |
| 24 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| | Up to 90 mins | £3.00 |

| ON STREET | | |
|---|-----------------------|-------|
| Tariff Code | Tariff | |
| 25 | Up to 30 mins | £1.00 |
| | Up to 1 hour | £2.00 |
| | Up to 90 mins | £3.00 |
| | Up to 4 hours | £5.00 |
| 26 | Up to 30 mins | FREE |
| | Up to 1 hour | £0.65 |
| | Up to 3 hours | £1.00 |
| 27 | Up to 30 mins | FREE |
| | Up to 1 hour | £2.00 |
| | Up to 2 hours | £4.00 |
| 28 | Up to 40 mins | £0.50 |
| | Up to 1 hour | £1.00 |
| 29 | Up to 6 hrs & 30 mins | £1.50 |
| 30 | Up to 30 mins | £0.50 |
| | Up to 1 hour | £1.00 |
| | Up to 2 hours | £1.50 |
| | Up to 3 hours | £2.00 |
| 31 | Up to 30 mins | £0.65 |
| | Up to 1 hour | £1.30 |
| | Up to 2 hours | £2.60 |
| | Up to 4 hours | £3.25 |
| | Over 4 hours | £4.55 |
| Note: Bank holidays and public holidays free | | |

Off Street (Car Park) Current Tariffs

| Location name | Charges |
|---------------------------------|--|
| Watling Avenue Car Park | Up to 2 hours: £1.00 Up to 4 hours: £1.50 Over 4 hours: £2.00 |
| East Barnet Road North Car Park | Up to 1 hour: £0.50 Up to 2 hours: £1.00 Up to 3 hours: £1.50 Over 3 hours: £3.50 |
| East Barnet Road South Car Park | Up to 1 hour: £0.50 Up to 2 hours: £1.00 Up to 3 hours: £1.50 Over 3 hours: £3.50 |
| Stanhope Road Car Park (Main) | Up to 30 mins: £0.65 Up to 1 hour: £1.30 Up to 90 mins: £1.95 Up to 2 hours: £2.60 Over 2 hours: £3.25 |
| Stanhope Road Car Park (Top) | Up to 30 mins: £0.65 Up to 1 hour: £1.30 Up to 90 mins: £1.95 Up to 2 hours: £2.60 Over 2 hours: £3.25 |
| Castle Road Car Park | Up to 30 mins: £0.65 Up to 1 hour: £1.30 Up to 90 mins: £1.95 Up to 2 hours: £2.60 Over 2 hours: £3.25 |
| Stapylton Road Car Park | Up to 30 mins: £0.50 Up to 1 hour: £1.00 Up to 3 hours: £2.00 Up to 4 hours: £2.50 Over 4 hours: £5.00 |
| Bunns Lane Car Park | Monday to Friday Up to 30 minutes: £1.00 Up to 1 hour: £2.00 Up to 90 minutes: £3.00 Over 90 minutes: £5.00 Saturday Up to 3 hours: No charge Over 3 hours: £5.00 |

| | |
|--------------------------------|--|
| Fitzjohn Avenue Car Park | Up to 30 mins: £0.75 Up to 1 hour: £1.70 Up to 3 hours: £2.70 Up to 4 hours: £3.60 Over 4 hours: £3.95 |
| Moxon Street Car Park | Up to 1 Hour: Free Up to 2 hours: £2.00 Up to 4 hours: £2.50 |
| Lodge Lane Car Park | Up to 30 mins: £0.65 Up to 1 hour: £1.30 Up to 90 mins: £1.95 Up to 2 hours: £2.60 Over 2 hours: £3.25 |
| Woodhouse Road Car Park | Up to 30 mins: £0.65 Up to 1 hour: £1.30 Up to 90 mins: £1.95 Up to 2 hours: £2.60 Over 2 hours: £3.25 |
| The Burroughs Gardens Car Park | Up to 30 mins: £1.00 Up to 1 hour: £2.00 Up to 90 mins: £3.00 |

London Borough of Barnet
Draft Vehicle Removal Policy

This policy sets out an outline approach to vehicle removals on the basis of setting out a fair and consistent approach to the removal of vehicles. This policy prioritises vehicles that are parked dangerously, or causing an obstruction.

This policy has been developed in accordance with the statutory provisions of the Traffic Management Act 2004, which governs the enforcement of parking contraventions and 'The Highway Code', and The Removal and Disposal of Vehicles Regulations 1986, regulation 5C(2) (inserted by S.I. 2007/3484).

Vehicles that have already been issued with a Penalty Charge Notice (PCN), and potentially under consideration for removal will be prioritised as follows:

Priority 1

Priority 1 describes contraventions liable to instant removal following the issue of a PCN. This applies to codes where vehicles immediately cause an obstruction.

A vehicle will be considered to be causing an obstruction, and therefore liable to removal, if it is parked:

- i. on school 'keep clear' markings
- ii. on zig-zag markings
- iii. opposite or within 10 metres (32 feet) of a junction, except in an authorised parking space
- iv. parked on the footway or where the kerb has been lowered or the carriageway raised to enable pedestrian or vehicle accessibility
- v. parked where you would obstruct cyclists' use of a cycle lane or facilities
- vi. on a bus stop
- vii. obstructing traffic flow, i.e. where vehicles would need to move into the path of oncoming traffic to get past or anywhere you would prevent access for emergency services
- viii. parked in a suspended bay
- ix. parked in contravention of signage during special events
- x. parked in a disabled person's bay (without a valid badge and including blue badge fraud).

