



Agenda

Environment and Housing Management Committee

Wednesday, 14 September 2016 at 7.00 pm
Council Chamber - Town Hall

Membership (Quorum – 3)

Cllrs Hossack (Chair), Poppy (Vice-Chair), Cloke, Mrs Coe, Mrs Davies, Mrs Fulcher, Russell, Mrs Squirrell and Tumbridge

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Head of Paid Service

Town Hall
Brentwood, Essex
06.09.2016

Information for Members

Substitutes

The names of substitutes shall be announced at the start of the meeting by the Chair and the substitution shall cease at the end of the meeting.

Where substitution is permitted, substitutes for quasi judicial/regulatory committees must be drawn from Members who have received training in quasi- judicial/regulatory decision making. If a casual vacancy occurs on a quasi judicial/regulatory committee it will not be filled until the nominated member has been trained.

Rights to Attend and Speak

Any Members may attend any Committee to which these procedure rules apply.

A Member who is not a member of the Committee may speak at the meeting. The Member may speak at the Chair's discretion, it being the expectation that a Member will be allowed to speak on a ward matter.

Members requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting.

Point of Order/ Personal explanation/ Point of Information

Point of Order

A member may raise a point of order at any time. The Mayor will hear them immediately. A point of order may only relate to an alleged breach of these Procedure Rules or the law. The Member must indicate the rule or law and the way in which they consider it has been broken. The ruling of the Mayor on the point of order will be final.

Personal Explanation

A member may make a personal explanation at any time. A personal explanation must relate to some material part of an earlier speech by the member which may appear to have been misunderstood in the present debate, or outside of the meeting. The ruling of the Mayor on the admissibility of a personal explanation will be final.

Point of Information or clarification

A point of information or clarification must relate to the matter being debated. If a Member wishes to raise a point of information, he/she must first seek the permission of the Mayor. The Member must specify the nature of the information he/she wishes to provide and its importance to the current debate, If the Mayor gives his/her permission, the Member will give the additional information succinctly. Points of Information or clarification should be used in exceptional circumstances and should not be used to interrupt other speakers or to make a further speech when he/she has already spoken during the debate. The ruling of the Mayor on the admissibility of a point of information or clarification will be final.

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Evacuate the building using the nearest available exit and congregate at the assembly point in the North Front Car Park.



Minutes

Environment and Housing Management Committee Wednesday, 15th June, 2016

Attendance

Cllr Hossack (Chair)	Cllr Mrs Fulcher
Cllr Poppy (Vice-Chair)	Cllr Russell
Cllr Cloke	Cllr Mrs Squirrel
Cllr Mrs Coe	Cllr Tumbridge
Cllr Mrs Davies	

Also Present

Cllr Mrs Hubbard
Cllr Parker
Linda Skinner

Officers Present

David Carter	- Senior EHO (Team Leader)
Mike Dun	- Trade Waste Officer
Zoey Foakes	- Governance & Member Support Officer
Helen Gregory	- Interim Head of Housing
Nicola Marsh	- Housing Manager
Wayne Richardson	- Building Surveyor
Dawn Taylor	- Business Support Services Manager

45. Apologies for Absence

No apologies for absence were received.

46. Minutes of the Previous Meeting

The minutes of the Environment and Housing Management Committee on 9th March 2016, were approved and signed as a true record, subject to an amendment request by Cllr Tumbridge to Minute 384 to state that the previous minutes be approved rather than agreed.

47. Co-option of Tenants Representatives

The report set out proposals to co-opt representatives of Tenants Talkback into the Environment and Housing Management Committee for housing related items, in accordance with the Council constitution and with the previously approved Tenant Participation Compact.

Cllr Hossack MOVED and Cllr Poppy SECONDED the recommendations in the report be approved that:

- 1. Tenant Talkback be invite to send two representatives to each meeting of the Environment and Housing Management Committee where housing items are to be discussed.**
- 2. The representatives of Tenant Talkback be co-opted onto the committee for the duration of the consideration of these items, and have the right to speak, but not vote.**
- 3. The Head of Housing and Benefit Services be requested to arrange appropriate training of the representatives.**

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY.**

REASON FOR RECOMMENDATION

Tenants Talkback play an integral role in the decision making process; Tenants Talkback is consulted and able to influence on all new policies and improvements within the housing service before implemented, as part of their scrutiny role.

