



Environment Committee

27 November 2019

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Report of	Chairman of Environment Committee
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Summary

This report provides a thematic overview of performance for Q2 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

- 1. The Committee is asked to review the budget, performance and risk information for Q2 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 **Q2 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 (Q2 2019/20)

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav) ¹	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Environment Staffing	130	130	0	0	130	0
NLWA Levy	1,572	1,822	250	0	1,822	250
Community Safety	1,935	1,961	25	0	1,961	25
Environment Mgt	3,637	3,912	275	0	3,912	275
Highway Inspection/ Maintenance	298	745	447	(447)	298	0
Parking	(545)	(545)	0	0	(545)	0
Highways and Transport Management	318	358	40	0	358	40
Advertising	(390)	(165)	225	(225)	(390)	0
Special Parking Account	(13,694)	(13,265)	429	(450)	(13,715)	(21)
Street Lighting	6,528	6,529	1	0	6,529	1
Parking and Infrastructure	(7,485)	(6,343)	1,142	(1,122)	(7,465)	20
Commercial Services	(2,011)	(2,021)	(10)	0	(2,021)	(10)
Fleet and Transport	1,446	1,387	(60)	0	1,387	(60)

¹ Adv/fav refers to an adverse or favourable position. An adverse position would be a budget overspend. An adverse variance would mean the position has got worse since the last reported period.

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav) ¹	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Ground maintenance	2,301	2,064	(237)	0	2,064	(237)
Management and Service Support	839	695	(144)	0	695	(144)
Street Cleansing	2,991	3,085	94	0	3,085	94
Waste (frontline)	6,781	8,598	1,817	0	8,598	1,817
Street Scene Management	1,121	1,180	59	0	1,180	59
Street Scene	13,468	14,988	1,519	0	14,988	1,519
Greenspaces Development	1015	1299	284	0	1299	284
Greenspaces Development	1015	1299	284	0	1299	284
Drainage (Gully)	300	445	145	0	445	145
Damage to Public Highways	36	55	19	0	55	19
Public Conveniences	50	55	5	0	55	5
N.R.S.W.A.	57	100	44	0	100	44
Private Works Reinstatement	20	20	0	0	20	0
Recharge works other	39	20	(19)	0	20	(19)
Planned Crossovers	45	45	0	0	45	0
Parking Design	61	61	0	0	61	0
Structural & Bridge Maintenance	80	80	0	0	80	0
Food Safety	16	16	0	0	16	0
Road Structural Response	500	500	0	0	500	0
Recharge work cross over	380	100	(280)	0	100	(280)
Expenditure	1,583	1,496	(87)	0	1,496	(87)
Parking Design Income (LIP)	(1,111)	(1,075)	36	0	(1,075)	36
Income	(1,111)	(1,075)	36	0	(1,075)	36
Re Managed Budgets	472	421	(51)	0	421	(51)
Grand Total	11,108	14,278	3,170	(1,122)	13,156	2,048

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Community Safety (as reported to CLL Committee)						
Community Safety	1,935	1,961	25	0	1,961	25

Service	Revised Budget	Q2 19/20 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Q2 19/20 Forecast after Reserve Move-ments	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Re Regulatory and Highways (Re Guaranteed Income – Extract)						
Hendon Cemetery	(1,773)	(1,728)	45	0	(1,728)	45
Hendon Crematorium	(1,087)	(724)	363	0	(724)	363
Pest Control	(139)	(58)	81	0	(58)	81
Scientific Services	(27)	(20)	7	0	(20)	7
Trading Standards & Licensing	(314)	(364)	(50)	0	(364)	(50)
Food Safety - Income	(97)	(60)	37	0	(60)	37
Regulatory Services (GI) sub total	(3,437)	(2,954)	483	0	(2,954)	483
Highways – (GI)	(9,359)	(4,702)	4,656	0	(4,702)	4,656
Re Guaranteed Income	(12,795)	(7,656)	5,139	0	(7,656)	5,139

2.2 The projected variance for **Environment Management** is forecasted to be an overspend of £0.275m. The projected variance for **Parking and Infrastructure** is forecasted to be an underspend of £0.020m.