Priority 1 – Contraventions liable to instant removal

| Contravention code | Description |
|--------------------|--|
| 02 | Parked or loading / unloading in a restricted street where waiting and loading / unloading restrictions are in force |
| 16* | Parked in a permit space or zone without clearly displaying a valid permit |
| 21 | Parked wholly or partly in a suspended bay or space |
| 40 | Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner |
| 47 | Stopped on a restricted bus stop or stand |
| 48 | Stopped in a restricted area outside a school, a hospital or a fire, police or ambulance station when prohibited |
| 49 | Parked wholly or partly on a cycle track or lane |
| 62 | Parked with one or more wheels on or over a footpath or any part of a road other than a carriageway |
| 99 | Stopped on a pedestrian crossing or crossing area marked by zigzags |
| Any | If a vehicle is a persistent evader** or suspected of blue badge fraud, we reserve the right to remove the vehicle under any contravention code, not restricted to those above |

*Contravention Code 16 is used for vehicles seen parked in designated permit bays without a valid permit for that bay. Valid permits might be held by designated disabled bay holders, doctors, business permit holders, and car club vehicles.

**Persistent evader – a vehicle that has a minimum of three outstanding PCNs beyond the stage at which an appeal can be made.

Priority 2

Priority 2 describes contraventions not liable to removal unless one of the following applies:

- a. a Civil Enforcement Officer (CEO) has identified the vehicle as being parked in an obstructive manner following the issue of a PCN; or
- b. the vehicle has been issued with two PCNs on consecutive days whilst parked in the same parking place and it is at least 24 hours since the issue of the first PCN.

Priority 2 – Contraventions that may be liable to removal

| Contravention code | Description |
|--------------------|--|
| 01 | Parked in a restricted street during prescribed hours |
| 05 | Parked after the expiry of paid-for time |
| 11 | Parked without payment of the parking charge |
| 12 | Parked in a residents' or shared use parking place or zone without either clearly displaying a valid permit or voucher or pay and display ticket issued for that place, or without payment of the parking charge |
| 14 | Parked in an electric vehicles' charging place during restricted hours without charging |
| 18 | Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited. |
| 19*** | Parked in a residents' or shared use parking place or zone either displaying an invalid permit or voucher or pay-and-display ticket, or after the expiry of paid- for time |
| 22 | Re-parked in the same parking place or zone within the prescribed time period after leaving |
| 23 | Parked in a parking place or area not designated for that class of vehicle |
| 24 | Not parked correctly within the markings of the bay or space |
| 25 | Parked in a loading place or bay during restricted hours without loading |
| 26 | Parked in a special enforcement area more than 50cm from the edge of the carriageway and not within a designated parking place |
| 27 | Parked in a special enforcement area adjacent to a footway, cycle track or verge lowered to meet the level of the carriageway |
| 28 | Parked in a special enforcement area on part of the carriageway raised to meet the level of a footway, cycle track or verge |
| 30 | Parked for longer than permitted |
| 41 | Stopped in a parking place designated for diplomatic vehicles |
| 42 | Parked in a parking place designated for police vehicles |
| 45 | Stopped on a taxi rank |
| 55 | A commercial vehicle parked in a restricted street in contravention of the Overnight |

APPENDIX B – DRAFT VEHICLE REMOVAL POLICY

| | |
|----|---|
| | Waiting Ban. |
| 61 | A heavy commercial vehicle wholly or partly parked on a footway, verge or land in between two carriageways. |

***Contravention code 19(z) is subject to an additional grace period. See Priority 3 below.

Priority 3

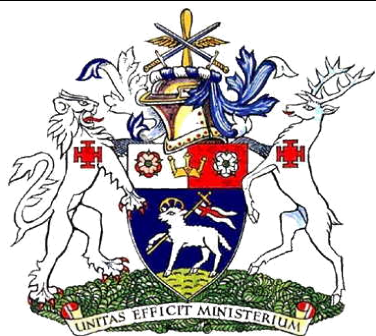
Priority 3 describes contraventions liable to removal from a resident or shared use bay or permit holder bay after a minimum grace period of 14 days following the expiry of a resident parking permit.

Priority 3 – Contraventions liable to removal after a 14-day grace period

| Contravention code | Description | Notes |
|--------------------|--|--|
| 19(z) **** | Parked in a residents' or shared use parking place or zone either displaying an invalid permit or voucher or pay and display ticket, or after the expiry of paid-for time Suffix z = out of date permit | A vehicle displaying an expired residents' permit will not be removed unless the permit has expired by a period of fourteen days and the vehicle is parked within a bay for which that permit would have been valid. |

****This grace period does not apply to expired visitor permit holders.

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Environment Committee

14 March 2019

| | |
|--------------------------------|---|
| Title | Quarter 3 2018/19 Environment Performance Report |
| Report of | Chairman of the Environment Committee |
| Wards | All |
| Status | Public |
| Urgent | No |
| Key | No |
| Enclosures | None |
| Officer Contact Details | Alaine Clarke, Head of Performance and Risk alaine.clarke@barnet.gov.uk |

Summary

This report provides an update on the Theme Committee priorities in the Corporate Plan 2018/19 Addendum for **Quarter 3 (Q3) 2018/19**, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.

Officer Recommendations

1. The Committee is asked to review the financial, performance and risk information for Q3 2018/19 and make any referrals to Policy and Resources Committee or Financial Performance and Contracts Committee in accordance with the terms of reference of these Committees.

1. PURPOSE OF REPORT

- 1.1 The Environment Committee has responsibility for all matters relating to the street scene. The priorities for the year ahead (see table 1) are set out in the Corporate Plan 2018/19 Addendum, which is available online at <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance>
- 1.2 This report provides an update on these priorities for **Q3 2018/19**, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.
- 1.3 This report is in addition to the Q3 2018/19 Strategic Performance Report to Policy and Resources Committee (20 February 2019) and the Q3 2018/19 Contracts Performance Report to Financial Performance and Contracts (FPC) Committee (11 March 2019). These reports will be published on the committee section of the council's website at <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1> prior to the committees.