48. Verbal update from the Chair

Updates were received from Officers on:

Textile Collection Scheme

An update was given on what has been collected and the financial return from Essex Textiles and Essex County Council. There had been limited feedback from the public and no negative comments from the Charity sector.

Three Arch Bridge Estate – Balcony Refurbishment

Information was received on who had been awarded the tender where a contract was in draft stages. An anticipated start date, completion date and tender value were notified.

Housing Stock Condition Survey

A tender had been awarded and with anticipated start dates, completion date and tender value informed.

Drake House Central Heating

A tender had been awarded and with anticipated start dates, completion date and tender value informed.

Love Essex Litter Campaign

The campaign had a new look with the same objective – to combat litter and put pressure on offenders to change their anti-social behaviour. Planned event dates including Recycling/Litter awareness events for the campaign had been put in place, and will be circulated to all Members and Parish clerks.

Fly-Tipping

Fly-tipping statistics were given which included estimated fly-tipping clearance and disposal costs. Additional signage had been erected as well as additional covert surveillance in areas that were “hotspots”. It was hoped that evidence acquired with the use of the covert surveillance would result in the issuing of fixed penalties, or if deemed appropriate, prosecution would be considered.

West Horndon Waste and Recycling Collection Pilot Scheme

West Horndon residents were issued with a bin for dry recyclables and another one for general waste. The full details of this pilot scheme would be brought back to Committee.

This was noted by Members of the Committee.

49. Performance Presentations

A presentation on Key Performance Indicators was given to the Committee by the Interim Head of Housing.

Overall, the results were pleasing and quarterly targets were met or very close to the target.

Environmental Health and Operational Services presented on Performance Indicators for litter/fly-tipping.

There were 11 mobile cameras around the Borough with flexibility to relocate them in order to target “hotspot” sites when required.

The presentation was positively received by the Committee. The Committee did ask officer Mike Dun to present back to Committee on a yearly basis recyclable rates.

This was noted by Members of the Committee.

50. Brentwood Garage Sites Update

The report provided an update on the progress for delivering the Garage Site redevelopment proposal.

In September 2015 the committee granted approval to procure a Registered Provider (RP) developer framework, to acquire and redevelop Magdalen Gardens, and for redevelopment of Fawters Close for older people's housing to remain in Council ownership.

By January 2016 with significant changes to the funding of local authorities, the Council sought to identify alternative revenue funding streams for the General Fund. The Council were exploring how garage site redevelopment could generate revenue funding for the General Fund.

The financial assessment was ongoing. Whilst this was taking place, the procurement of an RP framework had been placed on hold pending the outcome of the assessment. It was the intention that the Council would invest the Right To Buy Capital Receipts with the RP framework partners. As it was on hold, consultants had been commissioned to procure a building contractor for Fawters Close and Magdalen Gardens. That would contribute towards the Council meeting in December 2016 Right To Buy Capital Receipt expenditure target.

A separate project management tender would be undertaken to seek architectural advice, contracts administration and cost management throughout the construction process to completion and handover, as there would be no in-house development team.

A report would be brought back to Committee in September 2016 with more information once options had been discussed with Members.

Cllr Hossack MOVED and Cllr Cloke SECONDED the recommendations set out in the report be approved that:

- 1. Delegated authority was granted to seek tenders to produce a building contractor for the redevelopment Fawters Close and Magdalen Gardens.**
- 2. Delegated authority was granted to seek tenders to appoint consultants to provide architectural advice, contracts administration and cost management throughout the construction process to completion and handover, as there was no in-house development team.**
- 3. Delegated authority was granted to the Chief Executive and Finance Director in consultation with the Chair of Environment and Housing Management Committee to award the building contract to the successful building contractor within the approved budget.**

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY.**

REASONS FOR DECISION

The council would progress the design to tender and the procurement of a building contractor for Fawters Road and Magdelan Gardens directly, pending the outcome of the financial assessment.

It would contribute towards the council meeting its Right To Buy Capital Receipt expenditure targets for December 2016.

51. New Housing/Planning Act 2016

On Thursday 12 May 2015, the Housing and Planning Act received Royal Assent. The Housing and Planning Bill was introduced in the House of Commons on 13 October 2015 by the Secretary of State for Communities and Local Government.

