

MEETING

ENVIRONMENT COMMITTEE

DATE AND TIME

THURSDAY 12TH MARCH, 2020

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF ENVIRONMENT COMMITTEE (Quorum 3)

Chairman: Councillor Dean Cohen BSc (Hons)

Vice Chairman: Councillor Peter Zinkin

Elliot Simberg
Felix Byers
Laurie Williams

Laithe Jajeh
Alan Schneiderman
Geof Cooke

Alison Cornelius
Jo Cooper

Substitute Members

Sarah Wardle
Kath McGuirk

Weeden-Sanz
Tim Roberts

Nizza Fluss
Nagus Narenthira

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions should be submitted by 10AM on Monday 09 March 2020. Any requests should be submitted to 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: Tristan Garrick 020 8359 2454

ASSURANCE GROUP

Please consider the environment before printing. The average Print Cost for this Committee has reduced by £388.45 per meeting, due to paperlight working.

Two paper copies of the agenda only will be available at the meeting for members of the public. If needed, attendees are requested to print any specific agenda report(s). Committee Agendas are available here: barnet.moderngov.co.uk/uuCoverPage.aspx?bcr=1

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the previous meeting	5 - 10
2.	Absence of Members	
3.	Declarations of Members' Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items	-
7.	Sports Hubs Master Planning – Barnet and King George V Playing Fields, and West Hendon Playing Fields	11 - 74
8.	Environment Annual Delivery Plan 2020/21	75 - 90
9.	Quarter 3 (Q3) 2019/20 Delivery Plan Performance	91 - 112
10.	Network Recovery Programme 2020/21	To Follow
11.	EXOR - Asset Management System Replacement	To Follow
12.	Committee Forward Work Programme	113 - 116
13.	Any Other Items that the Chairman Decides are Urgent	

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Paul Frost 020 8359 2205 paul.frost@barnet.gov.uk. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

This page is intentionally left blank

Decisions of the Environment Committee

20 January 2020

Members Present:-

AGENDA ITEM 1

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

Councillor Elliot Simberg
Councillor Laithe Jajeh
Councillor Alison Cornelius
Councillor Felix Byers

Councillor Alan Schneiderman
Councillor Jo Cooper
Councillor Laurie Williams
Councillor Geof Cooke

1. MINUTES OF THE PREVIOUS MEETING

Resolved:

That the minutes of the that took place on 27 November 2019, be approved.

2. ABSENCE OF MEMBERS

None.

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

The Chairman, Councillor Dean Cohen declared a Non-Pecuniary Interest in respect to Item 9, Highways Planned Maintenance Programme. He stated that the road that he lives in was on the reserve scheme list for footway relay.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS

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

6. MEMBERS' ITEMS

Councillor Alan Schneiderman – The Poor State of Phone Boxes

Councillor Alan Schneiderman was invited by the Chairman to introduce the item. Councillor Schneiderman gave a summary of the issue and requested that the Committee support his item.

Resolved:

Having considered the item the Committee unanimously agreed that:

- The Interim Executive Director, Environment be requested to write to BT to ask them to bring all of their phone boxes up to an acceptable standard within a reasonable timeframe and if this is not acted upon to investigate powers that the council may be able to use to seek to enforce this.

Councillor Geoff Cooke – Review of FPNs for littering / flytipping

Councillor Geoff Cooke was invited by the Chairman to introduce the item. Councillor Cooke gave a summary of the issue and requested that the Committee support his item.

Resolved:

- o Having considered the item the Committee unanimously agreed that the interim Executive Director for Environment be requested to: To undertake a review of the current policy and operation of the enforcement contract and report back to the Committee so any necessary changes can be made.
- o that the case noted by Councillor Geof Cooke be reviewed by the Interim Executive Director, Environment

7. DRAFT BARNET LONG TERM TRANSPORT STRATEGY

The report was introduced by the Interim Executive Director for Environment, Mr Geoff Mee. He provided a summary of the report and requested that Members consider the report.

Members of the Committee had the opportunity to make comments on the report. members gave thanks to Officers on its production.

The Council's Commissioning Lead for Environment, Ms Cara Elkins was in attendance to make comments and answer questions.

Having considered the report the Committee:

Resolved

- 1. That the Environment Committee approved the proposed Draft Long Term Transport Strategy for public consultation.**
- 2. That the Environment Committee noted that the results of the consultation will be reported back to this Committee together with any revisions to the Strategy where appropriate.**

The vote recorded was:

For – 6

Against – 0

Abstained – 4

8. FEES & CHARGES

The report was introduced by the Interim Executive Director for Environment, Mr Geoff Mee. He therefore provided a summary of the report.

Before the voting process Councillor Alan Schneiderman proposed that fees for charities and non for profit organisations events be dropped and instead the costs be subsidised by commercial events.

This was by seconded by the Chairman, Councillor Dean Cohen. The Chairman then moved to vote on the reports recommendations as amended and therefore:

Resolved:

1. That the Environment Committee considered and approved the proposed fees and charges for 2020/21 as set out in Appendix A;
2. That the Environment Committee agreed that proposed fees for charities and non for profit organisation events be dropped and instead the costs be subsidised by commercial events.

The vote recorded was:

For – 6
Against 0
Abstained – 4

9. HIGHWAYS PLANNED MAINTENANCE PROGRAMME 202021

The report was introduced by the Interim Executive Director for Environment, Mr Geoff Mee. He provided a summary of the report. In addition to this the Chairman gave an overview of the report and noted that appendix a to the report had been amended, he stated that this had been circulated and published.

Members of the Committee had the opportunity make comments on the report.

Having considered the report the Committee Unanimously:

Resolved:

1. That the Committee approved the capital expenditure of £6 million for the delivery of the 2020/21 Highway Network Recovery Plan (NRP) 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 agreed the proposed investment proportions detailed in paragraph 5.2.3 of this report.
3. That the Interim Executive Director, Environment be authorised to alter the programme of carriageway and footway renewal works.
4. That subject to the overall costs being contained within agreed budgets, the Interim Executive Director, Environment be 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.

10. GARDEN WASTE COLLECTIONS - INTRODUCTION OF CHARGES

The report was introduced by the Interim Executive Director for Environment, Mr Geoff Mee. He provided a summary of the report funded by the Mayor of London which

identified mechanisms by which Barnet can deliver the aims of the Mayor's London Environment Strategy (LES) via the Council's Reduction and Recycling Plan (RRP). Mr Mee gave an overview of the Medium Term Financial Strategy savings targets that the Council had considered for the Environment portfolio which included the possibility of introducing charges for household garden waste collections. He requested that Members gave consideration to the report and its recommendation.

Councillor Simberg requested to know if residents were able to make direct debts for the service and if the Council Tax support scheme could be aligned with green waste charges. He added that this should be considered by the Committee and agreed if acceptable. Mr Mee said that if requested by the Committee he would look into the matter.

Members had the opportunity to consider the report and make comments. The Council's Service Change Manager for Street Scene was in attendance to provide a response to comments and questions

Councillor Peter Zinkin noted that a number of neighbouring Councils and many other local authorities across the Country had implemented charges for Garden Waste.

Councillor Alan Schneiderman outlined that he didn't support the report and stated that residents also didn't support the charges.

Councillor Jo Cooper outlined concerns about residual waste and contamination of recycling. She stated that the implementation of changes would lead to fly-tipping, bonfires would increase and trips to recycling centres would increase, adding to the carbon footprint. Councillor Cooper requested that a definition be provided to Members on residual waste. Councillor Peter Zinkin noted that this information was available on the Council's website

Before the voting process Councillor Alan Schneiderman said that he would vote against the report. He noted the report's recommendations and therefore he requested that the Committee refuse the report, he further requested that the Committee agree to retain a free garden waste collection service for residents. This was noted.

The Chairman outlined that earlier in the meeting there had been the following suggestions from Councillor Simberg,

- That the Interim Executive Director, Environment find a way to introduce direct debt payments for the service (10 monthly payments)
- That the Interim Director for Environment look into the possibility of aligning the council tax support scheme with green waste charges

This was seconded by Councillor Laithe Jajeh.

The Chairman requested that the reports recommendations and the above two listed amendments be voted on:

Resolved:

1. That the Environment Committee considered the report, the consultation report (appendix A and section 6) and equalities impact assessment

(appendix B and section 5.6) and agreed the introduction of charges for household garden waste collections.

2. That the Environment Committee agreed the following elements of the service:
 - The service will become chargeable from 6 April 2020.
 - There will be up to 23 collections a year, the service year will run from April.
 - The charge will be a fixed charge of £70 per bin per year, payable through credit or debit card.
 - Authority to be delegated to the Interim Executive Director of Environment in consultation with the Chairman of the Environment Committee authority to agree the level of any discounted charge for additional garden waste bins beyond the first bin.
 - Sign up to the service will be online although assistance will be given when required.
 - Stickers will be used to identify bins that have been paid for.
 - Existing Household Recycling & Waste Policies relating to contamination of refuse and recycling bins will be applied.

3. That the Environment Committee agreed to delegate to the Interim Executive Director of Environment in consultation with the Chairman of the Environment Committee authority to implement the decision of the Committee and make any necessary alterations to the proposals of this report.

The vote recorded was:

For – 6

Against – 4

11. PENALTY CHARGE NOTICE RE-BANDING

The report was introduced by the Interim Executive Director for Environment, Mr Geoff. He stated that a submission would be made to London Council's Transport and Environment Committee if members were minded to approve the report and adopt Band A parking Penalty Charge Notice (PCN) charges across the Borough.

Members of the Committee had the opportunity make comments on the report.

Before the voting process Councillor Alan Schneiderman requested that an additional charge be implemented in areas that were deemed dangerous and therefore at School locations. Councillor Zinkin seconded this and suggested that the Interim Executive Director for Environment be requested by the Committee to look into the matter and report back to the Committee on this point. Councillor Schneiderman seconded this which the Committee duly agreed.

Councillor Geof Cooke moved that parking at such locations puts children at risk. He further noted that drivers also run the risk of receiving penalty charges. He therefore requested that signage be erected to warn drivers of penalty charges. This was seconded by Councillor Alan Schneiderman. The Chairman requested this be voted on.

Having considered the report the Committee:

Resolved:

1. That the Committee notes the need for behaviour change as identified within the draft Long Term Transport Strategy to reduce traffic contraventions and associated congestion in

the short to medium term.

2. That the Committee note the results of public consultation conducted in respect of this proposal particularly that the majority of those that responded to the consultation were against this proposal.
3. That, notwithstanding the outcome of the consultation, the Committee approves a submission being made to the London Councils Transport and Environment Committee for approval to change the banding for parking PCNs to Band A.
4. That the Committee notes that this will not change the level of penalty for contraventions in bus lane or of moving traffic contraventions (banned turns, box junctions, no entry signs and similar).
5. That the Interim Executive Director, Environment be requested by the Committee to look into the matter and report back to the Committee on this point. Councillor Schneiderman seconded this which the Committee duly agreed

The vote recorded was:

For – 10

Against – 0

Members were then requested to vote on Councillor Cooke's motion.

The vote recorded was:

For – 4

Against – 6

This was lost

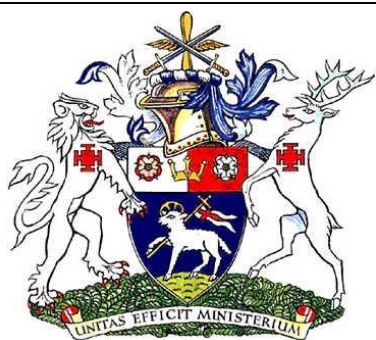
12. COMMITTEE FORWARD WORK PROGRAMME

That the Environment Committee noted the Work Programme.

13. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

None.

The meeting finished at 21:05



Environment Committee

12 March 2020

Title	Sports Hubs Master Planning – Barnet and King George V Playing Fields, and West Hendon Playing Fields
Report of	Chairman of Environment Committee
Wards	Totteridge, Underhill and West Hendon
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Barnet and King George V Playing Fields Final Master Plan Appendix B – Barnet and King George V Playing Fields Addendum Report Appendix C – West Hendon Playing Fields Final Master Plan Appendix D – West Hendon Playing Fields Addendum Report Appendix E – Equalities Impact Assessment for the Sports Hub at Barnet and King George V Playing Fields Appendix F – Equalities Impact Assessment for the Sports Hub at West Hendon Playing Fields
Officer Contact Details	Nicola Cross – Strategic Lead, Clean and Green Nicola.cross@barnet.gov.uk 020 8359 7404 Matthew Gunyon – Partnership and Development Manager, Greenspaces matthew.gunyon@barnet.gov.uk 020 8359 7403 Cassie Bridger – Strategic Lead, Greenspaces and Leisure Cassie.bridger@barnet.gov.uk 020 8359 2397

Summary

At the meeting of Environment Committee on 13 July 2017 it was agreed that a master plan be developed for West Hendon Playing Fields and associated sites, and for Barnet Playing Fields and associated sites, so as to create a Sports Hub and that blended funding streams are pursued for these Sports Hubs in line with the Greenspaces Capital Investment Programme and the Playing Pitch Strategy for Barnet. This followed the agreement to adopt the Parks and Opens Spaces Strategy in May 2016.

The Sport, Leisure and Culture Consultancy (SLC) were appointed in 2018 to develop a draft master plan and feasibility study for each of the two locations, which are available on Barnet's Open Data Portal. At the meeting of Environment Committee on 14 March 2019 the draft master plans were approved and it was agreed to carry out full public and stakeholder consultation on the draft master plans, with the outcomes reported to a future meeting of the Committee.

The Sport, Leisure and Culture Consultancy (SLC) were appointed in 2019 to carry out the public and stakeholder consultation of the draft master plans, and to make amendments as necessary, to produce final master plans. The full consultation reports for the two sites are available on Barnet's Open Data Portal, and the Addendum Report for Barnet and King George V Playing Fields (Barnet Playing Fields) is attached at Appendix B, and the Addendum Report for West Hendon Playing Fields is attached at Appendix D.

Following the public and stakeholder consultations amendments were made to the draft master plans, to produce the final master plans. For Barnet and King George V Playing Fields this included relocation of car parking through an extension to the existing car park immediately north of Hadley Wood Sports Trust and provision of disabled parking to the west of the Community Sports Hub. For West Hendon Playing Fields this included relocation of car parking to Woodfield Park from Cool Oak Lane and relocation of the high ropes course to Woodfield Park.

The Committee is requested to approve the final master plans for the two sites, note the outcomes of the public and stakeholder consultation and note that the Business Cases will be brought to a future meeting of the Environment Committee and other Theme Committees as appropriate.

Officers Recommendations

- 1. That the Committee notes the outcomes of the public and stakeholder consultation on the draft Master Plan for Barnet and King George V Playing Fields.**
- 2. That the Committee approves the Final Master Plan for Barnet and King George V Playing Fields.**
- 3. That the Committee notes the outcomes of the public and stakeholder consultation on the draft Master Plan for West Hendon Playing Fields.**
- 4. That the Committee approves the Final Master Plan for West Hendon Playing Fields including the inclusion of Woodfield Park in the Final Master Plan.**
- 5. That the Committee notes that the Business Cases for the Sports Hubs for Barnet and King George V Playing Fields, and West Hendon Playing Fields will be reported to a future meeting of the Environment Committee and other Theme Committees as appropriate.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council's Parks and Open Spaces Strategy (POSS) and the Playing Pitch Strategy (PPS) respectively adopted on 12 May 2016 and 15 March 2017 at meetings of the Environment Committee, both recommended the development of three sports hubs at the following locations:
 - Copthall, which has been the subject of separate reports to Environment Committee
 - Barnet Playing Fields, which is considered in this report
 - West Hendon Playing Fields, which is considered in this report.
- 1.2 At the meeting of Environment Committee on 13 July 2017 it was agreed that a master plan be developed for West Hendon Playing Fields and associated sites, and for Barnet Playing Fields and associated sites, so as to create a Sports Hub and that blended funding streams are pursued. It was also agreed that appropriately qualified external support would be procured to develop the master plans.
- 1.3 The Sport, Leisure and Culture Consultancy (SLC) were appointed in 2018 to develop the draft plans and feasibility studies for the two locations. The Feasibility Study including the draft master plans for the two locations are available on Barnet's Open Data Portal.
- 1.4 For each location SLC undertook: site analysis, needs analysis, supply and demand analysis, stakeholder engagement, design development, production of an initial draft master plan, discussions with the national governing bodies of sports, stakeholder and public engagement on the initial draft master plan, leading to the production of a final draft master plan. SLC also considered the development costs and delivery programme, business planning and funding sources and management options.
- 1.5 At the meeting of Environment Committee on 14 March 2019 the draft master plans were approved and it was agreed to carry out full public and stakeholder consultation on the draft master plans, with the outcomes reported to a future meeting of the Committee.
- 1.6 The Sport, Leisure and Culture Consultancy (SLC) were appointed to carry out the public and stakeholder consultation.
- 1.7 Barnet and King George V Playing Fields (Barnet Playing Fields)
- 1.8 The draft master plan for Barnet and King George V Playing Fields was developed following engagement with existing users of the sites such as Barnet Table Tennis Centre and nearby organisations such as Hadley Wood Sports Trust, The Ark Academy and the Dollis Valley Partnership Board. It set out an ambitious long-term vision for the site, recognising that the proposal needed to be at least cost neutral, with a mixture of fee paying activities and free activities.
- 1.9 In summary the draft master plan proposed:

- A new community sports hub including a café, clip and climb facility, community rooms and changing facilities
 - Improved and reconfigured grass football pitches
 - Gaelic football pitch, training area and pavilion
 - Multi use games area
 - Wheeled sports facility – skatepark, BMX
 - Adventurous and toddler play areas
 - Outdoor gym and trim trail
 - New pedestrian and cycle routes.
- 1.10 SLC undertook public and stakeholder consultation on the draft master plan for eight weeks in the summer of 2019. This was delivered through a combination of face-to-face meetings, email correspondence, telephone discussions, workshops, public drop-in sessions and an online questionnaire with key stakeholders and the general public. The consultation process engaged with over 700 local residents and stakeholders during the 8-week period. SLC's full consultation report is available on Barnet's Open Data Portal, as set out at paragraph 6.1.
- 1.11 Overall, the consultation demonstrated clear support amongst users, stakeholders and the wider public for the principle of creating a more engaging space at Barnet and King George V Playing Fields, which improves opportunities for local people to be physically active and increases use of the playing fields.
- 1.12 The key areas of contention raised through the consultation include:
- The proposed location of the skatepark
 - Ensuring a limited impact upon the Green Belt / open space
 - The impact upon traffic, parking and congestion in the area.
- 1.13 In response to the public and stakeholder consultation potential changes were identified and further stakeholder engagement was undertaken. The following amendments have been made to the draft master plan to produce the final master plan:
- Relocation of car parking through an extension to the existing car park immediately north of Hadley Wood Sports Trust and provision of disabled parking to the west of the Community Sports Hub.
 - Relocation of the skatepark to the area formerly occupied by the proposed car park.
 - Remove previously proposed footpath and avenue of trees on Barnet Playing Fields and provide increased green infrastructure to boundaries and wildflower planting.
 - Minor change to location of outdoor gym to bring it closer to the main hub area.
- 1.14 The final master plan for Barnet and King George V Playing Fields is attached as Appendix A.
- 1.15 West Hendon Playing Fields