Table 1: Environment Committee priorities for 2018/19

| Priorities | Key activities |
|---|---|
| Modernising environmental services | <ul style="list-style-type: none"> • Introduce new equipment and technology to improve quality and efficiency • Implement a flexible management model to enable operational management to work across recycling/waste and street cleansing services • Make efficiencies through the optimum use of vehicles and use of electric fleet • Procure a data and works management system to modernise delivery and improve customer experience |
| Delivering highways improvements | <ul style="list-style-type: none"> • Implement Year 4 of the Network Recovery Plan (NRP) for roads and pavements • Provide additional capital investment for road patching and potholes • Invest in Transport for London (TfL) Local Implementation Plan (LIP) projects to improve safety, parking and local transport |
| Delivering transport improvements | <ul style="list-style-type: none"> • Deliver £400k of electric vehicle charging infrastructure • Introduce a 'floating model' car club to reduce car usage and transition to cleaner models of transport • Develop a transport strategy 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 | <ul style="list-style-type: none"> • Construct new facilities at Montrose Recreation Ground/Silkstream Park • Complete masterplans for Copthall, West Hendon, Barnet Playing Fields and North West Green Belt sites • Commence improvement works to Victoria Park and the Colindale and Rushgrove sites, as part of Colindale regeneration • Plan parks and open spaces provision in the Brent Cross regeneration area |
| Delivering efficient regulatory services | <ul style="list-style-type: none"> • Investigate serious complaints of unfair trading, fraud and consumer safety; and ensure licensed premises meet licensing objectives • Work with neighbouring boroughs to implement project plans under the Mayor's Air Quality Fund • Investigate public health, noise, nuisance and anti-social behaviour (ASB) service requests and work with interested parties to resolve problems • Implement the latest technology to enhance the funeral service; invest in |

| Priorities | Key activities |
|------------|---|
| | modernisation of cemetery buildings; and investigate means to prolong the life of Hendon Cemetery and provide additional burial space locally |

Budget forecasts

- 1.4 The forecast **revenue outturn** (after reserve movements) for Q3 2018/19 for Environment, Parking and Infrastructure, Street Scene and Re Managed Budgets is set out in table 2.

Table 2: Revenue forecast (Q3 2018/19)

| Service | Revised Budget | Q3 18/19 Forecast | Variance from Revised Budget Adv/(fav) | Reserve Move-ments | Q3 Forecast after Reserve Move-ments | Variance after Reserve Move-ments Adv/(fav) |
|-----------------------------------|----------------|-------------------|--|--------------------|--------------------------------------|---|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Environment Staffing | 398 | 608 | 210 | 0 | 608 | 210 |
| NLWA Levy | 12,452 | 11,930 | (522) | 0 | 11,930 | (522) |
| Community Safety | 1,941 | 1,935 | (6) | 0 | 1,935 | (6) |
| Environment | 14,791 | 14,473 | (318) | 0 | 14,473 | (318) |
| Highway Inspection/ Maintenance | 273 | 273 | 0 | 0 | 273 | 0 |
| Parking | (558) | (593) | (36) | 0 | (593) | (36) |
| Special Parking Account | (10,850) | (11,995) | (1,145) | 0 | (11,995) | (1,145) |
| Street Lighting | 6,669 | 6,547 | (122) | 0 | 6,547 | (122) |
| Parking and Infrastructure | (4,466) | (5,768) | (1,303) | 0 | (5,768) | (1,303) |
| Commercial Services | (1,786) | (1,785) | 2 | 0 | (1,785) | 2 |
| Fleet and Transport | 560 | 560 | 0 | 0 | 560 | 0 |
| Ground maintenance | 2,343 | 2,173 | (170) | 0 | 2,173 | (170) |
| Management and Service Support | 913 | 696 | (217) | 0 | 696 | (217) |
| Street Cleansing | 2,533 | 2,535 | 2 | 0 | 2,535 | 2 |
| Waste | 6,024 | 7,770 | 1,745 | 0 | 7,770 | 1,745 |
| Street Scene Management | 1,125 | 909 | (216) | 0 | 909 | (216) |
| Street Scene | 11,711 | 12,858 | 1,147 | 0 | 12,858 | 1,147 |
| Drainage (Gully Cleansing) | 300 | 282 | (18) | 0 | 282 | (18) |
| Public Conveniences | 50 | 50 | 0 | 0 | 50 | 0 |

| Service | Revised Budget | Q3 18/19 Forecast | Variance from Revised Budget Adv/(fav) | Reserve Move-ments | Q3 Forecast after Reserve Move-ments | Variance after Reserve Move-ments Adv/(fav) |
|------------------------------------|----------------|-------------------|--|--------------------|--------------------------------------|---|
| NRSWA | 57 | 57 | 0 | 0 | 57 | 0 |
| Private Works Reinstatement | 20 | 15 | (5) | 0 | 15 | (5) |
| Rechargeable Works Other | 39 | 39 | 0 | 0 | 39 | 0 |
| Road Structural Planned | 45 | 45 | 0 | 0 | 45 | 0 |
| Parking Design Works | 61 | 34 | (27) | 0 | 34 | (27) |
| Road Structural Response | 500 | 550 | 50 | 0 | 550 | 50 |
| Rechargeable Work Crossover | 380 | 380 | 0 | 0 | 380 | 0 |
| Structural and Bridges Maintenance | 80 | 80 | 0 | 0 | 80 | 0 |
| Food Safety | 16 | 16 | 0 | 0 | 16 | 0 |
| Expenditure | 1,547 | 1,547 | 0 | 0 | 1,547 | 0 |
| Parking Design Income (LIP) | (1,611) | (1,425) | 185 | 0 | (1,425) | 185 |
| Income | (1,611) | (1,425) | 185 | 0 | (1,425) | 185 |
| Re Managed Budgets | (64) | 122 | 185 | 0 | 122 | 185 |

- 1.5 The forecast revenue outturn for **Environment** (including Environment Staffing, NLWA and Community Safety) is £14.473m. This includes an underspend against the NLWA levy.