The key changes in the new Housing and Planning Act 2016 that would impact the Council's housing department were:

- The requirement to Sell our higher value vacant properties to fund the voluntary Right to Buy for Housing Association tenants.
- The implementation of the "Pay-to-Stay" policy which required the Council to increase the rent to tenants earning higher incomes.
- Secured tenancies, the introduction of a new fixed 10 year tenancy agreement.

The Council needed to plan to make financial provision for the changes and adjustments had to be made in service delivery.

The Interim Head of Housing was to report back to a future Committee when more information on this Act had been publicised.

Cllr Hossack MOVED and Cllr Poppy SECONDED the recommendation set out in the report be approved that:

- 1. Members of the Committee were requested to note the contents of the report.**

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**.

52. Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016

The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 came into force on 9th May 2016.

These regulations introduced a new fixed penalty notice for fly tipping of waste offences under section 33 of the Environment Protection Act 1990.

The default fixed penalty amount set in the regulations is £200, however it was open to councils to set alternative rates up to a maximum of £400.

Officers were looking into a number of different deterrents and ways to address this important issue.

Cllr Hossack MOVED and Cllr Poppy SECONDED the recommendations set out in the report be approved that:

- 1. Members agreed to set a fixed penalty amount of £400 to provide a greater deterrent to fly tipping and help towards the recovery of costs to the Council of this activity.**
- 2. Members do not set a reduced amount for the early payment of this fixed penalty due to the significant harm caused by fly tipping.**
- 3. Members delegate to the Environmental Health Manager authority to implement a scheme for the issuing of fixed penalties for the unauthorised deposition of waste.**

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**.

REASON FOR RECOMMENDATION

Fly tipping was a serious problem in Brentwood and used resources of the Authority when tips had to be cleared from public land. It was burdensome for private land owners who were unfortunate enough to have land targeted by tippers.

The imposition of a £400 fixed penalty for fly tipping would allow officers investigating these offences, where sufficient evidence was available, to deal with smaller scale fly tips by way of fixed penalty notices where appropriate, and in some cases avoid the need for lengthy and expensive court proceedings that could be reserved for the larger scale offence which occur.

A fixed penalty notice of £400 would deter many would be household fly tippers and leave more resources remaining for the investigation of the offences committed by a hard core of professional offenders.

53. Waste Strategy Group

At Environmental Committee on 20th January 2015, it was unanimously resolved to develop a cross party Waste Strategy Working Group to meet and develop a Waste Strategy for the Council in line with the Essex Waste Management Partnership. It was agreed that the working group would report back to Committee with key recommendations for the future of waste related items.

The original Members consisted of Cllr Hossack, Cllr Poppy, Cllr Sleep, Cllr Squirrell and Cllr Barrett as well as Officers from Street Scene. Cllr Cloke volunteered himself to joining this group replacing Cllr Sleep.

Dates for the Waste Strategy Group meetings were scheduled for:

- 4th July 2016
- 7th September 2016
- 23rd November 2016
- 22nd February 2017

Items that would be addressed at the Waste Strategy Group meetings consisted of:

- Consider ways to limit the amount of black bag waste that's generated and therefore collected.
- Look at Bring Sites – for example “hotspot” locations
- Strategies to encourage waste minimisation
- West Horndon bin pilot scheme
- Garden waste bins
- Early presentation of waste
- Review Essex County Councils Waste Strategy Report

Cllr Hossack MOVED and Cllr Poppy SECONDED the recommendations set out in the report be approved that:

- 1. Members approved that the Waste Strategy Group continued to meet and develop the Waste Strategy for the Council in line with the work that had been undertaken through the Essex Waste Management Partnership.**
- 2. The working group report back to the Environment and Housing Management Committees and commit to meeting four times a year (prior to Panel meetings).**
- 3. Original Members remained on the group and that one more Member be elected to replace Cllr Sleep.**

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY.**

REASONS FOR DECISIONS

To enable a cross party group to discuss ideas/research and bring recommendations back to Panel.

54. Urgent Business - Papworth Home Improvement Agency

Brentwood Borough Council works in partnership with Papworth Trust to provide a Home Improvement Agency (HIA) service, which gave assistance to elderly and vulnerable residents to obtain adaption's for disabilities, small repairs, access to funding for housing repairs and other services.