- 1.16 The draft master plan for West Hendon Playing Fields was developed following engagement with existing users of the site such as Hendon Bowls Club, Parkside View Nursery and nearby organisations such as Hendon FC and West Hendon Partnership Board. It set out an ambitious long-term vision for the site, recognising that the proposal needed to be at least cost neutral, with a mixture of fee paying activities and free activities.
- 1.17 The draft master plan recognised the importance of protecting the local ecology and avoiding any negative impact on the Welsh Harp which is designated as a Site of Special Scientific Interest (SSSI).
- 1.18 In summary the draft master plan proposed:
- A new community sports hub including a café, clip and climb facility, soft play, community rooms, nursery, facilities for Hendon Bowling Club and changing facilities
 - Improved and reconfigured grass football pitches
 - 2 x 3G artificial turf pitches
 - Multi-Use Games Area
 - Replacement Tennis Courts
 - Wheeled Sports Facility – Skatepark, BMX
 - Bowling Green
 - Adventurous and Toddler Play Areas
 - Outdoor Gym and Trim Trail
 - Improved pedestrian and cycle routes
 - Adventure Golf Course
 - High Ropes Course
 - Woodland Nature Trails
 - Community / Sensory Garden.
- 1.19 SLC undertook public and stakeholder consultation on the draft master plan for eight weeks in the summer of 2019. This was delivered through a combination of face-to-face meetings, email correspondence, telephone discussions, workshops, public drop-in sessions and an online questionnaire with key stakeholders and the general public. The consultation process engaged with over 900 local residents and stakeholders during the 8-week period. SLC's full consultation report is available on Barnet's Open Data Portal, as set out at paragraph 6.1.
- 1.20 Overall, the consultation demonstrated clear support amongst users, stakeholders and the wider public for the principle of creating a more engaging space at West Hendon Playing Fields, which improves opportunities for local people to be physically active and increases use of the playing fields and exposure to the Welsh Harp and SSSI.
- 1.21 The key areas of contention raised through the consultation include:
- The proposed car park on Cool Oak Lane
 - The proposed location of high ropes
 - Artificial turf pitches and impact upon open space / biodiversity

- The impact of proposed facilities on the SSSI/LNR
 - The impact upon traffic and congestion.
- 1.22 In response to the public and stakeholder consultation potential changes were identified and further stakeholder engagement was undertaken. The following amendments have been made to the draft master plan to produce the final master plan:
- Relocation of car parking to Woodfield Park. The proposed car park would be 94 spaces compared to the 99 spaces provided in the Cool Oak Lane car park.
 - Relocation of the high ropes course to Woodfield Park.
 - Include a new pedestrian crossing point along Cool Oak Lane to provide safe access between West Hendon Playing Fields and Woodfield Park.
 - Simplified pedestrian / cycle route through SSSI and relocation of proposed bird hides.
 - Include increased planting to create a 'buffer zone' between the ATPs and LNR.
- 1.23 In relocating the high ropes course to Woodfield Park, SLC has considered the potential impact upon the business case. Whilst it is assumed that there will be no impact upon the capital cost as a result of the relocation, it is likely to have some impact upon the revenue position.
- 1.24 In its previous location on West Hendon Playing Fields, it was assumed that it would be operated by an external leisure operator as part of the overall site offer to include the Community Sports Hub, adventure golf, ATPs etc. This would benefit from an existing management structure and sales team on the site and provide economies of scale and cross-selling opportunities as part of an integrated portfolio of facilities. With its location now being more remote from the Community Sports Hub, it is more likely to be managed on a standalone basis and may therefore attract additional management costs and potentially generate less income due to it being less 'visible' in terms of the wider offer on West Hendon Playing Fields.
- 1.25 The business plan previously developed by SLC projected an average annual surplus over a 10-year period of c.£87K for the high ropes facility. In view of the points above, SLC recommend that it would be sensible to assume a reduction in this surplus of c.£35K per annum as a result of the facility being relocated to Woodfield Park.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendations in this report takes into account the considerations in the Council's Playing Pitch Strategy (2017) and the Council's draft Indoor Sport and Recreation Study (2018), which are to:
- Protect sports facilities from loss as a result of redevelopment
 - Enhance existing facilities through improving their quality, accessibility and management and
 - Provide new facilities that are fit for purpose to meet demands for participation now and in the future.

- 2.2 It is recommended that Committee approves the final master plans for Barnet and King George V Playing Fields, and West Hendon Playing Fields, as full public and stakeholder consultation has been undertaken, and the final master plans incorporate changes that arose as a result of the public and stakeholder consultation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The option of not agreeing the final master plans has been considered and is not recommended as it would result in failure to deliver the recommendations of the Parks and Open Spaces Strategy and the Playing Pitch Strategy and the wider corporate and community strategy outcomes outlined in this report. It would also mean that the sites continue to be subsidised by the council.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Environment Committee agrees the above recommendations officers will progress the development of the outline business cases. For each site this will include a more detailed proposal including the:
- Business case and financial model to support investment and revenue expenditure
 - Opportunities and eligibility for partnership funding from a variety of sources
 - Market testing of the facilities
 - Recommended procurement route to deliver the construction programme
 - Recommendation for management and site operation.
- 4.2 The Business Cases for the Sports Hubs for Barnet and King George V Playing Fields, and West Hendon Playing Fields will be reported to a future meeting of the Environment Committee and other Theme Committees as appropriate.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan “Barnet 2024”, which is for 2019-2024, has three outcomes, each of which has a number of priorities. The Sports Hubs project fits within two outcomes.
- “A pleasant well-maintained borough that we protect and invest in” and the priority of “Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces”
 - “Our residents live happy, healthy, independent lives with the most vulnerable protected” and the priority of “Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing”.

5.1.2 The Environment Committee five year strategic plan sets out how the priorities will be delivered by 2024.

- For the priority of “Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces” the priority will be delivered by “Developing masterplans that deliver significant improvements to parks” and “Identifying sites for using green spaces to promote health and well being”.
- For the additional Committee priority of “Creating a healthy environment” the priority will be delivered by “Utilising the built environment and green infrastructure to promote active travel (such as walking and cycling routes) to support health improvement”.

5.1.3 The Fit and Active Barnet (FAB) Framework 2016-2021 has as its vision to “create a more active and healthy borough” reflecting a holistic approach to increasing physical activity levels and reducing health inequalities across the borough

- Built around four outcomes (mirroring those within the Barnet Health and & Wellbeing Strategy, 2015 -2020) the Framework seeks to;
 - Improve and enhance Barnet leisure facilities, ensuring that opportunities are accessible for all residents
 - Advocate investment and innovative policies to support the delivery of high quality, accessible facilities and delivery of services
 - Facilitate partnerships and develop opportunities that demonstrate a commitment to embed an ‘active habit’
 - Target those who do not traditionally engage, increasing participation amongst under-represented groups, with a particular focus on Children & Young People, Older Adults, Women and Girls, Disabled People and BAME groups
- With an estimated 376,265 residents, Barnet is the most populous borough in London, and this is projected to increase significantly by 2030 as a result of large scale regeneration (*Barnet Joint Strategic Needs Assessment 2017/18*)
- Physical inactivity in Barnet is estimated to cost £6.7million per annum (per 100,000 of the population) (*Sport England Local Sport Profile*). With a growing population these inequalities are anticipated to exacerbate, placing additional pressure on the council’s health and social services
 - 55.7% of adults, 21% of 4 – 5 year olds and 34.4% of 10 – 11 year olds are recorded as overweight or obese (*Barnet Joint Strategic Needs Assessment 2017/18*)
 - Just over half (58.5%) of adults aged 16+ meet the Chief Medical Office recommendation of at least 150 minutes of moderate intensity activity per week (*Sport England Active Lives Survey 2018*)
 - Only 17.6% of 5 – 16 year olds are active every day (60+ minutes of moderate to vigorous activity per day) (*Sport England Active Lives Survey 2018*)
- The FAB Framework intends to address current and projected issues within the borough via a whole systems approach; moving beyond the stereotypical sports environments e.g. leisure centres

- Parks and open spaces are widely recognised for their health benefits and are popular locations, accounting for over 50% of physical activity in the borough (*SPA Review Consultation, 2013*)
- Barnet has a unique blend of parks and open spaces, however in order to continue to attract residents and embed use of these facilities to support active lifestyles it is recognised that further investment and innovative interventions are required. In order to achieve this, the Framework fully endorses findings of the PPS and POSS; facilitating partnership working to improve facilities and enhance access to opportunities for all Barnet residents.

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

5.2.1 Finance and Value for Money – The POSS highlights the importance of strategic investment through the development of three sports hub master plans in Barnet. It is anticipated that by protecting and enhancing opportunities the Council has the ability to optimise the use of greenspaces at these locations, supporting greater financial sustainability. It is anticipated that based on facilitating an appropriate management model, and on full completion of the scheme, a revenue neutral business plan can be delivered for the two locations covered by this report.

5.2.2 In considering the masterplan proposals for Barnet Playing Fields and West Hendon Playing Fields the Council will need to ensure a strong and sustainable revenue position and the delivery of high-quality facilities. This will be explored in detail as part of an outline business case for each site, which will determine the associated capital cost estimates, detailed revenue position and an appraisal of management options to achieve best and optimum value.

5.2.3 The funding for the masterplan proposals will be through a blended approach, with funding being provided by a variety of different partners and bodies. SLC's Feasibility Studies, which are available on Barnet's Open Data Portal, set out potential funding routes at section 8.5. Opportunities and eligibility for partnership funding from a variety of sources will be further investigated as part of the OBC development for each location. The OBCs will include more detailed proposals including the business case and financial model to support investment and revenue expenditure for each site. Following the development of the business cases a further report will be made to a future meeting of a theme committee. Funding bids will be made to Capital Board for consideration and Policy and Resources Committee for consideration and if appropriate their approval.

5.2.4 Value for money will be achieved by use of competitive tendering for the appointment of organisations to undertake improvements at the sites, in accordance with the Council's Contract Procedure Rules.

5.2.5 The cost of SLC undertaking the Public and Stakeholder Consultation and producing the Final Master Plans is £35,781.50. This has been funded by the Council's Community Infrastructure Levy administration fund.

5.2.6 Procurement – Any procurement will be undertaken in accordance with the Council's Contract Procedure Rules. At this time there are no implications.

5.2.7 Staffing – At this time there are no implications.

5.2.8 IT – At this time there are no implications.

5.2.9 Property – At this time there are no implications.

5.2.10 Sustainability – The Parks and Open Spaces Strategy seeks to protect, improve and enhance the natural environment of Barnet. The development of Barnet and King George V Playing Fields, and West Hendon Playing Fields seeks to meet the objectives of the strategy as well as being self-financing.

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.

5.4 **Legal and Constitutional References**

5.4.1 Local authorities have several different statutory powers in relation to parks and open spaces, including the Public Health Act 1875 (as amended by the Local Government Act 1972) which gave local authorities discretionary power to purchase and maintain public walks or pleasure grounds and the Local Government (Miscellaneous Provisions) Act 1976, which gives wide powers to provide recreational facilities. The Open Spaces Act 1906 provides that local authorities may acquire and 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.

5.4.2 Article 7 of the Council's Constitution- the Council has delegated responsibility for parks to the Environment Committee, therefore it is appropriate for the Environment Committee to consider master plans for Barnet and King George V Playing Fields, and West Hendon Playing Fields. The Council's Constitution sets out the terms of reference of the Environment Committee. This includes:

- Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleansing, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.
- To receive reports on relevant performance information and risk on the services under the remit of the Committee.

5.4.3 Significant proportions of the sites are designated as either Green Belt or Metropolitan Open Land. The future development of the proposals included in the final master plans will need to fully comply with the requirements arising from those designations.

5.4.4 Any disposal by way of letting or other of the playing field will need to be advertised and any representations given proper consideration before the Council can determine whether it is appropriate to proceed with any letting. Any development will also need to be subject to planning.

5.5 Risk Management

5.5.1 All risks are managed using the risk management procedure, as set out in the Corporate Risk Management Framework. High level risks are reported as part of the Council's quarterly performance regime.

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 to day business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are:

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

5.6.3 The Corporate Plan "Barnet 2024" includes the council's Strategic Equalities Objective, which is: "that citizens will be treated equally, with understanding and respect, and will have equal access to quality services". Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible, through an equalities impact assessment, before final decisions are made. Consideration will also be made to the equalities and data cohesion summary.

5.6.4 An equalities impact assessment has been undertaken for the potential Sports Hub at Barnet and King George V Playing Fields, which is attached as Appendix E. This initial assessment has found that there is no overall adverse impact as a result of the development of a Sports Hub at this location.

5.6.5 An equalities impact assessment has been undertaken for the potential Sports Hub at West Hendon Playing Fields, which is attached as Appendix F. This initial assessment has found that there is no overall adverse impact as a result of the development of a Sports Hub at this location.

5.7 Corporate Parenting

5.7.1 Not applicable.

5.8 Consultation and Engagement

5.8.1 Full public consultation and stakeholder consultation has been undertaken for each of the two draft master plans for eight weeks. The full consultation reports, for each of the two locations, are available on Barnet's Open Data Portal.

5.9 Insight

5.9.1 No insight information has been used to produce this report.

6. BACKGROUND PAPERS

6.1 The background papers are available on Barnet's Open Data Portal. Search for "Barnet and King George V Playing Fields – Addendum Report, Consultation Report and Draft Final Master Plan" and "West Hendon Playing Fields – Addendum Report, Consultation Report and Draft Final Master Plan".

6.2 [Environment Committee 14 March 2019 Papers](#) – including Item 8 Sports Hubs Master Planning, and the agreement to permanently relocate the Gaelic football provision to King George V Playing Fields, and carry out public and stakeholder consultation on the draft master plans for West Hendon Playing Fields, and Barnet and King George V Playing Fields..

6.3 [Environment Committee 28 November 2018 Papers](#) – including Item 11 Implementation of the Council's Parks and Open Strategy, and the update on the sports hubs master plans.

6.4 [Environment Committee 13 July 2017 Papers](#) – including Item 12 Implementation of the Council's Parks and Open Spaces Strategy, and the agreement that a master plan be developed for West Hendon Playing Fields and associated sites, and for Barnet Playing Fields and associated sites so as to create a Sports Hub and that blended funding streams are pursued.

6.5 [Environment Committee 12 May 2016 Papers](#) – including Item 8 Parks and Open Spaces Strategy and the agreement to adopt the strategy and its action plan.



KEY

- Site Boundary
- Existing Site Boundary Realigned
- Existing Buildings within the Site Boundary
- Existing Buildings outside of the Site Boundary
- Existing Containers to be Removed
- Proposed New Building

Access and Circulation

- Vehicular Entrance
- Pedestrian/Cycle Entrance
- Proposed Milestone/Trim Trial (200m apart)
- Proposed Cycle & Pedestrian Routes (3m width)
- Proposed Pedestrian Routes (2m width)
- London Loop
- Dollis Valley Green Walk

Existing Hardworks

- Bitmac
- Existing Fencing
- Gate

Proposed Boundary

- Proposed Birdsmouth Fence
- Proposed Bow Top Fence (1.1m) with Self Closing Gate
- Realign Paladin Fence (2m)
- Realign Spectator Barrier Fence

Proposed Hardworks

- Proposed Bitmac Overlay (Pedestrian Depth)
- Proposed Porous Bitmac Full Construction (Pedestrian Depth)
- Proposed Porous Bitmac Full Construction (Vehicular Depth)
- Proposed Rolled Gravel Surfacing
- Proposed Porous Paver Bodpave 85 Topsoil / Grass Infill
- Proposed Rubber Bound Mulch for Play Area
- Proposed Sand Safety Surfacing for Play Area
- Concrete Setts/Block Paving
- Proposed Pedestrian and Cycle Bridge

Existing Street Furniture

- Existing Street Furniture

Existing Lighting

- Sports Field Lighting Column
- Lighting Column

Proposed Street Furniture

- Proposed Timber Seating
- Proposed Lighting
- Proposed Picnic Benches
- Proposed Cycle Stand
- Proposed CCTV

Existing Softworks

- Existing Trees Being Protected by The London Borough of Barnet Tree Policy (2017) (Please refer to drawing 1089_112_BK for details)
- Existing Tree Groups with Vegetation Group Underneath
- Amenity Grassland
- Dollis Valley Stream

Proposed Softworks

- Proposed Trees
- Proposed Hedge
- Proposed Enhancement to Existing Hedgerow
- Proposed Wildflower/Bulb Planting
- Proposed Ornamental Planting
- Proposed Mounding 0.5m Intervals (1:6 Gradient)
- Proposed WSUDS (Water Sensitive Urban Design) Negative Contours

Existing Parking

- Existing Accessible Parking Bays 6m X 3.6m
- Existing Standard Parking Bays 4.8m X 2.4m

Proposed Parking

- Proposed Accessible Parking Bays 6m X 3.6m
- Proposed Standard Parking Bays 4.8m X 2.4m

Proposed Facilities

- Skate / BMX Park
- Adventurous Play Area
- Toddler Play Area
- Outdoor Gym
- Community Sports Hub
- Multi-Use Games Area
- Gaelic Football Club Pavillion

Existing Parking Areas

- Existing Standard Spaces Retained: 53
Existing Accessible Spaces Retained: 2
Total 55nr spaces
- Existing Standard Parking Spaces: 36
Total 36nr spaces
- Existing Standard Parking Spaces: 15
Existing Accessible Parking Spaces: 1
Existing Spaces Retained: 16
Total 16nr spaces
- Existing Standard Spaces: 51
Existing Standard Spaces Retained: 38
New Standard Spaces: 11
New Accessible Spaces: 5
Total 54nr spaces

