

	<h2>Policy and Resources Committee</h2> <h3>3 October 2019</h3>
Title	Oakleigh Depot Remedial Works
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public (with associated exempt report)
Urgent	No
Key	Yes
Enclosures	No
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Summary

This report provides a summary of the ground movement at the Oakleigh Road South Depot, and the remedial works required to correct these issues. It provides two options for the Committee to consider with the aim of mitigating the service disruptions as a consequence of the remedial works.

Officers Recommendations

That the Committee:

1. **Notes the background of the ground movement and steps taken by the contractor and officers to ensure the site is safe.**
2. **Notes the remedial works required and the service implications**
3. **Following consultation with the Chairman of the Assets, Regeneration & Growth Committee (ARG), provides authority to purchase adjacent land in line with the**

exempt report and delegates authority to the Deputy Chief Executive, in consultation with the Chairman of the Policy and Resources Committee to agree terms.

4. Provides authority for necessary expenditure by the council as detailed in the associated exempt report to ensure the continued safety of the site and service provision.

5. Delegates authority to the relevant Chief Officer, in consultation with the relevant Committee Chairman, to make any operational amendments and take decisions in respect of progressing and enabling remedial works.

1. WHY THIS REPORT IS NEEDED

1.1 The purpose of this report is to set out the ground issues at the Oakleigh Road South Depot (depot), the remedial works required, and the service implications for residents and businesses.

1.2 In 2016 the council entered into a design and build contract with Willmott Dixon to provide a new depot for the Street Scene service at Oakleigh Road South. The depot achieved practical completion on the 14 July 2017, with the Certificate of Practical Completion issued to Willmott Dixon with supplemental information, including snagging lists.

1.3 On the 19 July 2017, a number of cracks were identified on the access road. On the 20 July 2017, Willmott Dixon's operations manager contacted the authority to confirm the identification of possible ground/settlement movement. It was expected that any movement would be confirmed to be within acceptable tolerances. However, it was agreed that this would be monitored over a six-month period.

1.4 Following this initial period of visual monitoring and minor repair works, it became apparent that the ground movement was continuing, and Willmott Dixon instructed their supply chain to produce a report on the highways design, the gabion wall basket design, and the likely root cause of the movement.

1.5 A report was issued by Willmott Dixon in March 2018, which expressed the view that the original design was appropriate and highlighted several possible causes for the ground movement. On the back of this report, Willmott Dixon committed to undertaking a more robust schedule of topographical and 3D monitoring of the gabion basket, bulking facility and kerb lines. This would enable a greater monitoring of the site.

1.6 In May 2018, Willmott Dixon undertook a number of intrusive trial pits and boreholes to investigate the root cause, but these were inconclusive. Alongside this, Willmott Dixon proceeded with further patch repairs to the access road.

- 1.7 By August 2018, Willmott Dixon were monitoring ground movement monthly, issuing all findings to the authority. During the winter, it appeared that the rate of movement was slowing, with some markers showing a regressive trend. Nonetheless, Willmott Dixon continued to develop a remedial solution.
- 1.8 By June 2019, monitoring suggested a significant reduction in movement and so a six-month period of further monitoring was agreed, following which a remedial solution would need to be implemented.
- 1.9 Following concerns raised by the service, Willmott Dixon wrote to the authority, in late July 2019 with the latest monitoring results, highlighting further movement. Willmott Dixon's consultants advised that the best solution would be to progress with piled remedial works.
- 1.10 With health and safety a priority, the council has continually sought clarity on the risks associated with the ground movement, and including the possibility of structural failure of the area. The ground movement has been unusual and so it was agreed that monitoring should be at a minimum weekly, reviewed depending on circumstances.
- 1.11 The council has appointed an independent geotechnical engineering consultant and land and engineering surveying company to provide assurance of Willmott Dixon's monitoring and findings.
- 1.12 The council has been subsequently advised that further mitigations need to be put in place to reduce the traffic movement in certain areas of the depot. This has now been actioned, including a new traffic management plan, that has been developed and was implemented on 18 September 2019. This new traffic management plan involves larger vehicles refuelling at local fuel stations rather than the depot to minimise movements and weight around the impacted area. This is resulting in some additional travel time and the cost differential of fuel purchased from stations. The plan for the remedial works is likely to include provision of a fuel tank that can be used on-site.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council's priorities are health and safety, effective remedial works and minimising disruption to street scene services.
- 2.2 Willmott Dixon will be completing the required remedial works at the depot. They have proposed a comprehensive strategy that will take six-months to complete, including preparatory works and reinstatement, which includes a three-week contingency period. Detailed designs are being finalised.