2.3 The projected variance for **Street Scene**, is forecast to be an overspend of £1.519m, an improvement of £0.059m when compared to the Quarter 1 position. The key contributors to this position were Waste (frontline) – this service is forecasting an overspend of £1.817m mitigated by management actions in other areas to bring the position down to the overall forecast figure. The overspend is generated by the cost of running the service from two sites, 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. This is part of a recovery plan; however, the current budget development plans recognise the need to invest in this area subject to the final MTFs and budget processes and therefore limitations to bring down Waste below circa £1.2m overspend.

- 2.4 The projected variance 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 and a further recovery plan is in place to recover this to £0.107m overspend and further work is ongoing to help bring this in line.
- 2.5 The projected variance for **Re Managed Budgets**, is forecast to be is an underspend of £0.051m due.
- 2.6 The projected variance for **Community Safety** is forecast to be an overspend of £0.025m due to network transmissions requiring additional corrective works to the CCTV network.
- 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)	(7,656)	5,139
Other Guaranteed Income elements (non-Environment)	(4,019)	(9,033)	(5,013)
Grand Total - Re Guaranteed Income	(16,814)	(6,688)	126

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

Table 2: Capital Forecast (Q2 2019/20)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Local Implementation Plan 2016/17 and onwards	3,067	0	0	3,067	0
Highways TFL - Local Implementation Plan	3,067	0	0	3,067	0

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Footway Reconstruction	43	0	0	43	0
Traffic Management	4	0	0	4	0
Highways Improvement	323	0	0	180	(143)
Travel Plan Implementation	91	0	0	60	(31)
Carriageways	1,368	0	0	570	(798)
Highways Planned Maintenance Works Programme	40	0	0	40	0
Saracens - highways works	40	0	0	16	(24)
Drainage Schemes	70	0	0	70	0
Road Traffic Act - Controlled Parking Zones	108	0	0	75	(33)
Investment in Roads & Pavement (NRP)	7,191	0	0	7,969	778
Highways Non-TFL	9,278	0	0	9,027	-251
Old Court House - public toilets	40	0	0	40	0
Parks & Open Spaces and Tree Planting	19	0	0	19	0
Park Infrastructure	0	0	0	0	0
Victoria Park Infrastructure	611	0	0	611	0
Data Works Management system	280	0	0	280	0
Parks Equipment	107	0	0	107	0
Colindale – Parks, Open Spaces and Sports	5,300	0	0	4,739	(561)
Vehicles	2,453	0	0	2,453	0
Street cleansing and greenspaces - vehicles and equipment	1	0	1	1	0
Green spaces development project	125	0	0	125	0
Refurbish and regenerate Hendon Cemetery and Crematorium	1,435	0	0	435	(1,000)

Service	19/20 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	Q2 19/20 Forecast	Forecast variance from Approved Budget
	£000	£000	£000	£000	£000
Hendon Cemetery & Crematorium Enhancement	32	0	0	32	0
Lines and Signs	307	0	0	307	0
LED Lighting	3,800	0	0	3,800	0
Pay and Display parking machine estate upgrade	120	0	0	120	0
Moving traffic cameras	231	0	0	231	0
Controlled parking zones review	150	0	0	150	0
Highways (permanent re-instatement)	700	0	0	700	0
Other Environment	15,711	0	1	14,150	(1,561)

2.10 The main areas of slippage are Hendon Crematorium, with slippage of £1m and Colindale parks with slippage of £0.561m.

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) Committee** of £0.243m shown below in table 3b.

3.2 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 (Q2 2019/20)

Ref	Description of Savings	Savings for 19/20	Q2 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.

Ref	Description of Savings	Savings for 19/20	Q2 19/20 Forecast	Comment
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 is will commence in November and new infrastructure will be installed.
P3	Street Lighting	(150)	(150)	Savings is due to be delivered from November, there has been some delays.
P5	Parking	(2,150)	(2,150)	On track for delivery.
Total		(2,450)	(2,450)	
Grand Total		(4,380)	(3,730)	

Table 3b: CLL Committee (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.