For **Street Scene**, the forecast overspend is £1.147m. The variance has increased due a delayed start to the Recycling and Waste changes. The changes were previously anticipated to claw back an overspend relating to inherent historical service pressures as well as achieving planned MTFS savings. The delays in the start of, and difficulties embedding, the recycling and waste service changes have resulted in an increase in forecast relating to both the recognition of the existing overspend and enhanced by the non-delivery of savings. This has been exacerbated by increased costs of transformation, due to the service not being fully embedded by Christmas, and additional pressure from increased costs of maintenance on the recycling and waste fleet as it ages. Further detailed information on the delay to service changes will be reported to the March 2019 Environment Committee.

For **Re Managed Budgets**, the LIP pressure resulting from the negotiated fees agreement will be offset by identifying underspends elsewhere in the service, including transferring suitable expenditure to capital. Therefore, this pressure will be mitigated.

1.6 The projected **capital outturn** for Q3 2018/19 for Street Scene, Parking and Infrastructure and Re (Highways) is set out in table 3.

Table 3: Capital forecast (Q3 2018/19)

| Service | 18/19 Revised Budget | Additions/ (Deletions) | (Slippage)/ Accelerated Spend | Q3 18/19 Forecast | Forecast variance from Approved Budget |
|---|----------------------|------------------------|-------------------------------|-------------------|--|
| | £000 | £000 | £000 | £000 | £000 |
| Old Court House – Public Toilets | 40 | 0 | 0 | 40 | 0 |
| Parks & Open Spaces and Tree Planting | 61 | 0 | 0 | 61 | 0 |
| Park Infrastructure | 140 | 0 | 0 | 140 | 0 |
| Victoria Park Infrastructure | 75 | 0 | 0 | 75 | 0 |
| Data Works Management System | 432 | 0 | 0 | 432 | 0 |
| Parks Equipment | 101 | 0 | 0 | 101 | 0 |
| Waste | 221 | (1) | 0 | 220 | (1) |
| Weekly Collection Support Scheme Vehicles | 440 | 2 | 0 | 442 | 2 |
| Vehicles | 1,274 | 0 | (377) | 897 | (377) |
| Street Cleansing and Greenspaces - Vehicles and Equipment | 1,050 | 0 | 0 | 1,050 | 0 |
| Greenspaces Development Project | 367 | 0 | 0 | 367 | 0 |
| Street Scene | 4,201 | 1 | (377) | 3,825 | (376) |
| Lines and Signs | 170 | 0 | 0 | 170 | 0 |
| Pay and Display parking machine estate upgrade | 120 | 0 | 0 | 120 | 0 |
| Moving traffic cameras | 50 | 0 | 0 | 50 | 0 |
| Controlled parking zones review | 50 | 0 | 0 | 50 | 0 |
| Highways (Permanent Re-instatement) | 635 | 0 | (68) | 567 | (68) |
| Highways Proactive Patching | 560 | 0 | 0 | 560 | 0 |
| Parking and Infrastructure | 1,585 | 0 | (68) | 1,517 | (68) |
| LIP 16/17 and onwards | 3,769 | 0 | (20) | 3,749 | (20) |
| Bridge Assessment | 0 | 0 | 20 | 20 | 20 |
| Re (Highways TfL LIP) | 3,769 | 0 | 0 | 3,769 | 0 |

| Service | 18/19 Revised Budget | Additions/ (Deletions) | (Slippage)/ Accelerated Spend | Q3 18/19 Forecast | Forecast variance from Approved Budget |
|--|----------------------|------------------------|-------------------------------|-------------------|--|
| | £000 | £000 | £000 | £000 | £000 |
| Footway Reconstruction | 43 | 0 | (43) | 0 | (43) |
| Traffic Management | 4 | 0 | (4) | 0 | (4) |
| Highways Improvement | 364 | 0 | (350) | 14 | (350) |
| Travel Plan Implementation | 91 | 0 | (41) | 50 | (41) |
| Carriageways | 237 | 0 | 0 | 237 | 0 |
| Highways Planned Maintenance Works Programme | 40 | 0 | (40) | 0 | (40) |
| Saracens | 16 | 0 | (16) | 0 | (16) |
| Drainage Schemes | 70 | 0 | 0 | 70 | 0 |
| Road Traffic Act – CPZs | 108 | 0 | (48) | 60 | (48) |
| Investment in Roads and Pavement (NRP) | 9,458 | 0 | (150) | 9,308 | (150) |
| Re (Highways non-TfL) | 10,431 | 0 | (692) | 9,739 | (692) |
| Hendon Cemetery & Crematorium Enhancement | 116 | 0 | 0 | 116 | 0 |
| Refurbish and regenerate Hendon Cemetery & Crematorium | 1,149 | 0 | (1,000) | 149 | (1,000) |
| Re (Other) | 1,265 | 0 | (1,000) | 265 | (1,000) |

- 1.7 The projected capital outturn for **Street Scene** is £3.825m. **Street Scene** is forecasting slippage of £0.377m for vehicles where further purchases will not take place in 2018/19.

The **Parking and Infrastructure** programme is forecasting slippage of £0.068m. This is as a result of budget realignment on the on Highways permanent re-instatements project.

The **Re capital programme** includes spend for **Highways**. The projected capital outturn for the TfL Local Implementation Plan (LIP) is £3.769m. The non-TfL programme has a projected capital outturn of £9.739m.

The **Re (other)** relates to expenditure for **Hendon Cemetery and Crematorium**. The projected outturn is £0.265m. Slippage of £1m relating to refurbishment is projected due to delays in the scheme design which is now expected to commence in 2019/20.