A report was presented to Environment and Housing Management Committee on 9th December 2015.

Members agreed to extend the Borough Council's contract with Papworth to 31st March 2016 at the December meeting.

Essex County Council extended the contract period further to 31st March 2017.

Cllr Hossack MOVED and Cllr Poppy SECONDED the recommendations set out in the report be approved that:

- 1. Members agreed to extend the time period for the service level agreement with Papworth to 31st March 2017.**
- 2. Officers were instructed to report back on the outcome of Essex County Council's procurement exercise for the future provision of Home Improvement Agency services for the Borough.**

A vote was taken by a show of hands and it was **RESOLVED UNANIMOUSLY**.

REASONS FOR DECISIONS

To ensure continuity of services provided by the HIA in line with the Essex agreements.

55. Termination of Meeting

In accordance with Rule 28 of the Council's Rules, the business of the meeting not having been concluded by two hours after its start, the Committee voted to continue with the meeting for 30 minutes.

56. Urgent Business - Parking Order

In 2015 Housing Services were asked by Members and Residents to review and implement parking enforcement over three Housing owned sites, Gibraltar House, Mayflower House and The Keys Eagle Way.

At Environment and Housing Management Committee in March 2016 it was agreed by Members that these car parks be included in the parking order.

The final costs for parking permits needed to be agreed.

A meeting was booked for the 5th July at 17.30 in the Town Hall where affected residents and businesses would be consulted on the proposed costs.

Cllr Hossack MOVED and Cllr Poppy SECONDED the recommendations set out in the report subject to an amendment to recommendation 2 as set out below:

- 1. The Committee approved the request to enable the Head of Housing to develop pricing mechanisms in relation to parking permits on Housing Owned sites.**

2. **Committee agreed for final decisions on pricing mechanisms to be made under Delegated Authority by the Interim Head of Housing in conjunction with the Chair of the Environment and Housing Management Committee.**

A vote was taken by show of hands and it was **RESOLVED UNANIMOUSLY**.

REASONS FOR DECISIONS

The Committee was asked to note the request from Members and residents to enforce parking in these three car parks and the prior approval by Members in March 2016 to include the car parks in the order.

The Committee was asked to note the length of time this problem had been going on.

The meeting concluded at 21.10.

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14 September 2016

Environment & Housing Management Committee

Assessment of Bring Sites

Report of: Dawn Taylor – Business Support Services Manager

Wards Affected: Brentwood South; Herongate, Ingrave and West Horndon; Hutton North; Pilgrims Hatch; Warley

This report is: Public

1. Executive Summary

- 1.1 The Council currently maintain five bring sites in the Borough and there are ongoing contamination issues at the following bring sites: Brentwood Centre, Rayleigh Road and the Town Hall. The West Horndon site had similar issues, however this was closed as of 12 August 2016.
- 1.2 The Environment Panels of 16 September 2014 and 12 November 2014 recognised the issues; since then the bring sites at Blackmore village hall, Crown corner, Hunter Avenue car park, Mountnessing village hall, and William Hunter Way have been closed. The Waste Strategy Group of 4 July 2016 acknowledged there were continuing adverse issues at the remaining bring sites and as such suggested closure of at least two sites.
- 1.3 The Waste Strategy Group on the 4 July 2016 suggested that the bring site at Warley should remain and be extended to incorporate other waste elements, such as small household waste electrical equipment.

2. Recommendations

- 2.1 **That the Committee agree to the immediate closure of the following bring sites: Brentwood Centre, Rayleigh Road and the Town Hall.**
- 2.2 **That the Committee recognise that a number of residents wish to continue to dispose of their recyclables at a bring site, therefore the bring site at Warley should receive additional investment and be enhanced.**

3. Introduction and Background

- 3.1 Bring sites are subject to fly-tipping, vandalism and the illegal deposit of trade waste. This has a detrimental impact on the quality and quantity of the dry recycling collected, as well as adverse financial implications, as the quantity of non-recyclable waste items being left at a bring site is increasing.
- 3.2 These issues were recognised by the Environment Panel on 16 September 2016 and 12 November 2014. The Waste Strategy Group have also discussed the issue of the value of the bring sites.