4. PRIORITIES

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

- A summary of progress on Actions² to deliver the priority
- Performance of Key Performance Indicators (KPIs)³
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register⁴

4.2 The Q2 status for each of the Committee's priorities is shown in table 4. This reflects the *overall performance on Actions, KPIs and Risks*⁵ for each priority.

Table 4: Priorities for Environment Committee

Section	Priority	Q2 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

5.	Getting Barnet clean	Q2 Status
		Limited

5.1 Summary of Actions **Satisfactory progress**

5.1.1 Overall satisfactory 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 continued to be implemented, including a social media campaign for national recycling week and a recycling campaign targeting 15,000 flats managed by Barnet Homes in September 2019. Free litter picking equipment was promoted to community groups.

5.1.3 A Feasibility Study to identify options for better waste reduction and recycling at privately managed sites was carried out in Q1, including an assessment of bin capacity and the level of re-balancing required to support recycling. This is currently being reviewed.

² 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).

³ 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: Q2 19/20 result minus Q2 18/19 result equals difference; then difference divided by Q2 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.

⁴ 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 Q2 19/20 Corporate Risk Register provides a snapshot in time (as at end September 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**).

⁵ The Q2 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).

5.1.4 Additional funding was allocated for street cleansing improvements and options on how to use this funding, focusing on key areas such as residential roads, town centres and trunk roads, were agreed at Environment Committee on 4 June 2019. These options are being trialled and include 'unobstructed cleansing' and different street cleansing and pavement washing equipment.

5.1.5 To tidy up town centres, time banded collections were implemented in Mill Hill (July 2018) and Burnt Oak (May 2019). Further Time banded collections have been suspended for the time being after review and consideration of operational resourcing and the Oakleigh Depot works completion.

5.2 KPIs

5.2.1 There are seven KPIs for this priority, which monitor waste, recycling and street cleansing activity. Two waste collection KPIs met the Q2 target. Four KPIs are not due for reporting until Q3 or Q4. One KPI reported no activity in Q2.

- **Time banded collections rolled out – 0.** The time banded collections project is currently suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 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	158.84 kg/HH	157.72 kg/HH ⁶ (G)	↑ -2.3%	161.47 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	262.6 kg/HH	245.6 kg/HH (G)	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	Due Q3 19/20	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 ⁹)	Bigger is Better	60% (Autumn 17)	60%	Annual	Due Q3 19/20	No RPS 18/19	No RPS 18/19	National 64% (LGA, 2019)

⁶ Result is for Q1 2019/10

⁷ Result is for Q1 2018/19

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

⁹ Annual KPI from the Residents' Perception Survey (RPS).

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Street cleansing ¹⁰	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 ¹¹	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 priority¹². 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).** A review of future recycling and waste service options was completed during Q2, to support drafting of a Reduction and Recycling Plan (RRP) for the Environment Committee on 11 September 2019. This included a proposal to re-introduce separate food waste collections at houses by 2022. Reductions in overall waste produced will remain very challenging unless further changes to services are proposed.
- **SS012 – Flats recycling (risk score 6).** This risk relates to the improvement of waste reduction and recycling in flats. A communications campaign with Barnet Homes was run in September 2019. A feasibility study to identify options for increasing recycling at privately managed flat sites is under development.
- **SS017- Project delays (risk score 9 – increased from 1).** 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. The request for additional funding to recruit a project manager has been submitted. New head of service support will be in post in Oct 2019. Projects are prioritised to ensure resources are used as efficiently as possible.
- **SS013 – Recycling and waste collection rounds (risk score 6).** The service is considering ideas around round-rebalancing but this is dependent on the changes to service arising from the major works at Oakleigh Depot.
- **SS019 - Utilise new street cleansing equipment (risk score 6).** A lack of suitably trained staff could affect full utilisation of new street cleansing equipment. Staff who hold the relevant driving licenses are being trained and additional driver operatives are being recruited for the street cleansing service. All will be required to hold a full driving license and will receive training on the new equipment (mechanical brooms, HAKO's and Gluttons). A recruitment exercise was undertaken in Q2 and conditional offers were made to 11 driver operatives to work within the Street Cleansing service. A conditional offer was also made for a dedicated Street Cleansing Supervisor. Further recruitment is needed to

¹⁰ Street Cleansing KPI is still being developed and will be reported for Q4.