TOTAL 161nr Spaces

Proposed Additional Parking Areas

- New Standard Parking Spaces: 49
Total 49nr
- New Standard Parking Spaces: 0
New Accessible Parking Spaces: 6
Total 6nr
- Proposed Standard Parking Bays: 33
Total 33nr

TOTAL 88nr Spaces

OVERALL SITE WIDE PARKING PROVISION 249nr SPACES

Proposed Sports Pitches Provision

- Pitch Area excluding Run-off

Pitches designed to FA standards

- 11 v 11 junior (U13/14) grass pitch 82m x 50m plus 6m run off

Gaelic Football Pitch

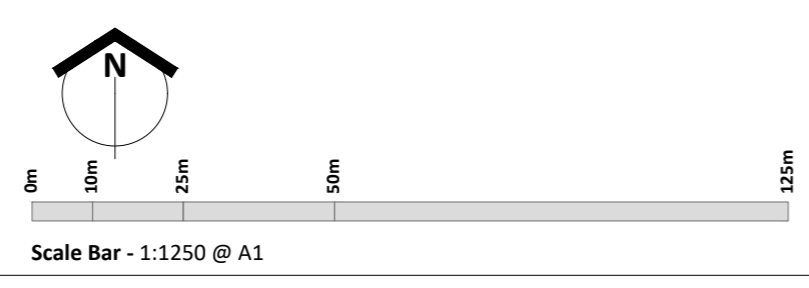
- Full-size Gaelic Football Pitch 145m x 90m plus 5m run off
- Gaelic Football Practice Area 100m x 70m plus 5m run off

Notes

Please Refer To:

- 1089_160 Drainage + Earthworks Strategy
- 1089_162_BK Access and Circulation Plan

Rev.	Description	By.	Chk.	Date.
A	Gaelic football pitch amended in accordance with St Kieran's requirements	JR	EG	05.10.18
B	Amended following TK (SLC) and PW (Architects) comments	JR	EG	15.10.18
C	Amended following comments from SLC	SH	EG	21.01.19
D	Car Parking spaces amended	SH	EG	29.01.19
E	Amended following consultation	JR	SG	03.09.19
F	Amended following comments from SLC	JR	EG	19.12.19
G	Amended following meeting London Borough Barnet/ SLC	JR	SG	15.01.20



1089_Barnet King George Playing Fields

Detailed Draft Masterplan

SLC

1089_150

1:1250 @ A1

14.03.18

Rev G

ENS 2BY

southerngreen
chartered landscape architects
221 Durham Road, Low Fell, Gateshead
Tyne & Wear, NE9 5AB
0191 440 0034
www.southerngreen.co.uk
studio@southerngreen.co.uk

23

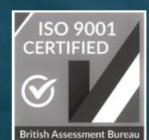
This page is intentionally left blank



Masterplan and Feasibility Study for Barnet and King George V Playing Fields - Addendum Report

Barnet Council

March 20



Contents

1	INTRODUCTION.....	2
1.1	Background.....	2
1.2	The Structure of our Report.....	2
2	SUMMARY OF PUBLIC CONSULTATION	3
2.1	Introduction.....	3
2.2	Stakeholder Engagement.....	3
2.3	Wider Public Engagement	3
2.4	Summary.....	5
3	AMENDMENTS TO MASTERPLAN FOLLOWING PUBLIC CONSULTATION	6
3.1	Introduction.....	6
3.2	Meeting with Barnet Council.....	6
3.3	Further Stakeholder Engagement.....	6
3.4	Consultation with Planning / Highways.....	7
3.5	Masterplan Amendments.....	7
4	CONCLUSIONS.....	10
5	APPENDIX 1: CONSULTATION REPORT	11
6	APPENDIX 2: FINAL DRAFT MASTERPLAN	12

1 INTRODUCTION

1.1 Background

1.1.1 The Sport, Leisure and Culture Consultancy (SLC) was commissioned by Barnet Council in March 2018 to develop a masterplan and feasibility study for the development of a strategic sports hub with a wider leisure and community offer at Barnet and King George V Playing Fields.

1.1.2 The study was completed in February 2019 and the outputs provided to the Council through a report entitled Masterplan and Feasibility Study for Barnet and King George V Playing Fields.

1.1.3 The final draft masterplan was reviewed by the Council’s Environment Committee in March 2019 and approval given to undertake full public consultation on the masterplan. SLC was subsequently commissioned to support this process, collate the results and consider, through discussion with the Council’s Project Team, any required amendments to the masterplan arising from the public consultation.

1.1.4 This report provides an overview of this latest stage of the project and forms an Addendum to the main Masterplan and Feasibility Study report and should therefore be reviewed in conjunction with the main report.

1.2 The Structure of our Report

1.2.1 This report is structured to meet the requirements of the Council’s brief and to provide an accessible report setting out our core findings and key outputs.

Table 1: Report Structure

Section	Key Content or Output	
2	Summary of Public Consultation	Summary of feedback from consultation with key stakeholders and the general public.
3	Amendments to Masterplan Following Public Consultation	An overview of the amendments made to the final draft masterplan following the public consultation feedback.
4	Conclusions	Key conclusions arising from the consultation exercise.

1.2.2 Supporting information is included in a series of Appendices.

2 SUMMARY OF PUBLIC CONSULTATION

2.1 Introduction

- 2.1.1 In Summer 2019, SLC supported the Council in undertaking a comprehensive public consultation on the final draft masterplan for Barnet and King George V Playing Fields. This was delivered through a combination of face-to-face meetings, email correspondence, telephone discussions, workshops, public drop-in sessions and an online questionnaire with key stakeholders and the general public.
- 2.1.2 The consultation process engaged with over 700 local residents and stakeholders during the 8-week period which demonstrates a good level of engagement.
- 2.1.3 A copy of SLC's full report on the public consultation is provided in Appendix 1 and a summary of the key points and conclusions provided below.

2.2 Stakeholder Engagement

- 2.2.1 Key stakeholders were invited to provide feedback on the final draft masterplan, including current users / existing occupiers, local sports clubs, under-represented groups and local schools.
- 2.2.2 A summary of feedback is provided below:
- SLC attended a meeting of the **Dollis Valley Partnership Board**. Board members were generally positive about the proposed developments and felt that such facilities were needed in the local area, particularly for families and young people. Some members expressed concern regarding the Gaelic Football pitches and the overall effect of the proposals upon traffic and congestion in the area.
 - SLC facilitated workshops with pupils (aged 11 – 15) from **Totteridge Academy** and pupils (aged 9 – 11) from **Underhill School**, who rarely utilised the park due to the lack of facilities. Positive feedback was received on the proposals, the most popular facilities being the skatepark, Clip and Climb, adventure play, café and multi-use games area (MUGA).
 - Formal written feedback was received from the **Barnet Society** and **Theresa Villiers, MP for Chipping Barnet**. Both welcomed the approach to restore the playing fields and widen public access. However, the development was viewed as a 'gross intrusion on the Green Belt' and erosion of open space. Concern was raised mainly regarding the size of the Community Sports Hub, skatepark, car park and avenue of trees, as well as increased traffic in the area.
 - Email correspondence was received from the Principal of the **Ark Academy**, who broadly supports the development, yet remains concerned about the proximity of the skatepark to the Academy and the disturbance it may cause due to their extended school day (4:30pm finish).

2.3 Wider Public Engagement

- 2.3.1 Local residents and wider general public were invited to provide feedback on the final draft masterplan through an online questionnaire, public drop-in sessions, email correspondence and social media.

- 2.3.2 The online questionnaire received 387 responses, 32% of which were from young people (under 25). 70% of respondents were supportive of the final draft masterplan (40% very supportive, 30% tend to support), whilst 19% were unsupportive (12% strongly oppose, 7% tend to oppose). The Council’s Facebook page on the masterplan received 91 ‘likes’.
- 2.3.3 70% of respondents noted that they would be more likely to visit Barnet and King George V Playing Fields if the masterplan was delivered and 57% said they would be more likely to be physically active.
- 2.3.4 The most popular ranked facilities were as follows:
- Café and toilets (83% support)
 - Outdoor gym / trim trail (80% support)
 - Improved pedestrian routes (79% support)
 - Adventure play area (78% support)
 - Toddler play area (76% support).
- 2.3.5 Over 68% of respondents were also supportive of improved cycle routes, multi-use games area (MUGA), multi-use activity space, Clip and Climb and football pitches.
- 2.3.6 The most strongly opposed facilities were the skatepark (24% unsupportive) and Gaelic Football pitches (23% unsupportive). The open comment boxes also highlighted key areas of concern as being the proposed skatepark, protecting the Green Belt and impact upon parking and traffic.
- 2.3.7 A total of five public drop-in sessions were hosted in prominent locations close to and in Barnet and King George V Playing Fields. These sessions were publicised to local residents through posters displayed in the playing fields and flyers which were distributed to neighbouring properties. The sessions provided an opportunity for local residents to view the masterplan up close, ask questions and provide feedback. The key themes arising from these sessions are listed below:
- Positive feedback received on extended cycle and pedestrian routes, re-instatement of the Dollis Brook bridge, outdoor gym / trim trail, café, re-providing the Rainbow Centre and overall provision for young people.
 - Concerns were raised regarding the proposed skatepark in terms of its proximity to residents and the potential for noise disturbance and anti-social behaviour.
 - Concerns over the loss of green, open space and protection of the Green Belt, particularly the avenue of trees and the scale of the car park and Community Sports Hub.
 - Concerns over the impact on traffic movement and congestion in an already problematic area, particularly with the opening of the Ark Academy in September 2019.
 - The success of the development will largely depend on future management arrangements, security presence and levels of maintenance.

2.4 Summary

2.4.1 Overall, the consultation demonstrated clear support amongst users, stakeholders and the wider public for the principle of creating a more engaging space at Barnet and King George V Playing Fields, which improves opportunities for local people to be physically active and increases use of the playing fields.

2.4.2 The key areas of contention raised through the consultation include:

- The proposed location of the skatepark
- Ensuring a limited impact upon the Green Belt / open space
- The impact upon traffic, parking and congestion in the area.

3 AMENDMENTS TO MASTERPLAN FOLLOWING PUBLIC CONSULTATION

3.1 Introduction

3.1.1 This section describes the steps undertaken by SLC and the Council in response to the public consultation and in addressing key areas of contention.

3.2 Meeting with Barnet Council

3.2.1 A meeting with Barnet Council's Project Team was held on 5th September 2019 to discuss the results of the public consultation and to decide on any potential amendments to the final draft masterplan.

3.2.2 In response to the objections regarding the location of the proposed skatepark, in conjunction with concerns over the car park and erosion of greenspace, it was agreed to explore the feasibility of relocating these facilities. Extending the existing car park (south of Ark Academy playing fields) through acquisition of a strip of the land leased to Hadley Wood Sports Trust (HWST) was discussed as a viable opportunity. A small amount of parking, predominantly disabled parking, could also be provided to the west of the Community Sports Hub.

3.2.3 This would result in a significantly reduced car parking footprint on the playing fields and would also provide a traffic-free and pedestrianised area immediately north of the Community Sports Hub. Keeping vehicular traffic within the existing car park area will provide a more accessible and pleasant approach to the Community Sports Hub and generally safer access around this central area. The amended parking also proposes a new access point between the car park and HWST pitches, including a new pathway through the site. This would provide HWST users with a safe and easy access route to the car park.

3.2.4 This proposed amendment to the parking also provides an opportunity to relocate the skatepark west of the adventure play area (previously occupied by the car park). This moves the skatepark further away from residential properties and the Ark Academy, which would mitigate concerns regarding noise disturbance. Additional planting surrounding the skatepark would further act as a noise buffer. The proposed location would also provide enhanced supervision from the Community Sports Hub and mitigate concerns regarding anti-social behaviour.

3.2.5 To explore this further, it was agreed that SLC should consult with HWST.

3.2.6 In response to concerns raised about protecting the Green Belt and open space, it was agreed to remove the central avenue of trees, provide additional planting and landscaping throughout the masterplan (including a wildflower meadow behind the northern oak tree) and relocate the outdoor gym closer to the toddler play area. These amendments would be beneficial to retaining the openness of the site and enhancing the overall biodiversity.

3.3 Further Stakeholder Engagement

3.3.1 SLC undertook further stakeholder engagement in October 2019 to explore the feasibility of extending the existing car park. A telephone consultation was held with Hadley Wood Sports Trust (Table 1) and Southern Green Landscape Architects visited the area to undertake a high-level site analysis.

Table 1: Consultation with Hadley Wood Sports Trust

Name	Key Outcomes of Consultation
<p>Aron Sharpe, Chairman, Hadley Wood Sports Trust</p>	<p>An initial discussion with Hadley Wood Sports Trust highlighted that there is a key problem with parking both for their members and users of the playing fields. Initially, HWST were not in favour of extending the existing car park and losing part of their land which is utilised for runoff and spectator space. However, it was agreed that Southern Green could visit the area and complete a site survey in order to explore further the feasibility of this option.</p> <p>The site survey confirmed that a small strip of HWST’s land would be required (c.6 metres) and sufficient space is available for the pitches to move southwards to retain the spectator space and runoff.</p> <p>HWST are open to discussions with the Council to explore the feasibility of this option further and would welcome a meeting to discuss general parking in and around the site.</p>

3.4 Consultation with Planning / Highways

- 3.4.1 High-level feedback on the final draft masterplan for Barnet and King George V Playing Fields was provided by Barnet Council Planning Policy and Highways Officers at a meeting on 7th January 2020.
- 3.4.2 No significant issues were highlighted by the Planning Officer, but the planning application for Barnet / King George V will need to demonstrate any enhancements to the Green Belt and contribution to the ecological interest of the site, such as the Dollis Valley stream.
- 3.4.3 Similarly, no significant issues were identified by the Highways Officer at this stage, although the impact of further traffic as a result of development would need to be explored in detail through a transport and parking assessment as part of any future planning application.

3.5 Masterplan Amendments

- 3.5.1 Following the outcomes of this further consultation, the Council agreed for the following amendments to be made to the final draft masterplan:
 - Relocation of car parking through an extension to the existing car park immediately north of HWST and provision of disabled parking to the west of the Community Sports Hub.
 - Relocation of the skatepark to the area formerly occupied by the proposed car park.
 - Remove previously proposed footpath and avenue of trees on Barnet Playing Fields and provide increased green infrastructure to boundaries and wildflower planting.
 - Minor change to location of outdoor gym to bring it closer to the main hub area.
- 3.5.2 The Final Draft Masterplan is shown in Figure 1 and a full, high resolution version is provided in Appendix 2. A detailed area plan showing the relocated car park and skatepark is shown in Figure 2.

Figure 1: Final Draft Masterplan with Agreed Amendments



Figure 2: Detailed Area Plan Showing Relocated Car Park and Skatepark



4 CONCLUSIONS

4.1.1 The conclusions arising from this final phase of the Masterplan and Feasibility Study for Barnet and King George V Playing Fields are as follows:

- a. The Council has successfully undertaken public consultation on the Final Draft Masterplan for Barnet and King George V Playing Fields and engaged with over 700 local residents and stakeholders.
- b. Feedback has been provided through a variety of channels, including an online questionnaire, public drop-in sessions, resident meetings, telephone and email.
- c. The online questionnaire received 387 responses. 70% of respondents were supportive of the final draft masterplan and 19% were unsupportive. The most popular ranked facilities were café and toilets, outdoor gym and trim trail, improved pedestrian routes, adventure play and toddler play areas.
- d. The key areas of contention raised through the consultation were the location of the skatepark, the impact upon the Green Belt and open space and the impact upon traffic and parking.
- e. In response to the consultation, SLC has explored the option of relocating the car park and skatepark, supported by consultation with key stakeholders. This has proven to be a feasible option and HWST are willing to discuss the option further with the Council.
- f. Feedback from Planning and Highways Officers has revealed no significant issues and the proposed amendments in response to the public consultation were considered to be sensible.
- g. The Final Draft Masterplan has subsequently been amended to include the relocation of the car park and skatepark. Further amendments include the removal of the central footpath and avenue of trees through Barnet Playing Fields and the inclusion of additional green infrastructure to boundaries and wildflower planting.

5 APPENDIX 1: CONSULTATION REPORT

- 5.1.1 A copy of the Barnet and King George V Playing Fields Masterplan Consultation Report is provided as a separate document.

6 APPENDIX 2: FINAL DRAFT MASTERPLAN

- 6.1.1 A copy of the Final Draft Masterplan for Barnet and King George V Playing Fields is provided as a separate document.



This report has been written by The Sport, Leisure and Culture Consultancy (SLC). SLC was established in 2009 and advises organisations by developing effective strategies, planning sustainable facilities and procuring successful operational partnerships.