4. Issue, Options and Analysis of Options

- 4.1 Operational services have provided greater attention by increasing the frequency of visits to the bring sites, however the presence of non-recyclable waste items require the attention of the residual waste crews and street care teams incurring additional expenditure.
- 4.2 The residual waste crews collect an estimated 125 tonnes as residual waste on an annual basis. This tonnage will include an element of dry recyclable waste which will have been deposited in good faith; with the closure of the suggested bring sites this will encourage residents to use the kerbside services, ensuring their material is processed accordingly.
- 4.3 The material recycling contract requires a low contamination rate and the containers emptied at a bring site are known to contain non-recyclable material which is not apparent to a collection crew until the container has been tipped. Collection crews are aware of the need to minimise the collection of contamination but it is difficult, on occasions, for this to be noticed until after tipping.
- 4.4 Signage at the bring sites is clear about what recyclables can be deposited and warnings of covert surveillance have had a negligible impact on the behaviour of some of the users of the bring sites.
- 4.5 It should be noted that the previous closure of six bring sites did not result in waste continuing to be deposited at those sites.

5. Reasons for Recommendation

- 5.1 It is recognised that bring sites played an important part in the past but they are now regarded as an anachronism with the comprehensive kerbside collection services now provided by the Council. Dry mixed

recyclables are collected on a weekly basis as residual waste, negating the need for residents to seek alternate methods of disposal.

- 5.2 The non-recyclable waste material deposited at bring sites has an adverse impact on the street scene and can also be hazardous for example, at Rayleigh Road bring site - broken glass is regularly scattered about the adjacent play area and material was used to start a fire which damaged a piece of play equipment. This has raised concerns about young persons using the play area safely.
- 5.3 The Brentwood Centre bring site has ongoing issues, which have been identified by the CEO of the Brentwood Leisure Trust – please see Appendix A for a copy of a letter dated 25 August 2016 supporting the closure of this bring site. The Brentwood Centre has a high profile in the borough and the presence of the bring site is not a welcome one for residents and others visiting the centre. Further benefits with the closure will be an improvement to the quality of the local environment and the additional car parking spaces that will be freed up.
- 5.4 The Town Hall bring site also has a detrimental impact on the immediate environment and the image of the Town Hall.
- 5.5 The bring sites incur significant costs and the closure of the bring sites suggested will enable better use of resources.
- 5.6 Residual waste crews have to visit each bring site on average three times a week to tip at least 50% of the recycling containers. The man hours of over 700 hours equates to costs in excess of £13,000 p.a. with an additional £3,000 p.a. cost attributed to the attention provided by the street care teams. Recycling collections also incur similar costs to the residual waste collections. The diverted costs will enable resources to be better utilised elsewhere.
- 5.7 Unmanned bring sites are open to abuse, but the Operational Services will be able to monitor and control with greater scrutiny the use of the bring site at Warley as it is immediately located adjacent to the Works Depot.
- 5.8 It is intended to upgrade the Warley bring site to improve its appearance and to ensure that abuse is limited. Containers will be renewed at a cost of £2,700, with the addition of a container for small household electrical items. Signage, barriers and surfaces will also be improved at an estimated cost of £5,000 to £6,000 and, depending upon location

additional surveillance cameras will be deployed at an estimated cost of up to £5,000.

- 5.9 If the closures are approved, signage will be erected at those sites stating that they are closed and indicating available disposal sites: e.g. Warley bring site, RCHW sites at Mountnessing and Coxtie Green Road, Brentwood.

6. References to Corporate Plan

- 6.1 The approval of the recommendations will benefit the street scene and environment.

7. Implications

Financial Implications

Name & Title: Ramesh Prashar, Financial Services Manager

Tel & Email: 01277 312 513 ramesh.prashar@brentwood.gov.uk

- 7.1 Any expenditure incurred in the closure of the bring sites and the enlargement of the Warley bring site, will be contained within existing budgets.

Legal Implications

Name & Title: Saleem Chughtai, Legal Services Manager

Tel & Email: 01277 312 500 / Saleem.chughtai@brentwood.gov.uk

- 7.2 There are no immediate implications arising from the recommendations contained within this report.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 7.3 None.

8. Background Papers (include their location and identify whether any are exempt or protected by copyright)

- 8.1 None.