- 2.3 The current remedial works proposal constitutes a contiguous piled wall, from the rear of the footpath and stretching from the gatehouse in the North and to the South of the fuel station. This piled wall will be reinforced with reinforced capping beams and ground beams. In addition, this wall will be secured by ground anchors driven to a depth of over 16 metres.
- 2.4 This solution will stabilise ground conditions as the piles will inset the slip plane and be secured deep into the London clay. Following the construction of the piled wall, Willmott Dixon will reinstate the tarmac.
- 2.5 The independent structural engineer will also analyse, evaluate and comment on the proposed design, and an assurance team will oversee the piled wall.
- 2.6 The works will cause significant disruption to the operation of the Oakleigh Road South Depot given the requirement to reduce vehicle movement. Services from this depot will be affected, but officers have identified a range of options and measures, potentially involving use of adjacent sites, to ensure that this is kept to a minimum. The expected changes are:
- Some residual waste and recycling rounds will move to Saturdays, to spread traffic movements more evenly across the week.
 - The regular winter suspension of the Green Waste service will begin approximately four weeks earlier than usual. To mitigate this impact, officers are in discussions with the North London Waste Authority about extending the opening times of Summers Lane recycling and reuse centre.
 - The MOT station will be kept open to the public, but likely with reduced opening times to minimise movement on site.
- 2.7 A comprehensive communications plan is being developed to ensure that residents understand how the changes will affect them.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Officers have been unable to identify options that have no, or lesser, impact on services. The option to do nothing was discounted due to the health and safety risk.

4. POST DECISION IMPLEMENTATION

- 4.1 If the committee agrees the recommendations:

- Remedial works are planned to start in November;
- Discussions around the potential to acquire adjacent sites will continue; and
- The communications plan for residents and businesses will be finalised and implemented.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The council's corporate plan published in spring 2019 sets out that one of the council's core purposes is to work together to ensure quality services. The corporate plan also includes a focus on ensuring services are delivered efficiently to get value for money for the taxpayer.

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

- 5.2.1 The associated exempt report provides anticipated costs associated with the reduced use of the site.

- 5.2.2 Should adjacent land be acquired, this is likely to be the most significant cost. Any acquisition is likely to be on a leasehold basis, incurring both a lease premium and a rental liability.

- 5.2.3 There are also other anticipated costs and resource implications associated with officers' time and cost implications as a result of the planning and disruption of the remedial works. The council is closely tracking time and expenditure.

- 5.2.4 The council has reserved the right to reclaim costs incurred throughout correspondence with Willmott Dixon.

5.2.5 In developing the options regard has been given to the complexity and possible cost of each option, including how impact and costs can be minimised while ensuring the continued safety of the site and maintaining the service to residents.

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. All contracts awarded are required to adhere to the Act.

5.4 Legal and Constitutional References

5.4.1 Under the council's Constitution Article 7, the Policy and Resources Committee Terms of reference include responsibility for strategic policy, finance and corporate risk management, including recommending Capital and Revenue Budget and Medium Term Financial Strategy.

5.4.2 The council has a statutory duty under section 45 of the Environmental Protection Act 1990 to arrange for the collection of waste.

5.4.3 The municipal waste provisions of the London Environment Strategy state a minimum level of service which waste authorities must undertake. The council also has a duty to undertake waste responsibilities in general conformity with the strategy. The Mayor has the power under s356 of The Greater London Authority Act 1999 to direct the council if its waste activities are considered detrimental to the implementation of the municipal waste provisions of the London Environment Strategy.

5.4.4 Under the Waste (England and Wales) Regulations 2011 (as amended) it is a requirement that every waste collection authority has in place separate collections for waste paper, metal, plastic and glass where they are necessary to facilitate or improve recovery and are technically, environmentally and economically practicable (TEEP), unless an authority could show it was not technically, environmentally or economically practicable to do so.

5.4.5 The issues covered in this report cut across the terms of reference of the Environment Committee (which is responsible for all borough-wide or cross-constituency matters relating to the street scene including...street cleaning, transport, waste... refuse, recycling...) and the Assets, Regeneration & Growth Committee (which is responsible for asset management). As such, it is appropriate for them to be determined by the Policy and Resources Committee in accordance with the following provision in Article 7, section 7.5 which states:

“If any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.” Recommendation 3. sets out a proposed delegation to the Deputy Chief Executive in consultation with the Chairman of the Assets, Regeneration & Growth Committee as it is a land matter.

5.5 Risk Management

5.5.1 A high-level risk register is in place. Risks are reviewed and updated as the project progresses. The risk of site failure is being included in the Environment risk register. Other key risks include:

- The detailed remedial design could have an implementation timeframe longer than the proposed six months. Close working will take place with Willmott Dixon, and independent assurers to validate the safety and timeframe of the proposed design.
- To manage health and safety risks, the council’s health and safety lead is reviewing proposals alongside operational staff. Additional health and safety capacity will be bought in if and when required.
- As previously mentioned, independent assurance of the remedial solution will take place to assure the council that the proposed solution is fit for purpose.
- The council is working to ensure that all costs incurred are reasonable and will continue to work closely with Willmott Dixon.
- Clear communications and engagement with key stakeholders, including residents and staff, are being developed to help mitigate the risk of dissatisfaction or confusion.

5.6 Equalities and Diversity

5.6.1 Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

5.7 Consultation and Engagement

5.7.1 Staff that will be affected by the construction works will be consulted before the construction works start. The council will also engage with the unions during the process.

5.7.2 Residents close to the depot and across the borough will be provided with clear communications once the impacts of the options are fully assessed.

5.8 Insight

5.8.1 The data captured during the monitoring of the ground movement will enable a greater understanding of the ground movement, and inform actions taken to ensure the continued safety of the site.

5.9 Corporate Parenting

5.9.1 None in the context of this decision.

6. BACKGROUND PAPERS

8.1 Not applicable