PHONE

01444 459927

EMAIL

info@slc.uk.com

WEBSITE

www.slc.uk.com

HEAD OFFICE

**The Sport, Leisure and Culture Consultancy
2nd Floor, 3 Boltro Road, Haywards Heath
West Sussex, RH16 1BY, United Kingdom**

KEY

- Site Boundary

Existing Buildings

- Existing Buildings within the Site Boundary
- Existing Buildings outside of the Site Boundary
- Existing Bird Hide

Proposed Buildings

- Proposed New Building
- Proposed Adventure Golf Kiosk
- Proposed High-rope Kiosk (with toilet)
- Proposed Bird Hide

Access and Circulation

- Vehicular Entrance
- Pedestrian/Cycle Entrance
- Proposed Cycle & Pedestrian Routes (3m width)
- Proposed Pedestrian Routes (2m width)
- Capital Ring
- West Hendon Playing Fields Walking Route

Existing Hardworks

- Informal Gravel Paths
- Bitmac
- Existing Fencing
- Gate

Proposed Hardworks

- Proposed Full Construction Bitmac (Pedestrian Depth)
- Proposed Full Construction Porous Bitmac (Vehicular Depth)
- Proposed Rolled Gravel Surfacing
- Proposed Rubber Bound Mulch
- Proposed Coloured Bitmac
- Proposed Bridge Across Swale To Community Hub
- Proposed Concrete Setts/Block Paving
- Proposed KBI Flexi Pave
- Bodpave 85 Eco Grid with 18mm Angular Gravel Infill

Proposed Boundaries

- Proposed Rustic Timber fence (1.2m Height)
- Proposed Birdsmouth Fence
- Proposed 3.0m high Rebound Sports Fencing with Gated Entrance

Existing Parking

- Existing Standard Parking Bays 4.8m X 2.4m

Proposed Parking

- Proposed Standard Parking Bays 4.8m X 2.4m
- Proposed Accessible Parking Bays 6m X 3.6m

Proposed Drainage System

- Proposed Inspection Chambers

Existing Street Furniture

- Existing Street Furniture

Existing Lighting

- Existing Lighting

Proposed Street Furniture

- Picnic Benches
- Lighting Columns
- Low Level Path Lighting
- Proposed Bollards
- Proposed Timber Top Benches with Brick Faced Base
- Proposed Cycle Stand
- Proposed CCTV

Existing Soft Landscaping

- Brent Reservoir
- Trees to be Retained
- Existing Tree Groups with Scrub Vegetation Underneath
- Grass
- Improved Grassland

Proposed Soft Landscaping

- Proposed Trees
- Orchard Planting
- Proposed Structure Planting
- Proposed Wildflower Planting
- Proposed Ornamental Planting
- Proposed Marginal Planting
- Proposed Artificial Turf
- Proposed Hedge
- Proposed Enhancement to Existing Hedgerow
- Proposed Mounding 0.5m Intervals (1:6 Gradient)
- Proposed WSUDS (Water Sensitive Urban Design) Negative Contours
- Proposed Open Swale from Outlet to Existing Outfall (0.5m Intervals / 1 in 3 Gradients)



Proposed Facilities

- 1 Adventurous Play Area
- 2 Multi-Use Games Area
- 3 Toddler Play
- 4 Community Sports Hub
- 5 Adventure Golf Course
- 6 Community Garden
- 7 Bowls Green
- 8 Tennis Courts
- 9 High Ropes Area
- 10 Skate / BMX Park
- 11 Outdoor Gym
- 12 Orchard

Existing Parking Areas

- 1 Existing Standard Parking Spaces: 45
- Total 45
- Existing Standard Parking Spaces Retained: 45
- Total 45
- New Standard Parking Spaces: 30
- Total 30
- TOTAL SPACES 75nr

Proposed Parking Areas

- 1 Proposed Standard Parking Spaces: 58
- Proposed Accessible Parking Spaces: 4
- Total 62
- 2 Proposed Standard Parking Bays: 94
- Total 94
- TOTAL SPACES 156nr
- OVERALL SPACES 231nr

Proposed Sports Pitches Provision

- 1 Pitch Area excluding Run-off

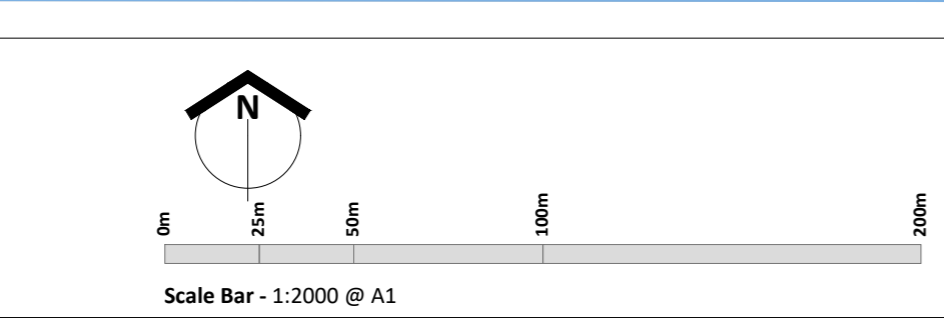
Football Pitches

- 1 Full-size artificial turf pitches 100m x 64m plus 6m run off
- 2 Adult grass pitches 100m x 64m plus 6m run off
- 3 11 v 11 junior (U13/14) grass pitch 82m x 50m plus 6m run off
- 4 9 v 9 junior grass pitch 73m x 46m plus 6m run off
- 5 7 v 7 junior grass pitch 55m x 37m plus 6m run off
- 6 5 v 5 junior grass pitch 37m x 27m plus 6m run off

Notes

- Please Refer To:
- 1089_260_WH_Drainage + Earthworks Strategy
- 1089_262_WH_Access and Circulation Plan

Rev.	Description	By.	Chk.	Date.
A	Amended following Phase 2 Engagement	SH	EG	17.01.19
B	Amended following SLIC comments	SH	EG	18.01.19
C	Graphic error corrected	SH	EG	21.01.19
D	Missing orchard symbol added	SH	EG	25.01.19
E	Amended following consultation	SH	EG	03.09.19
F	Amended to include Woodfield Park	JR	SG	14.11.19
G	Amended following SLIC comments	JR	EG	19.12.19
H	Amended following meeting London Borough / SLIC	JR	SG	15.01.20



1089 West Hendon Playing Fields

Drawing Issue Status

Comment / Approval	Construction
Costing	Record Draw
Planning	BM
Tender	

SLC
Detailed Draft Masterplan

1089_250
1:2000 @ A1

Rev H
25.06.18
NW9 7HE

southerngreen
chartered landscape architects
221 Durham Road, Low Fell, Gateshead
Tyne & Wear, NE9 5AB
0191 440 0034
www.southerngreen.co.uk
studio@southerngreen.co.uk

39

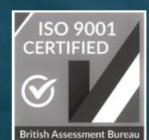
This page is intentionally left blank



Masterplan and Feasibility Study for West Hendon Playing Fields - Addendum Report

Barnet Council

March 20



Contents

1	INTRODUCTION.....	2
1.1	Background.....	2
1.2	The Structure of our Report	2
2	SUMMARY OF PUBLIC CONSULTATION	3
2.1	Introduction.....	3
2.2	Stakeholder Engagement.....	3
2.3	Wider Public Engagement	4
2.4	Summary.....	5
3	AMENDMENTS TO MASTERPLAN FOLLOWING PUBLIC CONSULTATION	6
3.1	Introduction.....	6
3.2	Meeting with Barnet Council.....	6
3.3	Further Stakeholder Engagement.....	6
3.4	Consultation with Planning / Highways.....	8
3.5	Masterplan Amendments.....	8
3.6	Business Case Amendments	11
4	CONCLUSIONS.....	12
5	APPENDIX 1: WEST HENDON PLAYING FIELDS MASTERPLAN CONSULTATION REPORT	13
6	APPENDIX 2: FINAL DRAFT MASTERPLAN	14

1 INTRODUCTION

1.1 Background

1.1.1 The Sport, Leisure and Culture Consultancy (SLC) was commissioned by Barnet Council in March 2018 to develop a masterplan and feasibility study for the development of a strategic sports hub with a wider leisure and community offer at West Hendon Playing Fields.

1.1.2 The study was completed in February 2019 and the outputs provided to the Council through a report entitled Masterplan and Feasibility Study for West Hendon Playing Fields and Associated Community Facilities.

1.1.3 The final draft masterplan was reviewed by the Council's Environment Committee in March 2019 and approval given to undertake full public consultation on the masterplan. SLC was subsequently commissioned to support this process, collate the results and consider, through discussion with the Council's Project Team, any required amendments to the masterplan arising from the public consultation.

1.1.4 This report provides an overview of this latest stage of the project and forms an Addendum to the main Masterplan and Feasibility Study report and should therefore be reviewed in conjunction with the main report.

1.2 The Structure of our Report

1.2.1 This report is structured to meet the requirements of the Council's brief and to provide an accessible report setting out our core findings and key outputs.

Table 1: Report Structure

Section	Key Content or Output	
2	Summary of Public Consultation	Summary of feedback from consultation with key stakeholders and the general public.
3	Amendments to Masterplan Following Public Consultation	An overview of the amendments made to the final draft masterplan following the public consultation feedback.
4	Conclusions	Key conclusions arising from the consultation exercise.

1.2.2 Supporting information is included in a series of Appendices.

2 SUMMARY OF PUBLIC CONSULTATION

2.1 Introduction

2.1.1 In Summer 2019, SLC supported the Council in undertaking a comprehensive public consultation on the final draft masterplan for West Hendon Playing Fields. This was delivered through a combination of face-to-face meetings, email correspondence, telephone discussions, workshops, public drop-in sessions and an online questionnaire with key stakeholders and the general public.

2.1.2 The consultation process engaged with over 900 local residents and stakeholders during the 8-week period which demonstrates a good level of engagement.

2.1.3 A copy of SLC's full report on the public consultation is provided in Appendix 1 and a summary of the key points and conclusions provided below.

2.2 Stakeholder Engagement

2.2.1 Key stakeholders were invited to provide feedback on the final draft masterplan, including current users / existing occupiers, local sports clubs, under-represented groups, local schools, environmental statutory bodies and conservation groups.

2.2.2 A summary of feedback is provided below:

- SLC attended a meeting of the **West Hendon Partnership Board Resident Group**, who welcomed the proposed new facilities to the playing fields, particularly to encourage young people to be more active. Residents were keen to ensure the facilities are affordable and were pleased to see a wide range of free-to-access activities.
- Barnet Council attended a meeting with the **Welsh Harp Joint Consultative Committee (WHJCC)**, who strongly opposed the Cool Oak Lane car park and high ropes course on the basis of a loss of greenspace, potential anti-social behaviour and inappropriate road access. A petition of 328 signatures objecting to the car park and coach drop-off demonstrated residents' concerns.
- SLC facilitated a workshop with pupils (aged 11-15) from **Hendon School**, the majority of whom rarely visited the park due to a lack of facilities. Positive feedback was received on the proposals, the most popular facilities being the outdoor gym / trim trail, improved football pitches and tennis courts.
- A telephone conference and formal written feedback was received from **Natural England**, who were broadly supportive of the masterplan and the value it would provide to local communities, as well as bringing people closer to nature and biodiversity. Concerns raised in relation to the Site of Special Scientific Interest (SSSI) should be possible to mitigate against through design interventions such as additional vegetation, directional lighting and permeable car parking surfaces.
- A telephone consultation and formal written feedback was also received from the **London Wildlife Trust (LWT)**, who, whilst support the principle of improved recreation facilities, noted that not enough consideration has been given to the impact upon the SSSI and Local Nature Reserve (LNR). Specific concerns of the LWT related to the impact of the floodlit artificial turf pitches, high ropes course and proposed Cool Oak Lane car park.

- Further feedback was received from the **Canal and River Trust**, **Royal Society for the Protection of Birds (RSPB)** and **Welsh Harp Conservation Group**. The key concern raised by these groups was the potential impact of the proposals upon the biodiversity of the SSSI and LNR. The artificial turf pitches, size of the Community Sports Hub, path network, high ropes course and Cool Oak Lane car park were the facilities causing particular concern.
- Email correspondence and a formal letter was received from **Armstrong Rigg Planning (ARP)** who, on behalf of their client Taylor Wimpey, are involved in the potential redevelopment of Woodfield Nursery into replacement business premises and new housing. A full planning application is yet to be submitted, however ARP wished to note their support for the masterplan and the enhancement it would bring to the local area.

2.3 Wider Public Engagement

- 2.3.1 Local residents and wider general public were invited to provide feedback on the final draft masterplan through an online questionnaire, public drop-in sessions, email correspondence and social media.
- 2.3.2 The online questionnaire received 224 responses, 35% of which were from young people (under 25). 72% of respondents were supportive of the final draft masterplan (52% very supportive, 20% tend to support), whilst 21% were unsupportive (16% strongly oppose, 5% tend to oppose). The Council's Facebook page on the masterplan received 133 'likes'.
- 2.3.3 73% of respondents noted that they would be more likely to visit West Hendon Playing Fields if the masterplan was delivered and 70% said they would be more likely to be physically active.
- 2.3.4 The most popular ranked facilities were as follows:
- Improved pedestrian routes and links to Welsh Harp (84% support)
 - Improved grass pitches (82% support)
 - Café and toilets (80% support)
 - Improved cycle routes (76% support)
 - Woodland nature trail (75% support).
- 2.3.5 Over 70% of respondents were also supportive of the multi-use activity space, picnic areas, community garden, enhanced toddler play area, tennis courts, adventure play area and outdoor gym / trim trail.
- 2.3.6 The most strongly opposed facilities were the skatepark (29% unsupportive) and high ropes course (28% unsupportive). The open comment boxes also highlighted key areas of concern as being the Cool Oak Lane car park, anti-social behaviour and protection of greenspace and wildlife.
- 2.3.7 A total of five public drop-in sessions were held at prominent public locations close to and in West Hendon Playing Fields. These sessions were publicised to local residents through posters displayed in the playing fields and flyers which were distributed to neighbouring properties. The sessions provided an opportunity for local residents to view the masterplan up close, ask questions and provide feedback. The key themes arising from these sessions are listed below:

- Concerns regarding the proposed Cool Oak Lane car park and general traffic and congestion in the area due to an increased number of visitors.
- Concerns regarding the impact of the high ropes course on woodland and biodiversity.
- Positive feedback received on improved pedestrian and cycle routes, tennis courts, multi-use games area (MUGA), new play areas, adventure golf, café, outdoor gym and community garden.
- The success of the development will largely depend on future management arrangements, security presence and levels of maintenance.

2.4 Summary

2.4.1 Overall, the consultation demonstrated clear support amongst users, stakeholders and the wider public for the principle of creating a more engaging space at West Hendon Playing Fields, which improves opportunities for local people to be physically active and increases use of the playing fields and exposure to the Welsh Harp and SSSI.

2.4.2 The key areas of contention raised through the consultation include:

- The proposed car park on Cool Oak Lane
- The proposed location of high ropes
- Artificial turf pitches and impact upon open space / biodiversity
- The impact of proposed facilities on the SSSI/LNR
- The impact upon traffic and congestion.

3 AMENDMENTS TO MASTERPLAN FOLLOWING PUBLIC CONSULTATION

3.1 Introduction

3.1.1 This section describes the steps undertaken by SLC and the Council in response to the public consultation and in addressing key areas of contention.

3.2 Meeting with Barnet Council

3.2.1 A meeting with Barnet Council's Project Team was held on 5th September 2019 to discuss the results of the public consultation and to decide on any potential amendments to the final draft masterplan.

3.2.2 In response to the strong objections to the location of the proposed Cool Oak Lane car park and the high ropes course, it was agreed to explore the feasibility of relocating these facilities. Woodfield Park (immediately south of Cool Oak Lane) is owned by the Council and was discussed as a potential alternative location, with links to existing users, Princes Park Football Club and Phoenix Canoe Club.

3.2.3 There is an existing area of rough ground in the north of Woodfield Park which is used informally for parking. It was agreed that this area provides an opportunity to extend and establish permanent parking as an alternative to the proposed car park on Cool Oak Lane. This would also allow the existing grass football pitch to be retained in the area currently identified for this car park.

3.2.4 A re-configuration of the football pitches on Woodfield Park could also provide space for the high ropes course in the south-east corner.

3.2.5 To explore these options further, it was agreed that SLC should consult with Princes Park Football Club, Phoenix Canoe Club and Armstrong Rigg Planning.

3.2.6 Despite objections to the artificial turf pitches, it was agreed to retain the proposed ATPs in their current location. A clear need for ATPs in the area has been evidenced in the Council's Playing Pitch Strategy and their existing position is considered to be optimal in terms of planning risk and impact upon the SSSI, and also allows for potential links with the adjacent Hendon Football Club. Consideration was given to relocating one of the ATPs further north, however this may result in increased disturbance to residents and potential bat roosts. Instead, it was agreed to include additional planting along the boundary of the LNR to act as a 'buffer zone' between the ATPs and the areas of ecological interest.

3.2.7 In response to concerns raised by environmental statutory bodies and conservation groups, it was agreed to simplify the pedestrian and cycle routes within the SSSI to one path, provide additional planting and landscaping throughout the masterplan and relocate one of the grass 11 v 11 football pitches to the Cool Oak Lane car park site (which was previously located adjacent to the LNR). These planting and landscaping enhancements would be beneficial in terms of increased biodiversity and would help protect the SSSI/LNR.

3.3 Further Stakeholder Engagement

3.3.1 SLC undertook further stakeholder engagement in October 2019 to explore the feasibility of utilising Woodfield Park as described above. Telephone consultations were held with the stakeholders listed in Table 1 and Southern Green Landscape Architects visited the area to undertake a high-level site analysis.

Table 1: Consultation with Woodfield Park Stakeholders

Name	Key Outcomes of Consultation
<p>Phil Atkinson, Centre Development Director, Phoenix Canoe Club</p>	<p>Phoenix Canoe Club were very supportive of the suggested proposals to improve and extend the existing car park in the north of Woodfield Park. This car park is in poor condition (unmarked, sloping, over-grown) and currently overflows, particularly during weekend football matches. Potential concern was raised with regard to pedestrian access to West Hendon Playing Fields, as there is no safe crossing along Cool Oak Lane.</p> <p>The Club has plans to redevelop their facility (subject to raising considerable funding), which would include 12-16 car parking spaces, an outdoor climbing wall, low ropes course and café. They were supportive of the proposed relocation of the high ropes course and considered this as being highly complementary to their existing outdoor offer.</p>
<p>Christian Leite, Football Development Manager, and Jon Bell, Volunteer and Retired Chairman, Princes Park Football Club</p>	<p>Princes Park Football Club highlighted that car parking is a major problem for the club and results in overflow parking along Cool Oak Lane, Kinloch Drive and the edges of Woodfield Park. They have been in discussion with the Council to resolve this issue and are therefore in favour of exploring the opportunity of extending and formalising the existing car park (providing it is not to the detriment of the football pitches).</p> <p>Similarly, the Club were supportive of a proposed high ropes course, providing they can maintain their current pitches and training areas. They agreed that Woodfield Park is currently under-utilised as a site and the area has great potential for development. The Club suggest that use could be made of the Club's pavilion building to service the high ropes course, particularly as it is under-utilised during the daytime.</p>
<p>Lynsey Rigg, Director, Armstrong Rigg Planning</p>	<p>Lynsey Rigg, on behalf of Taylor Wimpey, explained that a final planning application for 37 residential units and replacement business facilities on Woodfield Nursery was due to be submitted by the end of 2019 (yet to be submitted at the time of this report). The main demographic for the new housing development is projected to be families (3-4 bedrooms), supplemented with affordable housing and 1-2 bed apartments.</p> <p>The main access point would be via the north-east entrance and there are proposals to re-work the junction point. However, there are no current plans to carry out works on Cool Oak Lane or provide a pedestrian crossing point.</p>

	No concern was raised by Armstrong Rigg on the relocation of high ropes, providing the height did not impede on residential housing. An extension to the existing car park was viewed less favourably, as this would be at the frontage of the proposed houses and effect views across Woodfield Park. The rationale behind the car park extension, however, was understood. Therefore, if the car park is properly screened by fencing and planting, they do not envisage an issue with it.
--	--

3.4 Consultation with Planning / Highways

3.4.1 High-level feedback on the final draft masterplan for West Hendon Playing Fields was provided by Barnet Council Planning Policy and Highways Officers at a meeting on 7th January 2020.