Committee priorities

- 1.8 The update on Committee priorities includes performance and risk information as follows:
- Progress on activities
 - Performance of key indicators¹
 - High level risks from the Corporate Risk Register²
 - Strategic issues/escalations related to Theme Committee.
- 1.9 An overall status for each of the Committee's priorities is shown in table 4. This reflects the Q3 2018/19 position on budget forecasts, progress on activities, performance of key indicators and any high level risks.

Table 4: Overall status for priorities (Q3 2018/19)

| Environment Committee priorities | Overall status |
|--|----------------|
| Modernising environmental services | Red |
| Delivering highways improvements | Red |
| Delivering transport improvements | Amber |
| Investing in parks and open spaces | Green |
| Delivering efficient regulatory services | Green |

Modernising environmental services

- 1.10 Changes were introduced to the recycling and waste collection rounds on 5 November 2018. During the bedding in period most collections were completed to schedule; some collections, however, were significantly delayed. Additional staff were brought in to help collect recycling and waste on the allocated days; and more staff were allocated to the Contact Centre to respond to customer queries. Narrow access vehicles were focused to complete some roads where crews reported issues with access. These were followed-up by the service to ascertain if further action or training was needed in this area. The situation was closely monitored by senior managers and round completion rates began to improve by mid-January 2019. A separate paper on this will be reported to Environment Committee on 14 March 2019.
- 1.11 There are three key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. One indicator has not met the quarterly target.
- **Household waste sent for reuse, recycling and composting (RAG rated RED) - 35.9% against a target of 41.9%**³. The rate has fallen from 39.2% in Q1 and

¹ RAG rating reflects the percentage variance of the result against the target as follows: On target = **GREEN (G)**; Up to 9.9% off target = **AMBER (A)**; 10% or more off target = **RED (R)**. The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (**↑ I**), Worsening (**↓ W**) or Same (**→ S**). The percentage variation is calculated as follows: Q3 18/19 result minus Q3 17/18 result equals difference; then difference divided by Q3 17/18 result multiplied by 100 = percentage variation. Any results not for three months of quarter, illustrated by (c) = cumulative from start of financial year; (s) snapshot at end quarter; or (r) rolling 12 months.

² The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 18/19 Corporate Risk Register provides a snapshot in time (as at end December 2018).

³ Indicator reported a quarter in arrears, so results are for Q2 2018/19.

performance is lower than last year (39.0%). This was due to a fall in the amount of garden waste collected over the summer months – it was the hottest summer on record in the UK.

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q2 18/19 | | | Q2 17/18 | Benchmarking |
|--|------------------|-----------------|--------------|----------|----------------|-----------|-----------------|---|
| | | | | Target | Result | DOT | Result | |
| Household waste sent for reuse, recycling and composting | Bigger is Better | 36.9% | 42% | 41.9% | 35.9% (R) | ↓ W -7.9% | 39.0% | Rank 10 (out of 32 London Boroughs) (17/18, Waste Dataflow) |
| Residents who are satisfied with refuse and recycling services (Annual) ⁴ | Bigger is Better | 79% (Autumn 17) | 84% | 84% | Survey on hold | N/A | 79% (Autumn 17) | National 77% (June 17, LGA) |
| Residents who are satisfied with street cleaning (Annual) ⁴ | Bigger is Better | 60% (Autumn 17) | 61% | 61% | Survey on hold | N/A | 60% (Autumn 17) | National 70% (June 17, LGA) |

1.12 Although there are no high level risks linked to this priority, a new strategic risk was identified in Q3 in relation to the implementation of the new recycling and waste collection rounds.

- **Implementation of new recycling and waste collection rounds (residual score 12).** This was a new risk for Q3, in light of emerging issues with the implementation of the new recycling and waste collection rounds. If these issues continued into the New Year this could lead to further service disruption. The new and revised collection days over Christmas/New Year were widely communicated, including via social media; and additional resources were allocated to the Contact Centre to manage customer contacts. Additional and narrow access vehicles were deployed to complete rounds; and issues with blocked access and assisted collections would be followed-up by the service. The situation would be closely monitored by senior managers together with the CEO and Leader.

Delivering highways improvements

1.13 Significant challenges persist in delivering the Highways Service. High volumes of activities continue including reactive maintenance repairs, temporary traffic orders/notices and permit applications at a time where the department carries substantial vacancies and is subject to additional scrutiny. Actions have been implemented to aid recruitment.

Highways reactive repairs has continued to be a concern and discussions have taken place with Re and Conway Aecom, the third-party contractor, to address the underlying IT issue that has affected performance, including the transfer of information, instructions and photographs between the two systems (Exor and Icon). An interface to address the IT issue has been developed and was implemented in

⁴ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

October 2018. A paper updating on the resolution to the IT issue was reported to FPC Committee on 17 December 2018 and is available online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9787&Ver=4>

The planned repairs programme under the Network Recovery Plan (NRP) for 2018/19 is on schedule. The combined total carriageway and footway area to be treated is 188,078 square metres, equivalent to 1.37% of Barnet's carriageway and footway network area. By December 2018 more than 84% of the NRP had been completed via 70 schemes, comprised of 23 footway relays and 46 resurfacing and micro asphalt schemes. The remaining schemes are programmed for completion by end of the financial year, subject to the weather.

The 2018/19 Local Implementation Plan (LIP) has been agreed between the council and Re. In Q3, 56 of the 64 schemes within the LIP programme have reached substantial overall completion; having already completed the relevant consultation and design phases. Two of the remaining schemes have been delayed due to Transport for London (TfL) processes and are subject to ongoing monitoring. The remaining schemes are in their respective consultation and design phases.