9. Appendices to this report

- **Appendix A** – Letter from the CEO of Brentwood Leisure Trust

Report Author Contact Details:

Name: Dawn Taylor

Telephone: 01277 312668

E-mail: dawn.taylor@brentwood.gov.uk

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25th August 2016

Dear Councillor Hossack

Recycling bring site Brentwood Centre

I have been made aware of the intention to close the recycling site at the Brentwood Centre.

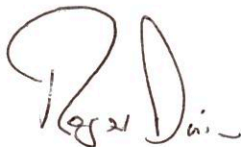
Whilst I am always fully supportive of any recycling initiative the issues we have had here over the years are that it has become more of a dump than a recycling area with huge amounts of rubbish (especially at weekends) being left stacked, quite often in front of half full bins, meaning no one can get near them because of this.

Whilst we have pest control measure in place vermin have been reported to us on several occasions which is not conducive to good customer relations especially the young families who attend.

In terms of losing the facility at the Centre I would offer my full support on the basis of the above as it is becoming increasingly more difficult to monitor and ensure the area remains tidy.

If you need any further information in regards to this matter please do not hesitate to contact me.

Kind regards.



Roger Davinson

CEO/BLT

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14 September 2016

Environment and Housing Management Committee

Orchard Housing Software Upgrade

Report of: *Helen Gregory, Acting Head of Housing*

Wards Affected: *None*

This report is: *Public*

1. Executive Summary

1.1 This report sets out a business case for the upgrade of the council's Housing Management System, Orchard Housing.

1.2 A free upgrade of the software will benefit both customers and staff delivering the service due to the following reasons:-

- The new software has been developed to accommodate the latest housing legislation (eg U/C, RTB rules).
- It offers better functionality that will enable staff to communicate easier with customers due to new features.
- As the department currently run a very old unsupported version of the software, the supplier is not at present obliged to deal with support calls or 'bugs'. This would no longer be an issue and the risk would be removed.
- Better system security.

2. Recommendation

2.1 To grant delegated authority for the Head of Service to proceed with the upgrade of Orchard Housing.

3. Introduction and Background

3.1 The council's Housing Management system, Orchard Housing, is currently running on Service Pack 09. The system was last upgraded in 2013 and since then, the supplier has published 6 upgrades. Each version will include new features, bug fixes and enhanced performance. By delaying

the upgrade further, the council and its customers will not benefit from the improvements and at present, supplier assistance in cases of malfunction is limited as the version is unsupported.

3.2 The Orchard software is designed to maximise income collection, manage repairs, process housing applications, manage Right to Buy applications and is a central location for customers' contact details. The system therefore underpins the function of the Housing Services and the improvements within the new software will result in an improved service as part of the council's Transformation programme.

3.3 As part of the implementation, adequate training will be provided to all users. Staff will also be provided with unlimited access to an upgraded test environment to help with familiarisation. This will ensure that there is no disruption to the service after the system is upgraded.

4. Issue, Options and Analysis of Options

4.1 Option 1 – Carry out the upgrade
Option 2 – Do not upgrade

4.2 Option 1 will position the council's Housing Management system in line with modern software designed with recent legislation in mind, will provide a better service to customers and will allow staff to work more efficiently and increase productivity.

4.3 The option to upgrade will require necessary training for relevant staff.

4.4 Option 2 is not recommended because the lack of adequate vendor support poses a risk to the business. In addition, the department would not benefit from the improved functionality contained in the latest version of the software.

4.5 Proposed Timetable:

Action	Start Date	End Date
Organise site visits / supplier demo	08/08/2016	12/08/2016
Document business processes	22/08/2016	02/09/2016
Install new release on test environment	29/08/2016	02/09/2016
Create test plan	12/09/2016	16/09/2016
Functionality testing	26/09/2016	14/10/2016
Staff training	17/10/2016	11/11/2016
Upgrade live database and 'go-live'	03/12/2016	05/12/2016

5. Reasons for Recommendation

5.1 Assessing all the options, option 1 is recommended as the most advantageous option for the Council and supports the 'Getting our House in Order' transformation programme for the housing department. There are no additional costs for the software. This option would provide the following benefits:-

- Improved service to customers and more effective tools for staff
- Current software in line with current legislation
- Improved functionality will enable staff to communicate easier with customers due to new features
- More effective supplier support
- Increased system security
- Better software reliability

6. Consultation

6.1 Staff will be regularly consulted and will conduct visits to other Councils who have already successfully upgraded to the new version of Orchard to familiarise themselves with the new functionality and performance.