3.4.2 No significant issues were highlighted by the Planning Officer, but consideration should be given to potentially linking the community garden with the allotments, the availability of public transport and opportunities to enhance the ecological interest of the site.

3.4.3 Similarly, no significant issues were identified by the Highways Officer. The proposed relocation of the car park was considered to be a sensible alteration, although there may need to be improvements to the entrance to Woodfield Park. A crossing point should also be considered to allow safe access across Cool Oak Lane, possibly at the western end. Focus should be given to encouraging public transport use (to help mitigate the potential shortfall in car parking spaces) and linking to the new Barnet Loop. It would also be important not to leave the south-west area of the masterplan as ‘dead space’ but facilitate cycle and walking routes as per the masterplan. Widening Cool Oak Lane was not considered appropriate at this stage as this may potentially encourage further traffic. Although, it was suggested that there may be a requirement to widen the footpath along Cool Oak Lane if feasible. The impact of further traffic as a result of development would need to be explored in detail through a transport and parking assessment as part of any future planning application.

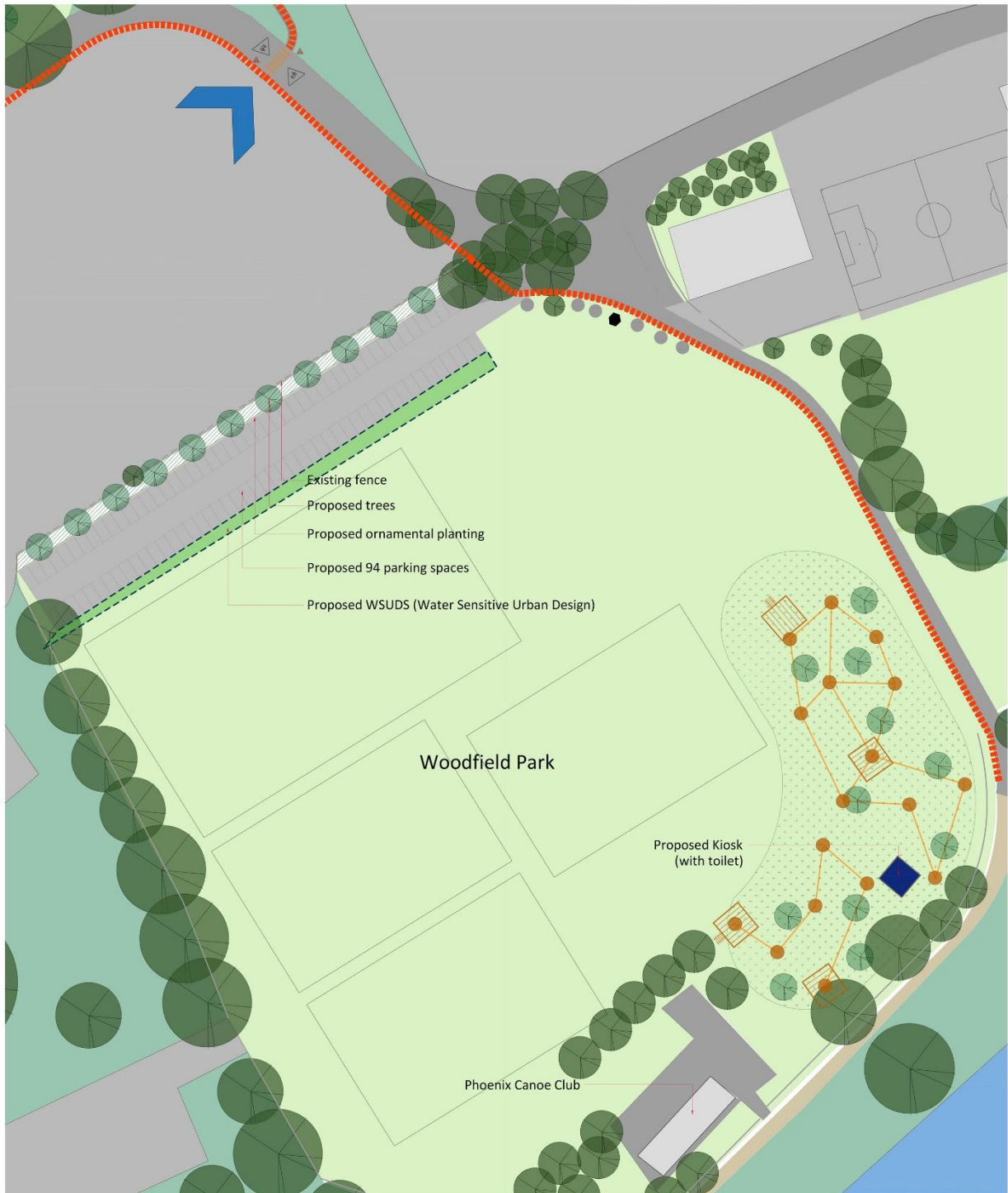
3.5 Masterplan Amendments

3.5.1 Following the outcomes of this further consultation, the Council agreed for the following amendments to be made to the final draft masterplan:

- Relocation of car parking to Woodfield Park. The proposed car park would be 94 spaces compared to the 99 spaces provided in the Cool Oak Lane car park.
- Relocation of the high ropes course to Woodfield Park.
- Include a new pedestrian crossing point along Cool Oak Lane to provide safe access between West Hendon Playing Fields and Woodfield Park.
- Simplified pedestrian / cycle route through SSSI and relocation of proposed bird hides.
- Include increased planting to create a ‘buffer zone’ between the ATPs and LNR.

3.5.2 The Final Draft Masterplan is shown in Figure 1 and a full, high resolution version is provided in Appendix 2. A detailed area plan of Woodfield Park showing the relocated car park and high ropes course is shown in Figure 2.

Figure 2: Detailed Area Plan – Woodfield Park



3.6 Business Case Amendments

- 3.6.1 In relocating the high ropes course to Woodfield Park, SLC has considered the potential impact upon the business case. Whilst it is assumed that there will be no impact upon the capital cost as a result of the relocation, it is likely to have some impact upon the revenue position.
- 3.6.2 In its previous location on West Hendon Playing Fields, it was assumed that it would be operated by an external leisure operator as part of the overall site offer to include the Community Sports Hub, adventure golf, ATPs etc. This would benefit from an existing management structure and sales team on the site and provide economies of scale and cross-selling opportunities as part of an integrated portfolio of facilities. With its location now being more remote from the Community Sports Hub, it is more likely to be managed on a standalone basis and may therefore attract additional management costs and potentially generate less income due to it being less 'visible' in terms of the wider offer on West Hendon Playing Fields.
- 3.6.3 The business plan previously developed by SLC projected an average annual surplus over a 10-year period of c.£87K for the high ropes facility. In view of the points above, SLC recommend that it would be sensible to assume a reduction in this surplus of c.£35K per annum as a result of the facility being relocated to Woodfield Park. Whilst this results in a reduced projected surplus of c.£52K for high ropes, it still provides a positive return on the Council's investment.

4 CONCLUSIONS

4.1.1 The conclusions arising from this final phase of the Masterplan and Feasibility Study for West Hendon Playing Fields and Associated Community Facilities are as follows:

- a. The Council has successfully undertaken public consultation on the Final Draft Masterplan for West Hendon Playing Fields and engaged with over 900 local residents and stakeholders.
- b. Feedback has been provided through a variety of channels, including an online questionnaire, public drop-in sessions, resident meetings, telephone and email.
- c. The online questionnaire received 224 responses. 72% of respondents were supportive of the final draft masterplan and 21% were unsupportive. The most popular ranked facilities were improved pedestrian routes, improved grass pitches, café and toilets, improved cycle routes and woodland nature trail
- d. The key areas of contention raised through the consultation were the proposed car park on Cool Oak Lane, the proposed location of the high ropes course, the artificial turf pitches and impact of these upon open space / biodiversity, the impact of proposed facilities on the SSSI/LNR and increased traffic and congestion.
- e. In response to the consultation, SLC has explored the option of relocating the car park and high ropes course to Woodfield Park, supported by consultation with key stakeholders. This has proven to be a feasible option and is welcomed by interested parties including Princes Park FC and Phoenix Canoe Club.
- f. Feedback from Planning and Highways Officers has revealed no significant issues and the proposed amendments in response to the public consultation were considered to be sensible.
- g. The Final Draft Masterplan has subsequently been amended to include the relocation of the car park and high ropes course to Woodfield Park.
- h. SLC recommend that the projected surplus for the relocated high ropes course is reduced by £35K. This is due to it being located more remotely from the proposed Community Sports Hub and other facilities on West Hendon Playing Fields and therefore not benefitting from being part of a more integrated offer.

5 APPENDIX 1: WEST HENDON PLAYING FIELDS MASTERPLAN CONSULTATION REPORT

- 5.1.1 A copy of the West Hendon Playing Fields Masterplan Consultation Report is provided as a separate document.

6 APPENDIX 2: FINAL DRAFT MASTERPLAN

- 6.1.1 A copy of the Final Draft Masterplan for West Hendon Playing Fields is provided as a separate document.



This report has been written by The Sport, Leisure and Culture Consultancy (SLC). SLC was established in 2009 and advises organisations by developing effective strategies, planning sustainable facilities and procuring successful operational partnerships.

PHONE

01444 459927

EMAIL

info@slc.uk.com

WEBSITE

www.slc.uk.com

HEAD OFFICE

**The Sport, Leisure and Culture Consultancy
2nd Floor, 3 Boltro Road, Haywards Heath
West Sussex, RH16 1BY, United Kingdom**

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: Final master plan for a Sports Hub at Barnet and King George V Playing Fields	
Is it a new or revised function, policy, procedure or service? Revised function in that the proposal is to develop a Sports Hub at Barnet and King George V Playing Fields	
Department and Section: Greenspaces	
Date assessment completed: 18 February 2020	
2. Names and roles of people completing this assessment:	
Lead officer	Nicola Cross
Stakeholder groups	N/A
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
3. Full description of function, policy, procedure or service:	
<p>A final master plan has been developed for a Sports Hub at Barnet and King George V Playing Fields. The final master plan has been developed through a feasibility study, engagement and a full public and stakeholder consultation.</p> <p>The final master plan includes:</p> <ul style="list-style-type: none"> • A new community sports hub including a café, clip and climb facility, community rooms and changing facilities • Improved and reconfigured grass football pitches • Gaelic football pitch, training area and pavilion • Multi use games area • Wheeled sports facility – skatepark, BMX • Adventurous and toddler play areas • Outdoor gym and trim trail • New pedestrian and cycle routes. <p>The needs of the equality strands have been assessed based on the Feasibility Study and feedback received during the public and stakeholder consultation on the draft master plan for Barnet and King George V Playing Fields.</p> <p>A separate equalities impact assessment for the relocation of the Gaelic Football pitch to King George V Playing Fields was carried out in March 2019.</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 checked="" type="checkbox"/> / No <input type="checkbox"/>	Creation of more facilities for young people to use including; skate/BMX park, adventurous play area, toddler play area and multi-use games area.	No action will be taken as these are positive affects.
2. Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Proposal has six accessible parking spaces	No action will be taken as this is a positive affect.
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	N/A	N/A
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
10. Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
Carers	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with mental health issues			
Some families and lone parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with a low income			
Unemployed people	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

Young people not in employment education or training	Yes <input type="checkbox"/> / No x <input type="checkbox"/>		
	Yes <input type="checkbox"/> / No x <input type="checkbox"/>		
	Yes <input type="checkbox"/> / No x <input type="checkbox"/>		

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

There is unlikely to be any significant long term impact on satisfaction ratings amongst different groups of residents. There may be a few residents who are unhappy with the proposals as they may consider that they will have a detrimental effect on the peaceful natural nature of Barnet and King George V Playing Fields. There may also be some residents who are concerned about additional traffic. The proposals include an increase in the number of car parking spaces.

The proposals include new facilities not previously provided including a multi-use games area, a wheeled sports facility and outdoor gym and trim trail. There may be some residents who are pleased to see and use these facilities in the park, particularly as most of the proposed facilities are free for residents to use.

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

The proposal is to implement one of the actions of the Council’s Parks and Open Spaces Strategy and the Playing Pitch Strategy.

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

The council stated that it would carry out public and stakeholder consultation on the draft master plan and report the outcomes to a meeting of the Environment Committee. The consultation has been carried out, and the results are available on Barnet’s Open Data Portal. The outcomes are being reported to a meeting of the Environment Committee, along with the final master plan, which has been developed as a result of feedback received during the consultation.

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)

The development of the draft master plan for Barnet and King George V Playing Fields included reviewing the past bookings for the existing football pitches on King George V Playing Fields and Barnet Playing Fields. The football pitch bookings across Barnet and King George V Playing Fields could be reviewed on a regular basis to see if the bookings have changed. This information could be reported to a meeting of the Environment Committee.

The bookings of the community rooms in the new community sports hub could be reviewed on a regular basis, including whether the booking was at the commercial rate or the discounted rate. This information could be reported to a meeting of the Environment Committee.

A traffic study could be conducted to understand current movements around Barnet and King George V Playing Fields. This information could be reported to a meeting of the Environment Committee.

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 final master plan includes a community sports hub which includes community rooms which will be available to hire at either a commercial rate or a discounted rate, depending on their use. Different communities will be able to hire these rooms.

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*

Residents have been consulted on the proposals as part of the public and stakeholder consultation on the draft master plan for Barnet and King George V Playing Fields. Employees have not been consulted as there is no anticipated impact on this group.

Overall Assessment

10. Overall impact			
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ x <input type="checkbox"/>	No Impact <input type="checkbox"/>	
11. Scale of Impact			
Positive impact: Minimal <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 x <input type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <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.

In the development of the Feasibility Study and draft master plan for Barnet and King George V Playing Fields our consultant, the Strategic Leisure and Culture Consultancy, gathered information on the current users of Barnet and King George V Playing Fields. This information has been used in consideration of the equalities impact analysis, along with the outcomes of the public and stakeholder consultation on the draft master plan.

The outcome considered the potential negative and positive impacts, resulting in no change to the decision to recommend that the final master plan for Barnet and King George V Playing Fields is agreed by the Environment Committee.

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

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

This page is intentionally left blank

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: Final master plan for a Sports Hub at West Hendon Playing Fields	
Is it a new or revised function, policy, procedure or service? Revised function in that the proposals are to develop Sports Hubs at West Hendon Playing Fields, and Barnet and King George V Playing Fields	
Department and Section: Greenspaces	
Date assessment completed: 18 February 2020	
2. Names and roles of people completing this assessment:	
Lead officer	Nicola Cross
Stakeholder groups	N/A
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
3. Full description of function, policy, procedure or service:	
<p>A final master plan has been developed for a Sports Hub at West Hendon Playing Fields. The final master plan has been developed through a feasibility study, engagement and a full public and stakeholder consultation.</p> <p>The final master plan includes:</p> <ul style="list-style-type: none"> • A new community sports hub including a café, clip and climb facility, soft play, community rooms, nursery, facilities for Hendon Bowling Club and changing facilities • Improved and reconfigured grass football pitches • 2 x 3G artificial turf pitches • Multi-Use Games Area • Replacement Tennis Courts • Wheeled Sports Facility – Skatepark, BMX • Bowling Green • Adventurous and Toddler Play Areas • Outdoor Gym and Trim Trail • Improved pedestrian and cycle routes • Adventure Golf Course • High Ropes Course • Woodland Nature Trails • Community / Sensory Garden. 	

The needs of the equality strands have been assessed based on the Feasibility Study and feedback received during the public and stakeholder consultation on the draft master plan for West Hendon Playing Fields.

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 checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Creation of more facilities for young people to use including: skate/BMX park, adventurous play area, toddler play area, outdoor gym and multi-use games area.</p> <p>The proposal includes the creation of a new community building which will include a nursery. This is likely to mean that the existing nursery will need to be rehoused on a temporary basis.</p>	<p>No action will be taken as these are positive affects.</p> <p>Our appointed consultant, SLC, has worked with the nursery to identify their needs, and to provide these in the new community building. Further work will be required to find appropriate temporary accommodation for the nursery and this will be done as part of the development of the Outline Business Case.</p>
2. Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Proposal has four accessible parking spaces	No action will be taken as this is a positive affect.
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A

10. Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
Carers	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with mental health issues			
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			
Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

<p>4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p>
<p>There is unlikely to be any significant long term impact on satisfaction ratings amongst different groups of residents. There may be a few residents who are unhappy with the proposals as they may consider that it will have a detrimental effect on the peaceful nature of West Hendon Playing Fields. There may also be some residents who are concerned about additional traffic. The proposal includes an increase in the number of car parking spaces.</p> <p>The proposals include new free to use facilities not previously provided including a multi-use games area, a wheeled sports facility and outdoor gym. There may be some residents who are pleased to see and use these facilities in the park. The proposals also include new pay to use facilities including adventure golf course, high ropes, clip and climb, and soft play. There may be some residents who are pleased to see and use these facilities in the park.</p>
<p>5. How does the proposal enhance Barnet’s reputation as a good place to work and live?</p>
<p>This proposal is to implement one of the actions of the Council’s Parks and Open Spaces Strategy and the Playing Pitch Strategy.</p>

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

The council stated that it would carry out public and stakeholder consultation on the draft master plan and report the outcomes to a meeting of the Environment Committee. The consultation has been carried out, and the results are available on Barnet’s Open Data Portal. The outcomes are being reported to a meeting of the Environment Committee, along with the final master plan, which has been developed as a result of feedback received during the consultation.

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)*

The development of the draft master plan for West Hendon Playing Fields included reviewing the past bookings for the existing football pitches on West Hendon Playing Fields. The football pitch bookings could be reviewed on a regular basis to see if the bookings have changed. This information could be reported to a meeting of the Environment Committee.

The bookings of the community rooms in the new community sports hub could be reviewed on a regular basis, including whether the booking was at the commercial rate or the discounted rate. This information could be reported to a meeting of the Environment Committee.

A traffic study could be conducted to understand current movements around West Hendon Playing Fields. This information could be reported to a meeting of the Environment Committee.

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 final master plan includes a community sports hub which includes community rooms which will be available to hire at either a commercial or a discounted rate, depending on their use. Different communities will be able to hire these rooms.

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*

Residents have been consulted on the proposal as part of the public and stakeholder consultation on the draft master plan for West Hendon Playing Fields. Employees have not been consulted as there is no anticipated impact on this group.