In December 2018, the average road surface temperatures were warmer than last year with just over a third of the month requiring precautionary gritting. The Local Flood Risk Management Strategy has been published on the website in November 2018; and the Gully Cleaning Programme remains on track. The Barnet Hospital Controlled Parking Zone (CPZ) extension into Cavendish Road, Grimsdyke Crescent, Jennings Way and Kings Road was introduced in December 2018.

1.14 There are eight key indicators linked to this priority in the Corporate Plan. Three are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The **satisfaction with NRP repairs** are 'Monitor only' indicators for the quarter and have been provided for information. One indicator has met the quarterly target. Two indicators have not met the quarterly target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated AMBER) – 92.1% against a target of 100%.** IT issues have continued to impact on performance despite a new interface to enable the transfer of information, instructions and photographs between the Exor and Icon systems. Other factors affecting performance included the closure of the service over Christmas; parked vehicles preventing works taking place; and delays in issuing work orders.
- **Highways Category 2 defects rectification completed on time (RAG rated RED) – 66% against a target of 100%.** Performance has fallen for the third consecutive quarter (Q1 79.3% and Q2 78.9%). See comment above.

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q3 18/19 | | | Q3 17/18 | Benchmarking |
|--|------------------|-----------|--------------|----------|----------|-----|----------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Emergency defects rectification timescales completed on time | Bigger is Better | 98.9% | 100% | 100% | 100% (G) | → S | 100% | No benchmark available |

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q3 18/19 | | | Q3 17/18 | Benchmarking |
|---|------------------|------------------|--------------|----------|------------------------------|---------------|-----------------|-----------------------------|
| | | | | Target | Result | DOT | Result | |
| Highways Category 1 defects rectification timescales completed on time (48 hours) | Bigger is Better | 87.5% | 100% | 100% | 92.1% (A) | ↓ W -4.1% | 96% | No benchmark available |
| Highways Category 2 defects rectification completed on time | Bigger is Better | 73% | 100% | 100% | 66% (R) | ↑ I +0.4% | 65.8% | No benchmark available |
| Satisfaction with NRP repairs – footways (Annual) | Bigger is Better | 90% ⁵ | 93% | Monitor | Due in Q1 19/20 ⁶ | New for 18/19 | New for 18/19 | No benchmark available |
| Satisfaction with NRP repairs – carriageways (Annual) | Bigger is Better | 80% ⁷ | 90% | Monitor | Due in Q1 19/20 ⁸ | New for 18/19 | New for 18/19 | No benchmark available |
| Residents who are satisfied with road maintenance (Annual) ⁹ | Bigger is Better | 42% (Autumn 17) | 39% | 39% | Survey on hold | N/A | 42% (Autumn 17) | National 39% (June 17, LGA) |
| Residents who are satisfied with pavement maintenance (Annual) ⁶ | Bigger is Better | 39% (Autumn 17) | 39% | 39% | Survey on hold | N/A | 39% (Autumn 17) | National 54% (June 17, LGA) |
| Residents who are satisfied with street lighting (Annual) ⁶ | Bigger is Better | 80% (Spring 17) | 74% | 74% | Survey on hold | N/A | N/A | No benchmark available |

1.15 There are three high level service risks linked to this priority.

- **OP014 - Insufficient staff in Highways (residual score 16).** Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks. Enhanced monitoring arrangements are in place with senior management attending meetings. Recruitment options were discussed in November 2018.
- **PI011 - Winter Service (residual score 15).** The relocation of the gritting depot from Barnet to Harrow could lead to increased travel time and the effectiveness of the service. As there is no other alternative available during this winter season, this risk will be tolerated with a focus on ensuring that decisions and deployment are carried

⁵ The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 93%. 101 surveys were completed for footways.

⁶ No surveys have been carried out since February 2018.

⁷ The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 90%. 118 surveys were completed for carriageways.

⁸ No surveys have been carried out since February 2018.

⁹ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

out in a timely manner. As there has been no alternative option this winter, the focus has been on ensuring decisions and deployment are carried out in a timely way. The Winter Service Plan needs to be reviewed and improved to ensure staff understand their roles and responsibilities for delivering the service.

- **PI022 - Ongoing operation of Central Management System (residual score 15).** This is a new risk for Q3, which relates to the Harvard Central Management System that operates street lights and provides reports to the Meter Administrator on energy consumption to inform monthly energy bills. The company has gone into Administration and as a consequence obtaining replacement parts and reporting of data may not be possible. Communications are ongoing with the Administrator about the potential future existence of the company. Should the company be disbanded, the council will need to replace all control systems, which will incur a significant financial cost. A contingency plan is being developed and is expected to be completed in January 2019. Highways are undergoing stock management to efficiently manage existing stock.

Delivering transport improvements

- 1.16 The first floating car club was launched in November 2018 as planned and there has been a considerable uptake of the service from residents. On average, there have been 23 vehicles per day in the borough for the quarter; however, there was a peak on Christmas Day and Boxing day of 50 and 51 vehicles showing that they have been welcomed for one way journeys by residents on those days and also demonstrates how they would be used in the future. This shows promise for the scheme becoming more popular and there is expected to be further uptake yet of residents utilising the car club.

Installation of the 40 lamp column chargers has begun, with one demonstration unit in situ. Engineering works required for all sites has been completed and the chosen columns now await the physical delivery of the units, which is anticipated to take place in March 2019. This has had a knock on affect from the delay from securing regulation on the chargers and the impact in processing the payment and available resources to survey and install the hardware. A webpage is about to be published detailing the locations of the chargers, how to use the chargers and any further information that may be needed by residents. The next quarter will be focused on finalising the payment arrangements for the network and also looking at locations for the further 40 units and also beginning the installation process.