¹¹ Time banded collections project is currently suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

¹² 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).

achieve full establishment levels. In-house training, including on the new street cleansing equipment, is scheduled as part of the induction process.

5.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* and three *service risks* linked to this priority that were scored at a high (15 to 25) level in Q2.

- **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 an increased financial pressure on the council. Enabling works will be approved by NLWA members in September 2020, with further work being undertaken to understand the full financial impact new EfW facility will have on member authorities. A financial strategy is being developed to build a stable budget for the Environment cost centre. A Reduction and Recycling Plan was taken to Environment Committee on 11 September 2019, which put forward proposals to maximise recycling from households.
- **SS020 - Remedial work at Oakleigh Depot (NEW) (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 the depot. To remedy the risk, there is currently a search for further land for vehicle storage. There will also be changes in the delivery of operations such as implementing Saturday working during the period when the works commence and the recruitment of temporary staff to support work completions and staffing levels.
- **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 impact on service delivery. Filling vacant posts is a priority with a recruitment campaign to start soon. Permanent positions are being offered to frontline agency staff. A new supervisor has been appointed to support the delivery of frontline operations. Senior management are looking at training and development opportunities to improve staff retention.
- **TS015 - Change in LEZ and expansion of ULEZ (risk score 15).** Council vehicles will need to be replaced or retrofitted with compliant technology to meet the minimum emission standard in Low Emission Zones (LEZ) and Ultra Low Emission Zones (ULEZ) by October 2020. Two capital bids were submitted to Capital Strategy Board requesting the replacement of vehicles that will not meet the new emissions standard. A tender was accepted for the replacement of 12 refuse vehicles deploying capital of £2.4m and further work is underway to reprofile the capital allocation across the services to identify any availability within the current financial year.

6.1 Summary of Actions Good progress

- 6.1.1 The Network Recovery Plan (NRP) has successfully progressed with approximately two thirds of the main carriageway resurfacing programme being completed and over half of the footway relay programme completed by September 2019. The combination of large scale machine patching and carriageway resurfacing programme produced an output of 67,121 square metres of new road surface applied on 38 streets. The footway relay programme, meanwhile delivered 22,479 square metres of pavement renewal on 10 roads. The arrangement and planning of the carriageway patching programme continued to offer the flexibility to tackle large areas of road patching repairs also improving the outlook and appearance of the street. The programme now totals 73 roads where most of the worst road defects have been fixed using the infrared Rhino patching process.
- 6.1.2 With regards to additional investment in the highway, asset condition surveys are underway, the results of condition survey for pavements and roads will create the baseline required to formulate the prioritisation process for recommendation in the draft proposals for NRP Year 6. The NRP Year 6 report for 2020/21 will be presented to Members ahead of going to Environment Committee in January 2020.
- 6.1.3 The 2020/21 LIP funding submission was approved by Environment Committee in September 2019. It reflected the approved LIP3 document and also included work on “School Streets” pilots and additional parking proposals. As reported in Q1, the agreed programme is based on current “knowns”, which are heavily dependent on engagement with TfL to respond and approve. Contingencies are being considered for approval by the Strategic Lead and TfL to achieve budget spend, as TfL impacted schemes are unlikely to be implemented this year; this will continue to be monitored. A large value scheme at Chipping Barnet High Street is currently under construction and another at Montrose Avenue is programmed to start in early October 2019. Those LIP schemes proposing vertical measures received a mixed response from the Environment Committee, which has resulted in the need for some further design and consultation.
- 6.1.4 The service is in the process of developing the long-term Transport Strategy, with the aim for a draft strategy to be presented to Environment Committee in January 2020.