Overall Assessment

10. Overall impact			
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ x <input type="checkbox"/>	No Impact <input type="checkbox"/>	
11. Scale of Impact			
Positive impact: Minimal <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 x <input type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <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.

In the development of the Feasibility Study and draft master plan for West Hendon Playing Fields our consultant, the Strategic Leisure and Culture Consultancy, gathered information on the current users of West Hendon Playing Fields. This information has been used in consideration of the equalities impact analysis, along with the outcomes of the public and stakeholder consultation on the draft master plan.

The outcome considered the potential negative and positive impacts, resulting in no change to the decision to recommend that the final master plan for West Hendon Playing Fields is agreed by the Environment Committee.

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

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

This page is intentionally left blank

	<h2 style="margin: 0;">Environment Committee</h2> <p style="margin: 0;">AGENDA ITEM 8</p> <h3 style="margin: 0;">12 March 2020</h3>
Title	Environment Annual Delivery Plan 2020/21
Report of	Chairman of Environment Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Delivery Plan 2019/20
Officer Contact Details	Geoff Mee, Interim Executive Director, Environment Geoff.mee@barnet.gov.uk

Summary

This report presents the refreshed Annual Delivery Plan for the Environment Committee, which sets out how the council's priorities will be delivered in 2020/21 and how progress and performance will be monitored, including any risks to delivery. The Committee will receive a performance report each quarter updating on progress, performance and risk against the priorities.

Officers Recommendations

1. That the Committee approve the Annual Delivery Plan for 2020/21 as set out in Appendix A.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Corporate Plan (Barnet 2024) was refreshed in 2019/20. This set out the council's strategic direction, outcomes for the borough and corporate priorities. The Corporate Plan can be found online at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/corporate-plan-and-performance>
- 1.2 To support delivery of the corporate priorities, each Theme Committee produced a Delivery Plan outlining how the corporate priorities would be delivered in 2019/20, as well as any additional priorities relating to the Committee's specific responsibilities under its Terms of Reference. These were approved in March 2019 and each Theme Committee has received a performance report updating on progress, performance and risk against these priorities each quarter.
- 1.3 The Delivery Plans are refreshed on an annual basis. This report presents the Environment Committee's refreshed Delivery Plan for 2020/21 (see Appendix A). This outlines the key activities/timescales, performance indicators/targets and risks in relation to delivery of the priorities for the forthcoming year.

2. REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place to address priorities and challenges, particularly in the context of continuing budget and demand pressures.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option would be to have no plans for delivering the council's priorities, which could potentially expose the council to significant risk; and make it difficult to monitor progress and performance against the priorities.

4. POST DECISION IMPLEMENTATION

- 4.1 The priorities for Environment Committee will be delivered in accordance with the Delivery Plan for 2020/21, as set out in Appendix A.
- 4.2 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.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan (Barnet 2024), which sets out the strategic direction, outcomes for the borough and corporate priorities was refreshed in 2019/20. The Delivery Plan set out in this report supports delivery of the Corporate Plan and includes key activities/timescales and performance indicators/targets to monitor progress and performance.

5.1.2 The senior leadership team has been working with Members to develop the council's priorities around growth benefiting all residents and customer services, along with the agendas around being a family friendly borough and improving health outcomes. In delivering these priorities the council will:

- aim to collaborate better with residents, including our approach to customer services, enforcement and prevention
- become more externally focused to link the people within the borough and the priorities about the borough
- explore how to establish a better, more effective way of working with the voluntary sector and partners.

5.1.3 This work needs to develop further, and it is possible that the council will want to look again at the Corporate Plan later in the year.

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

5.2.1 The Delivery Plan for 2020/21 supports the savings programme that was approved by Policy and Resources Committee on 19 February 2020. This will enable the council to meet its savings target as set out in the Medium Term Financial Strategy.

5.3 **Social Value**

5.3.1 None applicable to this report; however, the council should take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social economic and environmental benefits it derives from its procurement spend. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 **Legal and Constitutional References**

5.4.1 The council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Committees. The responsibilities of the Environment Committee are:

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

5.4.2 The council's Financial Regulations can be found at:

<https://barnet.moderngov.co.uk/documents/s49777/17FinancialRegulations.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. Delivery Plan risks will be reviewed on a quarterly basis (as a minimum) and reported to Environment Committee. Any high level risks will be escalated for review by Policy and Resources Committee.

5.5.2 An integral part of the Delivery Plan (Appendix A) is the identification of any risks to delivery of the corporate or committee priorities in 2020/21.

5.6 Equalities and Diversity

5.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) 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 persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; 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, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/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 carrying out any functions that relate to children and young people. 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 (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

5.9 Insight

5.8.1 Not applicable.

6.1 BACKGROUND PAPERS

- 6.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>
- 6.2 Environment Committee, 14 March 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>
- 6.3 Policy and Resources Committee, 19 February 2020 - Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21
<https://barnet.moderngov.co.uk/documents/s57965/Business%20Planning%20Medium%20Term%20Financial%20Strategy%202020-25%20Budget%20Management%20201920%20and%20Budget%20fo.pdf>

This page is intentionally left blank

Environment Delivery Plan (Year 2) 2020/21

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 total amount of savings identified for Environment Committee for 2020/21 is £4.226m. This is shown in Table 1.

Table 1: Savings proposals

Savings Ref	Service Area	Description of Saving	2020/21 £000
ENV1	Street Scene	Chargeable Garden Waste Collections	(800)
ENV2	Strategic Transport and Highways	Advertising	(100)
ENV3	Strategic Transport and Highways	Street Lighting	(600)
ENV4	Strategic Transport and Highways	Smart Cities	(50)
ENV5	Strategic Transport and Highways	Parking	(2,600)
ENV6	Community Safety	Savings from Fixed Penalty Notice (FPN) littering contract	(76)
TOTAL			(4,226)

3. Delivery of Priorities (Key Actions, KPIs and Risks)

Corporate priority: Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Maintain increased investment in street cleansing - Income generated from commercialised and subscription services (including garden waste) will be reinvested in to Environment services including Street Cleansing	31/03/21	Street Scene	Street Scene Director
2	Support residents to reduce waste 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” - Design and implement a strategy to support the Reduction and Recycling Plan including considerations for low plastic zones and plan for reintroduction of food waste collections. 	31/03/21	Street Scene	Head of Street Scene Support
3	Work with Planning enforcement, landlords, housing associations, Barnet Homes and managing agents to ensure new and existing communal dwellings (which require a 50/50 ratio for provision of refuse and recycling bin capacity) are adequately provisioned to reduce the hidden ‘throw away’ culture. <ul style="list-style-type: none"> - Conduct a feasibility study for Increased Recycling Waste Minimisation for privately managed sites. 	31/12/20	Street Scene	Assistant Director of Street Scene
4	Design and implement optimised street cleansing operations delivery model to deliver efficient street cleaning services	30/09/20	Street Scene	Head of Street Scene Service Development
5	Develop a fleet replacement strategy for Operations vehicles ensuring compliance with ULEZ obligations.	30/09/20	Street Scene	Head of Service, Fleet and Transport

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Percentage of household waste recycled, composted or reused	Bigger is Better	New for 20/21	New for 20/21	34%	Street Scene	Street Scene Director

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Residents who are satisfied with refuse and recycling services (Annual ¹)	Bigger is Better	80%	Due Q3 19/20	80%	Street Scene	Street Scene Director
Targeted initiatives with landlords and agents to reduce 'throw away' culture (Annual)	Bigger is Better	New for 20/21	New for 20/21	5	Street Scene	Street Scene Assistant Director
Residents satisfied with street cleansing service (Annual ²)	Bigger is Better	60%	Due Q3 19/20	60%	Scene Street	Street Scene Director
Number of initiatives delivered in a year to support Reduction and Recycling Plan	Bigger is Better	New for 20/21	New for 20/21	6	Street Scene	Head of Service Support

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
SS011	Street Scene	Reduction in household waste	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, resulting in increased costs in waste disposal.	Street Scene Director	Finance
SS012	Street Scene	Flats recycling	Lack of improvement with flats recycling performance, including lack of engagement with Barnet Homes and private managing agents, failure to enforce 50/50 ratio between refuse and recycling capacity through planning and failure to achieve rebalancing to this ratio at existing flats sites - resulting in a lack of progress towards increasing recycling and reducing waste.	Street Scene Director	Finance
SS017	Street Scene	Project delays	Lack of resources, both in terms of staff and time and other work pressures/priorities could cause a delay in the rollout of projects i.e. with time banded areas or the implementation of the new data and works system.	Street Scene Director	Business continuity

¹ Annual KPI from the Residents' Perception Survey (RPS)

² Annual KPI from the Residents' Perception Survey (RPS)

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
SS013	Street Scene	Embedding of new recycling and waste collection rounds	If issues with the embedding of the new recycling and waste collection rounds continue into the New Year this could lead to further service disruption and financial strain resulting in resident dissatisfaction and reputational damage.	Street Scene Director	Finance
SS019	Street Scene	Utilise new street cleansing equipment	Lack of suitably trained staff could affect our desire to fully utilise new street cleansing equipment. This could be exasperated by staff who may be reluctant to be trained on new street cleansing equipment, especially those staff who have never worked on street cleansing before. This could result in resident dissatisfaction leading to increased complaints around street cleanliness.	Street Scene Director	Statutory Duty

Corporate priority: Keeping the borough moving, including improvements to roads and pavements

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Deliver the Long Term Transport Strategy, as well as improvements to the train and tube network, such as a new tube station for Colindale and step free access	30/09/20	Strategic Highways and Transport	Assistant Director Strategic Highways and Transport
2	Develop and implement a Parking and Traffic Strategy	30/09/20	Parking	Head of Parking
3	Implement Year 6 of the Network Recovery Plan, and invest through the LIP Programme to maintain and enhance our assets	31/03/21	Re / Strategic Highways and Transport	Re / Highways Lead
4	Secure additional capital investment for highway and infrastructure assets network improvement	31/03/21	Re / Strategic Highways and Transport	Re / Highways Lead
5	Rejoin the London Lorry Control Scheme, and also the Direct Vision Standard to improve air quality, reduce noise, and meet the objectives laid out in the LTTS	31/10/20	Re / Strategic Highways and Transport	Re / Highways Lead

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Emergency defects rectification timescales completed on time	Bigger is Better	100%	100% (G)	100%	Re / Strategic Highways and Transport	Re / Highways Lead
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	100%	Not reported	100%	Re / Strategic Highways and Transport	Re / Highways Lead
Highways Category 2 defects rectification completed on time	Bigger is Better	100%	Not reported	100%	Re / Strategic Highways and Transport	Re / Highways Lead

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
EC015	Strategic Highways and Transport	Relationship breakdown with development partner	Relationship breakdown with development partner could result in delay in delivery; reduction in quality of schemes; increased costs and risk of injury or inability to repudiate insurance claims due to lack of effective contract management	Assistant Director Strategic Highways and Transport	Business continuity
NEW	Strategic Highways and Transport	Lack of effective contractor management	Lack of effective contractor management could lead to defects on the highway not being repaired resulting in risk of injury or inability to repudiate insurance claims.	Assistant Director Strategic Highways and Transport	Finance
NEW	Strategic Highways and Transport	Lack of resources	A lack of resources could lead to a failure to meet the delivery of many the delivery plan actions listed above, specifically the schemes proposed in the Transport Strategy resulting in a failure to improve the transport infrastructure of the borough.	Assistant Director Strategic Highways and Transport	Finance

Corporate priority: Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces

Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1 Co-ordinate the delivery of the tree planting scheme	31/03/2021	Greenspaces & Leisure	Greenspaces Service Manager

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
2	Deliver and implement the Victoria Park Master Plan	31/03/2021	Greenspaces & Leisure	Greenspaces Service Manager
3	Secure and deliver investment and improvement projects for Barnet's parks and open spaces	31/03/2021	Greenspaces & Leisure	Greenspaces Service Manager
4	Progress phase two of The Colindale Parks Project for Colindale Park and Rushgrove Park	31/03/2021	Greenspaces & Leisure	Greenspaces Service Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Residents satisfied with parks and open spaces (Annual ³)	Bigger is Better	74%	Due Q3 19/20	76%	Greenspaces & Leisure	Greenspaces Service Manager
Total value of investment secured (£)	Bigger is Better	100k	96.6k (G)	100k	Greenspaces & Leisure	Greenspaces Service Manager
Total number of trees planted per annum (bi-annual) ⁴	Bigger is Better	900	Due Q3 19/20	900	Greenspaces & Leisure	Greenspaces Service Manager

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
EC007	Greenspaces & Leisure	Objections to masterplan proposals	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.	Assistant Director Greenspaces & Leisure	Finance
NEW	Greenspaces & Leisure	Supply of trees for the Tree Planting Scheme	Failure on the supply chain of trees for the delivery of the Tree Planting Scheme, resulting in delays in the delivery of the project	Assistant Director Greenspaces & Leisure	Finance

³ Annual KPI from the Residents' Perception Survey (RPS).

⁴ Data to be reported in Q3 and Q4 to coincide with the tree planting season.

Committee priority: Using regulation and enforcement to reduce non-compliance and maintain our public realm

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Actively enforce against Environment crime (Specifically Fly tipping, littering, and business non-compliance of waste management)	31/03/21	Community Safety	Community Safety Manager
2	Raise community and business awareness on compliance and Environmental crime	31/03/21	Community Safety	Community Safety Manager
3	Deliver targeted multi-agency action in areas subjected to persistent anti-social behaviour and environmental crime	31/03/21	Community Safety	Community Safety Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
FPNs issued for fly-tipping, littering and Section 34 Duty of Care offences (q)	Bigger is Better	5416 (a 5% increase vs. 17/18 baseline)	1491 (G)	5578 TBC	Community Safety	Community Safety Manager
S34 compliance visits carried out (q)	Bigger is Better	100	83 (G)	120	Community Safety	Community Safety Manager

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
EC012	Community Safety	Enforcement Contractor underperformance	Contractor underperformance or lack of effective contractor management could lead to lower than optimal levels of enforcement.	Assistant Director Community Safety and Regulatory Services	Statutory duty
EC013	Community Safety	Unsuitable enforcement actions	Unsuitable enforcement action could lead to resident and media criticism of the council resulting in reputational damage	Assistant Director Community Safety and Regulatory Services	Statutory duty

Committee priority: Creating a healthy environment

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Produce and agree an Electric Vehicle Strategy and ensure the continued roll out of an expanded network of EV chargers shaping the future strategy	31/12/20	Strategic Transportation and Highways	Head of Network and Infrastructure
2	Close management and monitoring to achieve progression of the LED Conversion Project at an accelerated rate in an attempt to complete the programme ahead of schedule	30/09/20	Strategic Transportation and Highways	Head of Network and Infrastructure
3	Deliver and implement free water stations, incorporating commercial advertising, but also accommodating Council messaging such as promoting active travel measures	30/09/20	Strategic Transportation and Highways	Head of Network and Infrastructure
4	Continue to implement the Air Quality Action Plan, and provide the annual report to Environment Committee	31/03/21	Re	Public Protection Group Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Monitor and report on the progress of LED installation	Bigger is Better	New for 20/21	New for 20/21	100%	Strategic Transportation and Highways	Head of Network and Infrastructure
Monitor and report on the desired increase in EV usage and viability	Bigger is Better	New for 20/21	New for 20/21	20% increase on 19/20 result	Strategic Transportation and Highways	Head of Network and Infrastructure

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
NEW	Strategic Transportation and Highways	Lack of Viability of EV Chargers	Lack of EV charger usage could lead to the investment made not being viable resulting in a financial pressure due to the income not exceeding the costs	Executive Director of Environment	Finance
NEW	Strategic Transportation and Highways	LED Project Risk	Late delivery of the planned programme could lead to reduced energy savings being achieved resulting in additional pressure on the savings budget	Head of Network and Infrastructure	Finance

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
NEW	Strategic Transportation and Highways	Water Fountains - Delays and/or refusals in obtaining Planning and other necessary approvals for advertising sites	Inability to deliver planned water fountain sites could lead to a reduced level of income resulting in additional pressure on the savings budget	Head of Network and Infrastructure	Finance
NEW	Regulatory Services	Failure to deliver on Air Quality Action Plan for Barnet	Failure to deliver the Air Quality Action Plan could result in Barnet not taking the appropriate steps to improve air quality in Barnet resulting in no improvement to air quality Or to the health of residents	Director of Regulatory Services	Statutory Duty

This page is intentionally left blank



Environment Committee

12 March 2020

Title	Quarter 3 (Q3) 2019/20 Delivery Plan Performance Report
Report of	Chairman of Environment Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Ben Jay, Assistant Director of Finance ben.jay@barnet.gov.uk Clare Hargreaves, Performance Monitoring Manager clare.hargreaves@barnet.gov.uk

Summary

This report provides a thematic overview of performance for Q3 2019/20 focusing on the budget forecasts and activities to deliver both corporate and committee priorities in the Environment Committee Annual Delivery Plan.

Officer Recommendations

- The Committee is asked to review the budget, performance and risk information for Q3 2019/20 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. INTRODUCTION

- 1.1 The Environment Committee has responsibility for all 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.
- 1.2 This report provides a **thematic overview of performance** for **Q3 2019/20** focusing on the budget forecasts and activities to deliver the **priorities** in the **Environment Committee Annual Delivery Plan**, which can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>

2. BUDGET FORECASTS

- 2.1 The **Revenue Forecast** (after reserve movements) for Environment, Parking and Infrastructure, Street Scene and Re Managed Budgets is set out in table 1.