6.2 Tenants Talkback will be consulted.

7. References to Corporate Plan

7.1 Improving service delivery will meet the Council's commitment to service improvements and increased customer satisfaction.

8. Implications

Financial Implications

Name & Title: Ramesh Prashar, Financial services Manager

Tel & Email: 01277 312 513 ramesh.prashar@brentwood.gov.uk

There are no additional costs for the new software. The Council has a service level agreement with Orchard of £6,979 per annum which incorporates upgrades.

Legal Implications

Name & Title: Daniel Toohey, Monitoring Officer

Tel & Email: 01277 312 860 daniel.toohey@brentwood.gov.uk

No direct legal implications arising, although implementation of the new software will broadly assist officers in complying generally with Housing legislative and regulatory requirements.

Other Implications

Risk Management

Risk	Probability (L,M,H)	Risk Reduction Actions
Loss of data	L	<ul style="list-style-type: none">• Ensure Daily backups are working correctly and check restore process
Service Delivery	L	<ul style="list-style-type: none">• Ensure business critical processes are identified and adequately tested• Ensure all staff are adequately trained
Staff Performance	M	<ul style="list-style-type: none">• Ensure all staff are adequately trained and are familiarised with the new system as early as possible
Loss to project of key staff	L	<ul style="list-style-type: none">• Identify alternative resources in case of unexpected absence.• Investigate whether extra resources could either be involved or shadow any work dependent on a single member of staff
Bugs in new software version	M	<ul style="list-style-type: none">• Ensure business critical processes are identified and adequately tested• Conduct site visits and identify defects early in the process• Ensure supplier Issue Log is circulated

9. Background Papers

None

10. Appendices to this report

None

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14 September 2016

Environment and Housing Management Committee

Getting our House in Order – Update on Transformation

Report of: *Helen Gregory, Acting Head of Housing*

Wards Affected: *All wards*

This report is: *Public*

1. Executive Summary

- 1.1 The Housing & Health Committee on the 7th January 2015 approved the implementation of a transformation programme for the Housing Department, called 'Getting our House in Order'. The programme was expected to be completed within 12/18 months.
- 1.2 The new revised date to deliver the key improvements in the transformation programme is the end of December 2016. This report outlines the key improvements achieved so far, and the key improvements to be delivered before the end of December 2016.
- 1.3 The transformation programme is a cultural change in the Housing Department with a new focus on performance, customer service and learning new methods of working. On completion of the transformation programme there will need to be a period of stabilisation within the Housing Department to allow new methods of working to embed for the first half of 2017 and return to a steady state.
- 1.4 The improvements delivered and improvements made in performance, coupled with the results of the Stock Condition Survey will enable the Housing Department to be in a good position to make informed decisions on how to meet the challenges of the future.

2. Recommendation

- 2.1 **The Committee agree to the progress and future direction the 'Getting our House in Order' transformation programme as outlined in the report.**

3. Introduction and Background

- 3.1 The Housing Department commenced the 'Getting our House in Order' Transformation Programme in the autumn 2014. The Transformation Programme is about improving performance across the department to deliver good quality, cost effective services to our customers, tenants and leaseholders.
- 3.2 We have made good progress so far, both in terms of improving performance with over 90% of our KPI's achieving top quartile performance; and in identifying and achieving cashable and non cashable efficiencies. As part of the Transformation programme, the Housing Department achieved £145k efficiency savings during 2015/16.
- 3.3 It became apparent early on in the programme that the changes required to transform the housing service were more extensive than originally planned. We discovered numerous working practices that were out of date, with high volumes of complaints, issues with staff not taking ownership, and a lack of investment in training. This resulted in a lack of confidence to make decisions and take responsibility in some areas.
- 3.4 A new performance culture change was required to transform services with a new management team and a positive 'can do' attitude. New methods of working have been implemented, and together with new procedures and standards have brought the service up to date with modern housing standards that comply with best practice.
- 3.5 To enable the Housing Department to be equipped to deal with the significant challenges ahead in both the internal and the external environments, it is essential that we have a workforce with the necessary skill sets to continue to deliver the quality services to our residents.