6.2 KPIs

- 6.2.1 There are three KPIs for this priority, which monitor highways repairs. One KPI met the Q2 target. Two KPIs on Category 1 and Category 2 defects were not reported in Q2 due to resource issues in Conway Aecom.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 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

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	78.8%	100%	100%	Not reported	N/A	92.8%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	69.2%	100%	100%	Not reported	N/A	78.9%	No benchmark available

6.3 Risks

6.3.1 There are two risks to delivery of the actions for this priority¹³. 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).** The new Re Service Director is in place and joint meetings are being held regularly with LBB clients to agree and delivery key priorities.
- **EC016 - Non-delivery of LIP spend (risk score 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. Barnet's LIP funding allocations have been fully committed in the past three years and this is expected to continue in the future. The LIP3 programme has been approved for the next three years.

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 Q2.

- **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. The depot project team are undertaking space planning exercise for vehicle parking and office space. The service is continuing to work with Estates to identify an operationally suitable location for the Passenger Transport vehicles. The current lease agreement for the service to remain at North London Business Park is to be extended to June 2020.
- **PI011 - Winter Service (risk score 20 - increased from 15).** The relocation of the gritting depot from Barnet to Harrow could lead to increased travel time and the effectiveness of the service. As there is no other alternative available during this winter season, this risk will focus on ensuring that decisions and deployment are carried out in a timely manner. Progress has not been made by Re in drafting a new Winter Service Plan. Concerns have been raised with the new Re Director The site identified at Mays Lane for relocating the gritting depot was not considered to be suitable. Concerns about the availability of drivers

¹³ There were three risks, but two highways risks on relationship management have been merged into one risk (EC015).

to assist the Highways DLO in delivering the Winter gritting service. This has been reflected in an increased likelihood score.

7. Getting the best out of parks and improving air quality	Q2 Status
	Good

7.1 Summary of Actions Good progress

7.1.1 The Sports Hub masterplans for West Hendon, Barnet/King George V and Copthall playing fields progressed, with Copthall playing fields approved at Environment Committee in September 2019.

7.1.2 Montrose/Silkstream and Victoria Park masterplans also progressed and are on track to deliver improvements by the end of year. A series of smaller parks improvement projects are underway across the borough. The Tree Planting programme has progressed well and the planting of 811 trees will resume 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 Q2 target. Two KPIs are annual and will be reported in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents satisfied with parks and open spaces (Annual ¹⁴)	Bigger is Better	77% (Autumn 17)	74%	74%	Due Q3 19/20	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	50k	96.6k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum (bi-annual) ¹⁵	Bigger is Better	New for 19/20	900	Due Q3 19/20	Due Q3 19/20	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 priority¹⁶. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risk.

- **EC007 - Objections to masterplan proposals (risk score 8).** The public and stakeholder consultation for Barnet and King George V Playing Fields, and for West Hendon Playing Fields ran for eight weeks and closed on Sunday 28 July. The appointed consultant, SLC, analysed the outcomes of the public and stakeholder consultations. As a result, SLC and council officers met to discuss potential changes to the masterplans and further work will be carried out by SLC and the council. For Copthall the most recent round of public consultation commenced on 5 April 2019 and closed on 17 May 2019. The results of the consultation are being analysed.

¹⁴ Annual KPI from the Residents' Perception Survey (RPS).

¹⁵ Data to be reported in Q3 and Q4 to coincide with the tree planting season.

¹⁶ 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.

- **EC008 - Delays to construction (risk score 8).** To manage the risk of delays to the construction programme, SLC (The Sport, Leisure and Culture Consultancy) has been appointed to produce a feasibility study to help identify project risks for Barnet and King George V Playing Fields, and West Hendon Playing Fields. A consultant has been appointed to assist in the development of the draft masterplan for Cophall. For the Sports Hubs master planning projects work will be carried out to identify risks associated with the development of the sites. This will be undertaken as part of the development of an Outline Business Case.
- **EC009 - Brexit uncertainty leading to increased costs (risk score 8).** Procurements and contracts for works will take into account, where possible, any known and unknown factors to mitigate this risk.