Table 1: Revenue Forecast (Q3 2019/20)

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget	Reserve Movements	Q3 19/20 Forecast after Reserve Movements	Variance after Reserve Movements
	£000	£000	Adv/(fav) £000	£000	£000	Adv/(fav) £000
Environment Staffing	130	-	(130)	-	-	(130)
NLWA Levy	1,151	1,151		-	1,151	-
Community Safety	1,936	1,929	(7)	-	1,929	(7)
Environment Management	3,216	3,079	(137)	-	3,079	(137)
Highway Inspection/Maintenance	303	745	442	(447)	298	(5)
Parking	(745)	(701)	44	358	(343)	402
Highways and Transport Management	358	358	0	-	358	0
Advertising	(390)	(165)	225	(225)	(390)	-
Special Parking Account	(13,494)	(12,442)	1,052	(1,052)	(13,494)	-
Street Lighting	6,778	6,779	1	-	6,779	1
Parking and Infrastructure	(7,190)	(5,425)	1,764	(1,366)	(6,791)	398
Commercial Services	(2,000)	(1,934)	66	-	(1,934)	66
Fleet and Transport	586	558	(27)	-	558	(27)
Ground maintenance	2,475	2,227	(249)	-	2,227	(249)
Management and Service Support	1,120	886	(234)	-	886	(234)
Street Cleansing	3,247	3,260	13	(71)	3,189	(58)
Waste (frontline)	7,190	8,689	1,499	-	8,689	1,499
Street Scene Management	1,137	1,158	22	-	1,158	22
Street Scene	13,755	14,845	1,090	(71)	14,774	1,019
Greenspaces Development	1,015	1,816	801	(562)	1,253	239
Greenspaces Development	1,015	1,816	801	(562)	1,253	239
Drainage (Gully Cleansing)	300	445	145		445	145
Damage to Public Highways	55	55	-		55	-

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget	Reserve Movements	Q3 19/20 Forecast after Reserve Movements	Variance after Reserve Movements
	£000	£000	Adv/(fav) £000	£000	£000	Adv/(fav) £000
Public Conveniences	50	59	9		59	9
N.R.S.W.A.	57	111	55		111	55
Private Works Reinstatement	20	20	-		20	-
Rechargeable works (other)	20	21	1		21	1
Planned Crossovers	45	23	(23)		23	(23)
Parking Design	61	61	-		61	-
Structural & Bridge Maintenance	80	80	-		80	-
Food Safety	16	20	4		20	4
Road Structural Response	500	500	-		500	-
Recharge work cross over	380	100	(280)		100	(280)
Expenditure	1,583	1,495	(88)	-	1,495	(88)
Parking Design	(1,111)	(1,075)	36		(1,075)	36
Income	(1,111)	(1,075)	36	-	(1,075)	36
Re Managed Budgets	472	420	(52)	-	420	(52)
Grand Total	11,268	14,734	3,467	(1,999)	12,735	1,467

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget	Reserve Movements	Q3 19/20 Forecast after Reserve Movements	Variance after Reserve Movements
	£000	£000	Adv/(fav) £000	£000	£000	Adv/(fav) £000
Community Safety as reported to CLL Committee						
Community Safety	1,936	1,929	(7)	-	1,929	(7)

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget	Reserve Movements	Q3 19/20 Forecast after Reserve Movements	Variance after Reserve Movements
	£000	£000	Adv/(fav) £000	£000	£000	Adv/(fav) £000
Re Regulatory and Highways (Re Guaranteed Income – Extract)						
Hendon Cemetery	(1,773)	(1,482)	290	-	(1,482)	290
Hendon Crematorium	(1,087)	(874)	213	-	(874)	213
Pest Control	(139)	(55)	84	-	(55)	84
Scientific Services	(27)	(20)	7	-	(20)	7
Trading Standards & Licensing	(314)	(350)	(36)	-	(350)	(36)
Food Safety-Income	(97)	(57)	39	-	(57)	39
Regulatory Services (GI) sub total	(3,437)	(2,839)	598	-	(2,839)	598

Service	Revised Budget	Q3 19/20 Forecast	Variance from Revised Budget	Reserve Move-ments	Q3 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments
	£000	£000	Adv/(fav) £000		£000	£000
Highways – (GI)	(9,359)	(4,886)	4,473	-	(4,886)	4,473
Re Guaranteed Income (extract of Environment) Total	(12,795)	(7,725)	5,071	-	(7,725)	5,071

- 2.2 At the end of the third quarter, the **Environment Management** service anticipates an underspend of £0.137m. The projected variance for **Parking and Infrastructure** is a £0.398m shortfall of actual income.
- 2.3 The cumulative **Street Scene** service is forecast to be an overspend of £1.019m, an improvement of £0.500m when compared to the Quarter 2 position. The key contributors to this position were Waste (frontline) – this service is forecasting an overspend of £1.499m mitigated by management actions in other areas to bring the position down to the overall forecast figure. The overspend is generated by increases in staffing costs and increases in fleet repair costs attributable to vehicle ageing. There is a profiled reduction in spend through 2019/20 as round balancing continues and green waste cost reduce for the winter months.
- 2.4 The projected overspend of £0.239m for **Greenspaces Development**, is due to the MTFS savings of £0.450m which is not possible to deliver. This has been partially mitigated by additional income from S.106 funding.
- 2.5 The projected variance for **Re Managed Budgets**, is forecast to be is an underspend of £0.052m.
- 2.6 The spend for **Community Safety** is forecast to be broadly in line with budget.
- 2.7 **Re Regulatory and Highways (Guaranteed Income)** budgets related to environment, shown above, are part of the overall guaranteed income from Re to the council. The budgets are based on original contract values and this reflects in the variances shown and must also be seen in the context of the overall performance and guarantee. The use of reserves would not generally be relevant, given the income guarantee. However, the guarantee can be subject to other contractual costs or adjustments arising, particularly due to council decisions/actions being claimed by Re that may off set the final position to the council or involve directorate costs, reported separately within the directorate concerned. In recent years from the original contract Re underperforms on highways and overperforms on planning which has made up income in the past to achieve the guarantee, however this year the anticipated position is that the guarantee will apply. The use of the contractor and guaranteed income helps ensures that the council is protected from risks on these activities and maintains at least the contractual level of income.
- 2.8 The following table provides the context of Environment elements to the overall Re guarantee and is provided also for reconciling the detail provided in the tables above back to reporting on Re (and the guarantee) overall.

Re Contract - Income Guarantee	Full Year Budget	Current Forecast	Variance
	£000	£000	£000
Regulatory and Highways	(12,795)	(7,725)	5,071
Other Guaranteed Income elements (non-Environment)	(97)	(57)	39
Grand Total - Re Guaranteed Income	(3,437)	(2,839)	598

2.9 The **Capital Forecast** for Street Scene, Parking and Infrastructure and Re (Highways) is set out in table 2.

Table 2: Capital Forecast (Q3 2019/20)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Local Implementation Plan 2016/17 and onwards	2,000	-	-	3,476	1,476
Highways TFL - Local Implementation Plan	2,000	0	0	3,476	1,476
Footway Reconstruction	43	-	-	43	0
Traffic Management	4	-	-	4	0
Highways Improvement	180	-	-	180	0
Travel Plan Implementation	60	-	-	60	0
Carriageways	100	-	-	600	500
Highways Planned Maintenance Works Programme	40	-	-	40	0
Saracens - highways works	16	-	-	16	0
Drainage Schemes	70	-	-	70	0
Road Traffic Act - Controlled Parking Zones	75	-	-	75	0
Investment in Roads & Pavement (NRP)	7,881	-	-	7,742	(139)
Highways Non-TFL	8,469	-	-	8,830	361
Old Court House - public toilets	40	-	-	40	0
Parks & Open Spaces and Tree Planting	19	-	-	19	0
Park Infrastructure	0	-	-	0	0
Victoria Park Infrastructure	611	-	-	611	0

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q3 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Data Works Management system	280	-	-	280	0
Parks Equipment	107	-	-	107	0
Colindale – Parks, Open Spaces and Sports	4,000	-	-	4,683	683
Vehicles	2,874	-	-	2,874	0
Street cleansing and greenspaces - vehicles and equipment	1	-	-	1	0
Green spaces development project	125	-	-	125	0
Refurbish and regenerate Hendon Cemetery and Crematorium	435	-	-	435	0
Hendon Cemetery & Crematorium Enhancement	32	-	-	32	0
Lines and Signs	307	-	-	307	0
LED Lighting	1,800	-	-	3,800	2,000
Pay and Display parking machine estate upgrade	120	-	-	120	0
Moving traffic cameras	231	-	-	231	0
Controlled parking zones review	150	-	-	150	0
Highways (permanent re-instatement)	200	-	-	200	0
Other Environment	11,332	0	0	14,015	2,683

2.10 The main areas of variance are LED lighting (£2.000m), Colindale – Parks, Open Spaces and Sports (£0.683m) and Carriageways (£0.500m) with cumulative accelerated spend of £3.183m against programmed in year budget, all contained within the total budgets for each scheme. This is offset by slippage of £0.139m on Investment in Roads & Pavement (NRP).

3. SAVINGS

3.1 The total amount of **savings** identified for Environment Committee in 2019/20 is **£4.380m**. This is shown in table 3a. with an additional saving related to **Community Leadership and Libraries (CLL)** of £0.243m shown below in table 3b.

3.2 There is no change from the position reported at Q2. Current projections forecast achievement of £3.570m of savings. The £0.810m gap is caused by initiative delays (£0.450m) and a current lack of detail regarding planned achievement of savings initiatives (£0.330m), augmented by a potential £0.030m underachievement in initiative G8.

Table 3a: Savings forecast delivery (Q3 2019/20)

Ref	Description of Savings	Savings for 19/20	Q3 19/20 Forecast	Comment
Growth and Income				
G1	Invest in 3G pitches	(100)	0	Delays in initiating the programme has resulted in the saving not being achieved in 2019/20. The programme is scheduled to start in August 2020.
G2	Income generation from non-statutory commercial waste services	(300)	(300)	Service is delivering increased chargeable waste.
G4	Fees and charges	(130)	(130)	Savings targets are on track to be delivered.
G6	CCTV	(200)	(200)	Saving delivered through renegotiation of the CCTV contract.
G7	Asset Management	(100)	0	Delays in programme outside of the service, means saving is delayed this year.
G8	Advertising	(200)	(200)	Service is more confident of achieving figures this year. Risks and mitigations are being considered.
Total		(1,030)	(830)	
Service Redesign				
S2	Parks and Open Spaces Strategy	(150)	0	Further work with local groups and modelling is required to realise potential savings.
S3	Controlled parking zones	(150)	(150)	Additional CPZ's have been added.
Total		(300)	(150)	
Reducing Demand, Promoting Independence				
R1	Levy payments to the North London Waste Authority	(300)	(300)	In line with Levy approved by NLWA.
R3	Increased productivity and reduction of overheads	(100)	0	Further work with local groups and modelling is required to realise potential savings.
R4	Additional savings from 2018/19	(200)	0	This saving is not possible as planned. The options to achieve this saving have not been approved and further alternatives will need to be re-presented as part of the budget planning process.
Total		(600)	(300)	
P2	Advertising	(150)	(150)	The new contract will commence in November and new infrastructure will be installed.
P3	Street Lighting	(150)	(150)	Despite some delays, the service is confident that savings will be delivered from November.
P5	Parking	(2,150)	(2,150)	On track for delivery.
Total		(2,450)	(2,450)	
Grand Total		(4,380)	(3,730)	

Table 3b: Community Leadership and Libraries (Environment Directorate)

Ref	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
S1	Safer Communities (CCTV)	(243)	(243)	Saving being delivered as planned
Total		(243)	(243)	

4. PRIORITIES

4.1 This section provides an update on the Committee’s priorities as follows:

- A summary of progress on Actions¹ to deliver the priority
- Performance of Key Performance Indicators (KPIs)²
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register³

4.2 The Q3 status for each of the Committee’s priorities is shown in table 4. This reflects the *overall performance on Actions, KPIs and Risks*⁴ for each priority.

Table 4: Priorities for Environment Committee

Section	Priority	Q3 Status
5.	Getting Barnet clean	Limited
6.	Keeping the borough moving	Satisfactory
7.	Getting the best out of parks and improving air quality	Good
8.	Using regulation and enforcement to reduce non-compliance and maintain our public realm	Good
9.	Creating a healthy environment	Satisfactory

¹ A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = GREEN (where no Actions RAG rated RED); Satisfactory progress = AMBER (where no more than one Action RAG rated RED) or Limited progress = RED (where two or more Actions RAG rated RED).

² KPI 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 19/20 result minus Q3 18/19 result equals difference; then difference divided by Q3 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) 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 19/20 Corporate Risk Register provides a snapshot in time (as at end December 2019). The risk ratings are: Low = 1 to 3 (GREEN); Medium/Low = 4 to 6 (YELLOW); Medium/High = 8 to 12 (AMBER); and High = 15 to 25 (RED).

⁴ The Q3 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = GREEN (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = AMBER (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = RED (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

5.1 Summary of Actions Good Progress

- 5.1.1 Overall good progress has been made. However, there is still room for improvement, which the service will make in parallel with the Street Scene transformation programme.
- 5.1.2 The communications plan has continued to be implemented, with additional communications and social media campaigns during the Christmas period, this included placing posters in leisure centres and libraries, as well as emailing charities, organisations and communication groups detailing the service changes to residents.
- 5.1.3 The service has been working with colleagues in Planning to support improvements in recycling provisions at new developments and agreement has been reached to develop a strategy to ensure planning guidance is appropriately enforced.
- 5.1.4 The 'unobstructed cleansing' trial has been completed and the results are being evaluated. This will help to inform an optimised street cleansing operations delivery plan, particularly for residential roads, and will be reported back to Environment Committee in 2020/21. Further Driver Operatives have joined the service and are being trained to use the mechanical sweeping equipment (Hakos).
- 5.1.5 As part of the work taking place to deliver improvement to street cleansing, the service has been assessing bin provision in locations across the borough and optimising the location of bins to ensure more sensible spacing/coverage.

5.2 KPIs

- 5.2.1 There are seven KPIs for this priority, which monitor waste, recycling and street cleansing activity. One KPI reported no activity in Q3. Two KPIs are annual and will be reported as part of the Residents' Perception Survey⁵. Two KPIs will be reported in Q4. Two KPIs did not meet the Q3 target.
- **Kilogram of residual HH waste produced per household (RAG rated AMBER) - 154 against a target of 149.01** This KPI has a profiled target throughout the year to take account of seasonal fluctuations. Whilst residual household waste has reduced from last quarter (157.72kg/HH), the target has been slightly missed. The increased number of new property developments in the borough can also affect waste volumes.
 - **Kilogram of total HH waste produced per household (RAG rated AMBER) - 239.72 against a target of 233.77.** This KPI has a profiled target throughout the year to take account of seasonal fluctuations. Whilst total household waste has reduced from last quarter (245.6kg/HH), the target has been slightly missed. The increased number of new property developments in the borough can also affect waste volumes.
 - **Time banded collections rolled out – 0.** The time banded collections project has been suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

⁵ Due to a number of high-level consultations, the Residents Perception Survey has been postponed until the spring 2020.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Kilogram of residual HH waste produced per household (q)	Smaller is Better	617.2 kg/HH	612 kg/HH	149.01 kg/HH	154.00 kg/HH ⁶ (A)	↓ W +3.7%	148.50 kg/HH ⁷	No benchmark available
Kilogram of total HH waste produced per household (q)	Smaller is Better	Not reported in 18/19	970 kg/HH	233.77 kg/HH	239.72 kg/HH (A)	New for 19/20	New for 19/20	No benchmark available
Residents who are satisfied with refuse and recycling services (Annual ⁸)	Bigger is Better	79% (Autumn 17)	80%	Annual	Survey on hold ⁹	No RPS 18/19	No RPS 18/19	National 79% (LGA, 2019)
Targeted communications with landlords and agents to reduce 'throw away' culture" (Annual)	Bigger is Better	New for 19/20	3	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Residents satisfied with street cleansing service (Annual ¹⁰)	Bigger is Better	60% (Autumn 17)	60%	Annual	Survey on hold ¹¹	No RPS 18/19	No RPS 18/19	National 64% (LGA, 2019)
Street cleansing ¹²	TBC	New for 19/20	Due Q4 19/20	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Time banded collections rolled out	Bigger is Better	New for 19/20	5	TBC	0 ¹³	New for 19/20	New for 19/20	No benchmark available

5.3 Risks

5.3.1 There are five risks to delivery of the actions for this priority¹⁴. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **SS011 – Reduction in household waste (risk score 12).** The review of service options has been completed and the findings are being considered by the council including the potential reintroduction of separate food waste collections in 2022. This has been included within the Reduction and Recycling Plan (RRP) submitted to the Greater London Authority (GLA) for approval.

⁶ Result is for Q2 2019/20

⁷ Result is for Q2 2018/19

⁸ Annual KPI from the Residents' Perception Survey (RPS).

⁹ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

¹⁰ Annual KPI from the Residents' Perception Survey (RPS).

¹¹ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

¹² Street Cleansing KPI is still being developed and will be reported for Q4.

¹³ Time banded collections project has been suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

¹⁴ There were seven risks, but two street cleansing risks on staff training and staff reluctance have been merged into one risk (SS019) and two recycling risks on lack of planning enforcement and lack of engagement have been merged into one risk (SS012).

- **SS012 – Flats recycling (risk score 6).** This risk relates to the improvement of waste reduction and recycling in flats. A communications campaign targeting Barnet Homes properties has been completed, providing residents with core recycling information. A feasibility study on options for improving recycling at private flat sites has been drafted.
- **SS017- Project delays (risk score 9).** The risk of delays to the rollout of projects such as time banded collections or the new data and works system is being managed by a Change Management team within Street Scene. A Street Scene approach to project management has been developed and key staff trained on the approach. Recruitment for a project manager for the data works system has been completed.
- **SS013 – Recycling and waste collection rounds (risk score 6).** Ongoing changes are being made to the rounds to improve efficiency. The bulk of this work is due to commence once the depot remedial works have been completed. This has been identified as a project by the Change Management Team.
- **SS019 - Utilise new street cleansing equipment (risk score 6).** A lack of suitably trained staff could affect full utilisation of the new street cleansing equipment. New driver operatives in the street cleansing service and staff with valid driving licences who have shown an interest are being trained. This will provide a greater pool of drivers. A dedicated street cleansing supervisor is now in place. Recruitment for further driver operatives to achieve full establishment levels remains ongoing.

5.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* and two *service risks* linked to this priority that were scored at a high (15 to 25) level in Q3.

- **STR09 - Increase in the NLWA levy (risk score 15).** The expected replacement of the NLWA Energy from Waste (EfW) facility could lead to an increase in the waste disposal levy of up to £8million per annum and additional financial costs relating to delays in the construction of the EfW. This would result in increased financial pressure on the council. In October 2019, enabling works and construction of the Resource Recovery Facility (RRF) was approved by NLWA. It was confirmed that NLWA would be able to borrow £100m from the Government on a reduced interest rate. Work has continued developing the financial strategy to build a stable budget for the Environment cost centre.
- **SS020 - Remedial work at Oakleigh Depot (risk score 20).** Issues with the Oakleigh Depot require immediate significant remedial works that will lead to service disruption for up to nine months, impacting on business continuity and delivery of services. A series of controls have been put in place, such as the implementation of a one-way traffic system and monitoring of ground movement at Oakleigh Depot. The site next to Oakleigh Depot has been temporarily procured by the council. The Harrow based collection fleet has been relocated to Oakleigh Depot. The garden waste service has been suspended earlier than planned and 12 collection rounds have had collection days changed for an interim period to reduce vehicle movements while the remedial works continue.
- **SS018 - Frontline employment and retention (risk score 16).** Difficulties in recruiting appropriate staff could lead to an increase in the use of agency staff and the impact on service delivery. Permanent positions are being offered to frontline agency staff. There was a contingency of agency staff retained over the Christmas period, which was reduced after the New Year. The use of the apprentice levy is being investigated for potential future

recruitment of apprentices, and HR have put together a presentation for the eight staff members identified who require assistance with their 'right-to-stay' paperwork.