The new Transport Strategy has progressed, with the consultant in the process of engaging with a wide range of stakeholders. So far, workshops have taken place with key public sector partners. Education and business stakeholders and full public consultation will also follow in due course. The consultant has also met with the Elected Member Steering Group to gather their views and is also engaging with appropriate officers to inform the strategy, ensuring it remains relevant to Barnet's unique characteristics and status as London's fastest growing borough.

- 1.17 There are two key indicators linked to this priority. One is an annual indicator, which was due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The remaining indicator has met the quarterly target.

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q3 18/19 | | | Q3 17/18 | Benchmarking |
|--|------------------|-----------------|--------------|----------|----------------|---------------|-----------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Success of independent adjudicator appeals on Penalty Charge Notices | Bigger is Better | New for 18/19 | 54% | 50% | 65% (G) | New for 18/19 | New for 18/19 | No benchmark available |
| Residents who are satisfied with parking services (Annual) ¹⁰ | Bigger is Better | 31% (Autumn 17) | 32% | 32% | Survey on hold | N/A | 31% (Autumn 17) | No benchmark available |

1.18 There is one high level service risk linked to this priority.

- **TS013 - Passenger transport services move (residual risk score 20).** The handback of North London Business Park will require the Passenger Transport Service vehicles to relocate to an alternate site. If a suitable site is not secured this could lead to additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Needs children in and out of borough. A project board has been setup to review progress and update key stakeholders.

Investing in parks and open spaces

1.19 Blakedown Leisure Limited have been appointed to undertake the landscaping and construction of the hub as part of the **Montrose Recreation Ground/ Silkstream Park** development. The programme commenced in November 2018 and is anticipated for completed by February 2020 subject to risk mitigations (eg weather, ground conditions).

Following public consultation on the draft **Copthall masterplan** (July 2018), there has been a requirement to commence further discussions with stakeholders and National Governing Bodies of Sport. The council has commissioned FMG Consulting and Saunders Boston Architects to support this process. The outcome of a final draft masterplan will be reported to Environment Committee in Q1 2019/20.

Stakeholder engagement in relation to the draft sports hub masterplan proposals for **West Hendon Playing Fields and Barnet King George V Playing Fields** was completed in December 2018. A full report will be presented to Environment Committee in March 2019, requesting to proceed to a full public consultation, with the outcome reported to a future meeting.

The **North West Green Belt** remains deferred, so it does not conflict with the Metropolitan Open Land and Green Belt sites review and Local Plan review.

The **Victoria Park** masterplan was presented and agreed at Environment Committee on 28 November 2018. The report is due for consideration at Full Council in January 2019 as the council acts as the Trustee of the site. Following the outcome of Full Council, recommendations agreed will be proceeded.

¹⁰ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/-4.4%).

The tender exercise for the appointment of a lead landscape architect for the improvement of **Colindale and Rushgrove Parks** has been completed. The designs should be finalised in April 2019 and construction work tendered during the summer 2019. Works are anticipated to start in October 2019 with a 12 month build period.

The Greenspaces Development Team remains engaged with the **Brent Cross Regeneration** Team and is awaiting parks and open spaces proposals from the developers.

- 1.20 There is one key indicator linked to this priority. This is an annual indicator, which was due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now.

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q3 18/19 | | | Q3 17/18 | Benchmarking |
|---|------------------|-----------------|--------------|----------|----------------|-----|-----------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Residents who are satisfied with parks and open spaces (Annual) ¹¹ | Bigger is Better | 77% (Autumn 17) | 74% | 74% | Survey on hold | N/A | 77% (Autumn 17) | No benchmark available |

- 1.21 There are no high level risks linked to this priority.

Delivering efficient regulatory services

- 1.22 **Environmental Health** – the **Food, Health and Safety team** successfully obtained two Hygiene Emergency Prohibition Orders in the Magistrate Court. Both related to poor hygiene and pest infestations in takeaways.

- **Community Protection (including Licensing, Trading Standards and ASB)** - the **Licensing team** continued to take action against unlawful trading with two successful prosecutions in relation to street trading without a licence. The total fine including costs for both cases was £4,599.38. The Licensing team has experienced significant issues with resources and recruitment, however this is expected to be resolved by the end of January 2019. **Trading Standards** had a successful prosecution for the sale of counterfeit items from a number of retail premises in the borough. A proceeds of crime investigation is continuing.
- **Hendon Cemetery** - investment has continued at Hendon Cemetery, with an expansion of the digital audio and video system. The digitisation of the burial and cremation records commenced on 23 January 2019. The Chapel redecoration and refurbishment has commenced, the Planning Application for the Gatehouse redevelopment has been approved, and the tender process will commence in Q4. Phase one of the Mausolea project was completed early in 2018, phase two to include another block of 12 Mausolea spaces and 14 Burial Vaults will commence in January 2019. Subject to agreement Milespit cemetery will be developed and opened in 2019.

¹¹ There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

1.23 There are four key indicators linked to this priority. One is an annual indicator and will be reported later in the year. The remaining three indicators have all met the quarterly target.

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q3 18/19 | | | Q3 17/18 | Benchmarking |
|---|------------------|---------------|--------------|----------|-----------------|---------------|---------------|------------------------|
| | | | | Target | Result | DOT | Result | |
| Compliance with Environmental Health Service Standards (Priority 2) | Bigger is Better | 97.2% | 95% | 95% | 97.2% (G) | ↓ W -0.1% | 97.4% | No benchmark available |
| Compliance with Environmental Health Service Standards (Priority 1) | Bigger is Better | 100% | 100% | 100% | 100% (G) | → S | 100% | No benchmark available |
| Food sampling inspections | Bigger is Better | 107.6 % | 100% | 100% | 100% (G) | → S | 100% | No benchmark available |
| Air quality monitoring sites reporting levels that match the national objective for nitrogen dioxide (Annual) | Bigger is Better | New for 18/19 | 100% | N/A | Due in Q4 18/19 | New for 18/19 | New for 18/19 | No benchmark available |

1.24 There are no high level risks linked to this priority.

Contract indicators – by exception

1.25 In addition to the key indicators linked to the priorities in the Corporate Plan, Re reports on a suite of operational contract indicators (KPIs). One contract indicator has not met the quarterly target.