8.	Using regulation and enforcement to reduce non-compliance and maintain our public realm	Q2 Status
		Good

8.1 Summary of Actions Good progress

8.1.1 The Safer Communities Partnership continued to take action against littering and fly-tipping. The interventions 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.

8.2 KPIs

8.2.1 There are two KPIs for this priority, which monitor regulation and enforcement. Both KPIs met the Q2 target.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q2 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	1491 (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	83 (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 – reduced from 9).** 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 clean-up costs for the council. A tasking and coordination framework has been implemented to ensure the resources are appropriately tasked and a robust performance contract monitoring regime is in place.

- **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	Q2 Status
	Satisfactory

9.1 Summary of Actions Satisfactory progress

- 9.1.1 The switch on of the 40 Electric Vehicle Chargers was delayed until late October 2019 to allow time for installation of new advisory signage and to consider the implications of installations within controlled parking areas. The priorities for the remaining 40 chargers have been revised to ensure more parity across the ward boundaries. Locations have been identified and are due for installation in late 2019/early 2020. In addition, eight standalone low-level chargers are due to be installed within the Colindale CPZ in late 2019.
- 9.1.2 Analysis of the feedback from the public consultation on the Cycleway from North Finchley to Hornsey was carried out and a draft report produced and discussed by officers and ward members. The results of the consultation show a mix of support and concern across the cycleway route, and additional work is in progress to better understand the detail of the concerns raised especially in one area affected by the proposals.
- 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. While multi-agency action days took place in Q2, these focused on police interventions rather than compliance visits. Further multi-agency days of action are planned for Q3.

9.2 KPIs

- 9.2.1 There are four KPIs for this priority, which monitor a healthy environment. One KPI on street slighting met the target in Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
Street lights working and in light	Bigger is Better	New for 19/20	98%	99%	99.6% (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	0 ¹⁷	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	0 ¹⁸	New for 19/20	New for 19/20	No benchmark available

¹⁷ No licensing compliance visits were carried out as a result of multi-agency actions days in Q2.

¹⁸ No HMO multi-agency action days were held in Q2.

Indicator	Polarity	18/19 EOY	19/20 Target	Q2 19/20			Q1 18/19	Benchmarking
				Target	Result	DOT	Result	
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 ¹⁹	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 10).** There is a risk that replacements 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 service provider, Barnet Lighting Services, has reported that the agreements reached with Lucy Zodion to ensure that the energy data is provided as required each month to the Meter Administrator is working well. Replacement parts are not currently being manufactured and as a result existing stock levels are very low; however, there are no lights not working due to the unavailability of spares. The additional costs charged by Lucy Zodion are still being covered by the Barnet Lighting Services with no additional costs being charged to the council. The commencement of the LED conversion project trial sites has at this stage alleviated the remaining risk of replacement stock as the equipment removed has been placed in stock for ongoing repairs. Once the main project programme commences this will further improve this position.
- 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 implanting new processes where appropriate. Multi-agency groups and panels ensure information is shared to allow for early intervention and problem solving. The use of the ECINS system, which facilitates effective partnership information sharing, has now been rolled out to the DV MARAC and IOM panel as well as its continuing use at the CS MARAC. Regular CS MARAC multi-agency problem solving meetings in place with police, trading standards, re. etc.

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 Q2.

- 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

¹⁹ No HMO multi-agency action days were held in Q2.

and targets not being met; financial consequences; and not protecting the environment for future generations. In Q2, evidence has been compiled for the new Transport Strategy and a draft version will be presented to Environment Committee on 20 January 2020. Work on the longer-term mitigations is still ongoing.

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 Q2 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks to delivering the Annual Delivery Plan.
- 13.1.2 The Q2 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 consider for approval fees and charges for those areas under the remit of the Committee.

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

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

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.

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>