6. Keeping the borough moving	Q3 Status
	Satisfactory

6.1 Summary of Actions Good progress

- 6.1.1 The Network Recovery Plan (NRP) for 2019/20 has progressed with 93% of carriageway and footway works completed by end December 2019. 161 schemes have been delivered, including carriageway works comprising of 22 schemes for large-scale machine patching, 99 schemes for proactive patching and 22 schemes for resurfacing; and 21 footway relay schemes.
- 6.1.2 In Q3 (October to December), the large-scale machine patching and resurfacing programme covered 15,927 square metres (0.31% of the borough network); and the footway relay schemes covered 2,624 square metres (0.13% of the borough network).
- 6.1.3 The Year 5 NRP customer perception surveys for the main carriageway resurfacing programme and footway relay programme will be conducted after individual schemes have been completed.
- 6.1.4 Asset condition surveys have been completed and the results will inform the proposals for NRP Year 6. The NRP Year 6 report for 2020/21 was presented to Environment Committee in January 2020. £6million has been allocated for NRP Year 6.
- 6.1.5 As reported in Q1, the Local Implementation Plan (LIP) funding programme was based on current “knowns” at the time of the report, which were heavily dependent on engagement with TfL to respond and approve. Contingencies and re-allocation of scheme budgets have been agreed with TfL to achieve budget spend.
- 6.1.5 Barnet will participate in Annual Local Authority Road Maintenance (ALARM) Survey to raise awareness of maintenance and funding issues as part of a collective approach across London. The data will be used to lobby the Government for a greater share of funding for highway maintenance.
- 6.1.6 The draft Transport Strategy was approved by Environment Committee on 20 January 2020. Public consultation will take place in the spring 2020, with the final report being presented to Environment Committee later in the year.

6.2 KPIs

- 6.2.1 There are three KPIs for this priority, which monitor highways repairs. One KPI met the Q3 target. Two KPIs on Category 1 and Category 2 defects were not reported in Q3. The lack of data for these KPIs has been unacceptable to the council and has been raised with Re senior managers to resolve. Regular meetings with the contractor have taken place to resolve the processing and system issues and training has been provided to staff, which has resulted in an improved position. Although the data will not be 100% accurate due to residual issues still being worked on, results will be published from February 2020.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	78.8%	100%	100%	Not reported	N/A	92.1%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	69.2%	100%	100%	Not reported	N/A	66%	No benchmark available

6.3 Risks

6.3.1 There are two risks to delivery of the actions for this priority¹⁵. These have been assessed at a medium/low (4 to 6) level and have controls/mitigations in place to manage the risk.

- **EC015 - Breakdown with development partner (risk score 4).** There are ongoing operational meetings with the Re service director to agree council priorities and ensure they are delivered. Completion of the service plan has been delayed until the end of Q4 due to other work commitments.
- **EC016 - Non-delivery of LIP spend (risk score 2 – reduced from 4).** The LIP programme is actively monitored by the council and bi-monthly meetings are held with TfL to review progress of delivery and financial spend to ensure full commitment by year-end.

6.3.2 In addition to the risks in the Annual Delivery Plan, there were two *service* risks linked to this priority that were scored at a high (15 to 25) level in Q3.

- **TS013 - Passenger Transport Services move (risk score 20).** The hand back of North London Business Park (NLBP) will necessitate the relocation of Passenger Transport Service (PTS) vehicles with operation to a suitable alternate site; not being able to secure a suitable site could result in additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Need children in and out of borough. Requirements have been provided to the projects team and several options are being considered for PTS by the service. Estates are providing updates on a potential new location for the service to be based as one of these options. PTS will remain at NLBP until the end of 2020, but uncertainty remains about the long-term arrangements for PTS.
- **PI011 - Winter Service (risk score 15 - reduced from 20).** The gritting depot is located in Harrow which 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 focus on ensuring that decisions and deployment are carried out in a timely manner. A winter plan has been produced and approved internally and the processes identified in the plan have

¹⁵ There were three risks, but two highways risks on relationship management have been merged into one risk (EC015).

been implemented and are currently operating daily. Further work is required around resource planning for priority footway gritting and this is being reviewed by Re. The long-term forecast is not suggesting there will be any snow events arising; however, this situation may change and continues to be monitored by the service.

7. Getting the best out of parks and improving air quality	Q3 Status
	Good

7.1 Summary of Actions Good progress

7.1.1 The Sports Hub masterplans for West Hendon and Barnet playing fields have progressed and will be reported to Environment Committee for decision and adoption.

7.1.2 Due to weather conditions, delays have affected the delivery of the Montrose and Silkstream programme. It is expected that both parks, including The Hub building will be completed in Q4. As sections are completed they will be opened when safe to do so. Silkstream Park was partially opened in mid-December 2019 and two new play areas were completed in Victoria Park.

7.1.3 A series of smaller parks improvement projects are underway across the borough. Additional external funding has been secured, enabling more trees to be planted (413 have been planted in Q3, increasing the overall total from 900 to 1142). The remaining trees will be planted later in the year during the appropriate planting season.

7.2 KPIs

7.2.1 There are three KPIs for this priority, which monitor parks and open spaces. One KPI met the Q3 target. One KPI in Monitor only for Q3. One KPI is annual and will be reported as part of the Residents Perception Survey¹⁶.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents satisfied with parks and open spaces (Annual ¹⁷)	Bigger is Better	77% (Autumn 17)	74%	74%	Survey on hold ¹⁸	Not reported in 18/19	Not reported in 18/19	No benchmark available
Total value of investment secured (£)	Bigger is Better	New for 19/20	100k	75k	124k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum (bi-annual) ¹⁹	Bigger is Better	New for 19/20	900	Monitor	413	New for 19/20	New for 19/20	No benchmark available

7.3 Risks

7.3.1 There are three risks to delivery of the actions for this priority²⁰. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risk.

¹⁶ Due to a number of high-level consultations, the Residents Perception Survey has been postponed until the spring 2020.

¹⁷ Annual KPI from the Residents' Perception Survey (RPS).

¹⁸ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

¹⁹ Data to be reported in Q3 and Q4 to coincide with the tree planting season.

²⁰ There were five risks. Two parks risks relating to relationship with contractor have been merged into one risk (EC008) and the risk on objections to tree planting was closed in Q2, as it was no longer considered to be relevant.

- **EC007 - Objections to masterplan proposals (risk score 8).** Further work has been carried out on the draft masterplans for Barnet and King George V Playing Fields and West Hendon Playing Fields, following the outcomes of the public consultation. A report will be presented to Environment Committee in March 2020, with the final draft masterplans. Copthall Playing Fields and Mill Hill Open Spaces masterplan was approved by Environment Committee on 11 September 2019. The service has been progressing dialogue with stakeholders to address key considerations in relation to planning, property considerations and sequencing delivery. Draft tender documents have been produced to support specialist areas of work and it is anticipated that this will be commissioned in Q4, once the draft masterplans for Barnet and King George V Playing Fields and West Hendon Playing Fields have been finalised.
- **EC008 - Delays to construction (risk score 6).** The production of the Outline Business Cases for the three sports hubs locations is scheduled to commence in Q4. In Q3, resources have been used to progress the final draft masterplans for Barnet and King George V Playing Fields and West Hendon Playing Fields following the outcomes of the public consultations. Once these draft masterplans have been finalised, resources should be available to progress the Outline Business Cases.
- **EC009 - Brexit uncertainty leading to increased costs (risk closed).** The risk was closed in Q3, as there had been no increase in cost of materials or equipment and no bidder had suggested that there is a risk of any additional costs.

8. Using regulation and enforcement to reduce non-compliance and maintain our public realm	Q3 Status Good
--	-------------------

8.1 Summary of Actions Good progress

- 8.1.1 The Safer Communities Partnership has continued to take action against littering and fly-tipping. Interventions have included publicity campaigns and neighbourhood-based engagement work to raise awareness of the enforcement approach and deter littering and fly-tipping; enforcement action against those identified as being responsible; and use of CCTV to support environmental crime investigations.
- 8.1.2 The Community Safety Team has continued to work closely with the provider to ensure an integrated tasking approach that makes effective use available information about anti-social behaviour (ASB) and environmental crime to inform taskings and deployments of enforcement officers.
- 8.1.3 Fixed Penalty Notices (FPNs) are used to support efforts to reduce non-compliance and maintain the public realm. The service has seen a substantial increase in the number of enviro-crimes where the perpetrator has been successfully identified and enforcement action taken. The number of FPNs issued for environmental crimes is on track to meet the year-end target
- 8.1.4 The number of S34 compliance visits has increased to 279 (from 83 in Q2) and is on track to meet the year-end target. The visits have made a positive impact in some persistent environmental crime hotspots by reducing fly-tipping and the inappropriate disposal of commercial waste.

8.2 KPIs

8.2.1 There are two KPIs for this priority, which monitor regulation and enforcement. Both KPIs met the Q3 target.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
FPNs issued for fly-tipping, littering and Section 34 Duty of Care offences (q)	Bigger is Better	New for 19/20	5416 (a 5% increase vs. 2017/18 baseline)	1354	2359 (G)	New for 19/20	New for 19/20	No benchmark available
S34 compliance visits carried out (q)	Bigger is Better	New for 19/20	100	25	279 (G)	New for 19/20	New for 19/20	No benchmark available

8.3 Risks

8.3.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) level and have controls/mitigations in place to manage the risk.

- **EC012 - Enforcement Contractor underperformance (risk score 6).** Contractor underenforcement could lead to ineffective enforcement action being taken against environmental crime thereby reducing the deterrent against committing these offences, which could result in an increase in crimes such as fly-tipping and littering and increased clean-up costs for the council. In Q3, over 3000 environmental offences have been detected and fines issued to perpetrators for fly-tipping, littering and Section 34 Duty of Care offences.
- **EC013 - Unsuitable enforcement action (risk score 6).** Clear communication channels are in place between the contractor and the Community Safety Team to ensure that the type of enforcement action being taken is closely monitored to ensure that it remains appropriate and proportionate.

9. Creating a healthy environment	Q3 Status
	Satisfactory

9.1 Summary of Actions Satisfactory progress

- 9.1.1 Funding from London's Go Ultra Low City Scheme (GULCS) has been confirmed for the next phase of electric vehicle charging points. 67 of the planned 80 street lighting column electric vehicle chargers are now live and the remaining units will become live in Q4.
- 9.1.2 Analysis of the feedback from the public consultation on the Cycleway from North Finchley to Hornsey was carried out and a report produced. The results of the consultation showed a mix of support and concern across the cycleway route. Officers have been considering the objections and discussing these with Members. The outcome of the consultation will be reported to the Chipping Barnet Area Committee and the Finchley and Golders Green Area Committee in due course.
- 9.1.3 Co-ordinated days of multi-agency action are an important part of the Safer Communities Partnerships' efforts to tackle crime and anti-social behaviour. During Q3, four days of partnership action took place, including in Marsh Drive (West Hendon ward) and Brent Terrace (Golders Green ward). Further multi-agency days of action are planned for Q4.

9.2 KPIs

9.2.1 There are four KPIs for this priority, which monitor a healthy environment. One KPI met the target in Q3. Three KPIs are Monitor only for Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Street lights working and in light	Bigger is Better	New for 19/20	98%	99%	99.7% (G)	New for 19/20	New for 19/20	No benchmark available
Licensing compliance visits carried out on multi-agency action days (q)	Bigger is Better	New for 19/20	25	Monitor	6	New for 19/20	New for 19/20	No benchmark available
Unlicensed HMOs identified through the multi-agency action days (q)	Bigger is Better	New for 19/20	20	Monitor	2	New for 19/20	New for 19/20	No benchmark available
Emergency prohibition orders served on accommodation as a result of risks identified through the multi-agency action days	Bigger is Better	New for 19/20	10	Monitor	0 ²¹	New for 19/20	New for 19/20	No benchmark available

9.3 Risks

9.3.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risk.

- PI022 - Ongoing Operation of the Central Management System (risk score 12 - increased from 10).** There is a risk that replacement parts for street lights may not be available and reporting of energy consumption usage data to the Meter Administrator to inform monthly energy bills may not be possible subsequent to the company going into Administration. The ad hoc replacement of equipment has achieved the required number of spare parts, The LED conversion project has continued and the Central Management System is being replaced. As a result, the requirement for ongoing spare parts will be removed when the LED project completes.
- EC014 - Lack of multi-agency co-ordination (risk score 6).** Lack of effective multi-agency co-ordination and information sharing could result in missed opportunities to identify and enforce breaches of licensing regulations. Timely, accurate and relevant information sharing is at the heart of effective partnership working. The Community Safer partnership has continued to build on and strengthen existing information sharing processes while implementing new processes where appropriate. The roll out of the Empowering Community's Inclusion and Neighbourhood Management System (ECINS) has provided an effective and secure partnership information sharing platform and the new Safer Communities Partnership ISA has been developed. Multi-agency groups and panels have ensured information is shared to allow for early intervention and problem solving.

²¹ No emergency prohibition orders were served in Q3.

The Community Safety MARAC has continued to meet regularly with partners such as the Police, London Fire Brigade, Trading Standards, Re, Barnet Homes, Social Care, Mental Health Services, DWP and the Westminster Drug Project (WDP).

9.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* linked to this priority that was scored at a high (15 to 25) level in Q3.

- **STR16 - Environmental sustainability (risk score 20).** This risk relates to the inability to adequately manage the environmental impact of resident and business activities (such as air quality, resource management and climate change), which could lead to negative long-term consequences to the local environment and result in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations. A paper on the ultra-low emission zone was presented to the Council Management Team in October 2019. The draft Transport Strategy was approved by Environment Committee on 20 January 2020.

10 REASONS FOR RECOMMENDATIONS

10.1 These recommendations are to provide the Committee with relevant budget, performance and risk information in relation to the corporate and committee priorities in the Corporate Plan (Barnet 2024) and Environment Committee Annual Delivery Plan. This paper enables the council to meet the budget agreed by Council in March 2019.

11 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

11.1 None.

12 POST DECISION IMPLEMENTATION

12.1 None.

13 IMPLICATIONS OF DECISION

13.1 Corporate Priorities and Performance

13.1.1 The report provides an overview of performance for Q3 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks to delivering the Annual Delivery Plan.

13.1.2 The Q3 2019/20 results for all Corporate Plan and Delivery Plan KPIs are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

13.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan (Barnet 2024) and Annual Delivery Plans.

13.1.4 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- Environment Committee Annual Delivery Plan
- Performance and Risk Management Frameworks.

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

13.2.1 The budget forecasts are included in the report. More detailed information on financial performance is provided to Financial Performance and Contracts Committee.

13.3 Social Value

13.3.1 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.

13.4 Legal and Constitutional References

13.4.1 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, relates to the subsidiary powers of local authorities.

13.4.2 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 section 28(4) of the Act.

13.4.3 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 recommend for approval fees and charges for those areas under the remit of the Committee.

13.5 Risk Management

13.5.1 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 (scoring 15+) risks are reported to the relevant Theme Committee and Policy and Resources Committee. In addition, the Annual Delivery Plan risks associated with the priorities for this Committee are outlined in the report.

13.6 Equalities and Diversity

13.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) 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 persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

13.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation; marriage and civil partnership.

13.6.3 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.

13.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

13.7 Corporate Parenting

13.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in carrying out any functions that relate to children and young people. There are no implications for Corporate Parenting in relation to this report.

13.8 Consultation and Engagement

13.8.1 Consultation on the new Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

13.9 Insight

13.9.1 The report identifies key budget, performance and risk information in relation to the Environment Committee Annual Delivery Plan.

14 BACKGROUND PAPERS

14.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>

14.2 Environment Committee, 14 March 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>

This page is intentionally left blank

London Borough of Barnet
Environment Committee Work Programme

June 2020 – March 2021

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
2 June 2020			
Quarter 4 Performance Report	Committee to comment on the 2019/20 Quarter 4 service performance	Chair of the Environment Committee	Non-key
Ceasing of Parks Locking: Phase 2	Committee to consider and approve the identified list Phase 2 sites.	Chair of the Environment Committee	Non-key
Remedial action for tree root damage	Committee to note the process and guidance to be considered	Chair of the Environment Committee	Non-key
Electric Vehicle Charging Points	Committee to approve electric vehicle up-date and strategy	Chair of the Environment Committee	Non-key
Fresh Water Drinking/refill Stations	Committee to agree the proposal of rolling out the initial locations Water Stations and awarding the contract.	Chair of the Environment Committee	Non-key
Parks Car Park Charging	Committee to comment and agree to consult on the draft Transport Strategy	Chair of the Environment Committee	Non-key
9 September 2020			
Quarter 1 Performance Report	Committee to comment on the 2020/21 Quarter 1 service performance	Chair of the Environment Committee	Non-key
Traffic, Parking and CPZ strategic policy review	Committee to comment on the Traffic, Parking and CPZ policy review	Chair of the Environment Committee	Non-key

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
Long Term Transport Strategy	Committee to approve the final Long Term Transport Strategy	Chair of the Environment Committee	Non-key
Time Banding Annual Report	Committee to consider the Time Banding Annual Report	Chair of the Environment Committee	Non-key
25th November 2020			
Quarter 2 Performance Report	Committee to comment on the 2020/21 Quarter 2 service performance	Chair of the Environment Committee	Non-key
Business Planning	Committee to approve the business planning report	Chair of the Environment Committee	Non-key
Fees and Charges	Committee to approve the fees and charges	Chair of the Environment Committee	Non-key
18th January 2021 – Items to be allocated			
11th March 2021			
Quarter 3 Performance Report	Committee to comment on the 2020/21 Quarter 3 service performance	Chair of the Environment Committee	Non-key

Title of Report	Overview of decision	Report Of <i>(officer)</i>	Issue Type (Non key/Key/Urgent)
Environment delivery Plan 2021/22	Committee to approve the 2021/22 Environment delivery Plan	Chair of the Environment Committee	Non-key