- **Timely response to permit requests (RAG rated AMBER) – 99.9% against a target of 100%.** One permit request was not responded to within the required timescales (5930 out of 5931). This was due to human error in the management of the case. Council procedures deem that this should not occur to any permit requests (with a limited headroom allowance). Late response to permit requests may mean the works may not be co-ordinated into the road and streets network and the council not meeting its network management duty. The headroom allowance has been reached and this has been raised with the service provider.
- **Appropriate response to statutory deadlines. – 99.4% against a target of 100%.** This indicator relates to the Licensing and Gambling Act. One consultation email was sent out the day after it was technically due, although the overall 28 day target was met. The Licensing team has experienced significant issues with resources and recruitment; however this is expected to be resolved by the end of January 2019 as staff are recruited into post.

| Indicator | Polarity | 17/18 EOY | 18/19 Target | Q3 18/19 | Q3 17/18 | Benchmarking |
|-----------|----------|-----------|--------------|----------|----------|--------------|
|-----------|----------|-----------|--------------|----------|----------|--------------|

| | | | | Target | Result | DOT | Result | |
|---|------------------|-------|------|--------|-----------|-------|--------------|------------------------|
| Timely response to permit requests (London Permit Scheme) | Bigger is Better | 99.8% | 100% | 100% | 99.9% (A) | 100% | ↓ W -0.1% | No benchmark available |
| Appropriate response to statutory deadlines | Bigger is Better | 99.8% | 100% | 100% | 99.4% (A) | 99.7% | ↓ W -0.3% | No benchmark available |

Strategic issues/escalations

1.26 There are no strategic issues/escalations for Policy and Resources Committee.

2 REASONS FOR RECOMMENDATIONS

- 2.1 These recommendations are to provide the Committee with relevant financial, performance and risk information in relation to the priorities in the Corporate Plan 2018/19 Addendum. This paper enables the council to meet the budget agreed by Council on 6 March 2018.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4 POST DECISION IMPLEMENTATION

- 4.1 None.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report provides an overview of performance for Q3, including budget forecasts for revenue and capital, progress on activities, performance of key indicators and any high level risks.
- 5.1.2 The Q3 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>
- 5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.
- 5.1.4 Relevant council strategies and policies include the following:
- Corporate Plan 2015-2020
 - Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
 - Medium Term Financial Strategy
 - Performance and Risk Management Frameworks.
- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

- 5.2.1 The budget forecasts are included in the report. More detailed information on financial performance will be provided to Financial Performance and Contracts Committee.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. 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. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

5.4 Legal and Constitutional References

5.4.2 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 enables a local authority to undertake actions that are calculated to facilitate, or are conducive or incidental to, the discharge of its functions.

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

5.4.4 The Council's Constitution (Article 7 - Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees. The responsibilities of the Environment Committee include:

- (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.
- (2) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- (3) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- (4) To receive reports on relevant performance information and risk on the services under the remit of the Committee.
- (5) To consider for approval fees and charges for those areas under the remit of the Committee.

5.4.4 The council's Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

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 high level risks (scoring 15 or above) associated with the priorities for this Committee are outlined in the 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 equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advancement of equality of opportunity between people from different groups.
 - Fostering of good relations between people from different groups.
- 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:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

- 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.
- 5.6.5 Progress against the performance measures we use is published on our website at: www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

5.7 Corporate Parenting

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

5.8 Consultation and Engagement

- 5.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

5.9 Insight

- 5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

6 BACKGROUND PAPERS

- 6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>

London Borough of Barnet
Environment Committee Work Programme
June 2019 – September 2019

| Title of Report | Overview of decision | Report Of (<i>officer</i>) | Issue Type (Non key/Key/Urgent) |
|--|---|------------------------------------|---------------------------------|
| Title of Report | Overview of decision | Report Of (<i>officer</i>) | Issue Type (Non key/Key/Urgent) |
| June 2019 | | | |
| Tree Policy: Annual Update | Committee to note the progress in relation to the implementation of the Council's Tree Policy. | Chair of the Environment Committee | Non-key |
| Future Advertising Provision Roll Out | Committee to agree number of bus shelters to be incorporated in new advertising contract | Chair of the Environment Committee | Non-key |
| Management of Requests for Highway Controls (CPZs) | Committee to agree a programme review of CPZs | Chair of the Environment Committee | Non-key |
| Penalty Charge Notice Rebanding | Committee to agree to apply to London Councils to change the Penalty Charge Notice banding to secure a higher level of compliance with parking and traffic restrictions | Chair of the Environment Committee | Non-key |
| Chargeable Waste | Committee to review the results of the Chargeable Garden Waste Consultation, and agree on how the £700k MTFS savings will be achieved | Chair of the Environment Committee | Non-key |
| Copthall Masterplan | Committee to comment and agree the final masterplan for Copthall. | Chair of the Environment Committee | Non-key |

| Title of Report | Overview of decision | Report Of (<i>officer</i>) | Issue Type (Non key/Key/Urgent) |
|--|--|------------------------------------|---------------------------------|
| Motion from Council - 30 October 2018. In the name of Councillor Dean Cohen – Cracked Pavements / Replacement | Committee requested to consider a motion in the name of Councillor Dean Cohen which was deferred from Full Council on 30 October 2018. | Chair of the Environment Committee | Non-key |
| September 2019 | | | |
| Festivals and Religious Events | Committee to comment and agree policies in relation to waste collection and parking for festivals and religious events | Chair of the Environment Committee | Non-key |

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