4. Issue, Options and Analysis of Options

- 4.1 A major change implemented in the Housing Department, is the successful out-sourcing of the Repairs Service to private contractors Wates Living Space in July 2014. This was a big transformational change to the way the Council delivers its repair service to tenants with the removal of the DLO, previously used to deliver the repairs service.
- 4.2 The change in service delivery has required a culture change to become more performance and commercially focused with sound contract management skills.

- 4.3 We have merged the Estates Team and Repairs Team together to strengthen the customer focus. Traditionally Repairs Managers have been solely focused on technical issues and occasionally less effective in performance management and Customer service skills. To resolve this imbalance the repairs and housing teams are managed by a new Housing Manager with overall responsibility for both teams.
- 4.4 This change has introduced a modern customer-focused ethos within the team. The new Housing Manager works alongside the existing Housing Options Manager. This new management team combination has the drive and commitment to introduce and deliver in partnership, new ways of working and to deliver key improvements outlined in the Transformation Programme.
- 4.5 The income management and Repairs service were prioritised to be reviewed at the beginning of the transformation programme. The new income management policy was approved by Housing Committee on the 11 March 2015. The new income management system went 'live' on the 6 April 2015.
- 4.6 With the roll out of universal credit during 2016/2017 and other benefit changes, there is a risk that rent collection will become increasingly difficult to collect as tenants will be paid housing benefit direct four weeks in arrears; rather than to the Landlord. This has been identified as a significant risk to the income stream of the HRA as approximately 60% of our tenants are currently in receipt of partial or full housing benefit.
- 4.7 To help mitigate the risk of direct payments of housing benefit to tenants, a pre tenancy service was implemented in July 2016. A pre-tenancy service works with applicants before they become tenants to help them plan and budget for their new home. It will help to identify vulnerable tenants who may require extra support. If a tenant is identified as vulnerable 'high risk', at this stage we request to the DWP that direct payments are made to the landlord.
- 4.8 We have reviewed our tenancy sign up procedures and now request payment at sign up to emphasise the importance of the requirement to pay rent from the beginning of a tenancy.
- 4.9 Further improvements to the service are the introduction of pre-termination inspections, re-charge policy and estate inspections. All these changes reinforce the need for our tenant's to take greater responsibility and develop a payment culture.

4.10 These changes are important to maintain tenancy sustainability, reduce costs to the HRA and prevent evictions which result in homelessness.

4.11 Key improvements that have been successfully completed to date are listed in table A below.

4.12 **Table A – Improvements carried out to date.**

Service Area/Type	Review commencement	Review completion date	Revised actions/targets
All - Performance KPIs workshops	September 2014	Ongoing	Performance has improved – so this has now evolved to a regular weekly voids meeting and team meetings.
Phase 1 – Income management new policy/procedure	September 2014	Phase 1 – completed April 2015	Completed
Phase 2 – Income management New Pre-Tenancy Service	March 2016	Launched July 2016 Independent trainer has been commissioned to develop staff.	Embed process and monitor progress Sept/October 2016
Phase 1 – Out source Repairs Service	July 2014	Phase 1 – completed July 2014	Completed
Phase 2 – Review Repairs Service – establish Client side and review back office functions	January 2016	End of December 2016	September 2016 Final re-structure planned to recruit new skill sets required
Re-Charge policy	Implemented March 2016		Policy Review January 2017
Estate Inspections	October 2015	Complete February 2015	Complete
ASB training	Planned August 2015	Completed July 2016	Complete

4.13 **Table B – Key improvements to be delivered by the end of December 2016. All of the improvements tabled below are work in progress.**

Service Area/Type	Review commencement	Review completion date	Revised actions/targets
Service Charges Review	Planned September 2015	Review complete September 2016	Recommendations to be completed by end of December 2016
Resident Talkback involvement Review	Commenced April 2015	Ongoing - revised completion date end of 2016	TPAS completing review with residents
Allocations Homeless Gold Standard peer review	Commenced July 2014	Completed December 2015	Completed
Housing advice & homelessness – Locata software	Planned September 2015	Ongoing	Locata software to be installed 01/10/2016
New Council Housing Development – Garage sites	Commenced September 2014	Construction Start on site 1 week of November 2016	Development programme ongoing
Stock Condition Survey	Committee approval March 2016	December 2016	Data will then need to be evaluated to plan future stock investment decisions
IT - Orchard Upgrade	Project plan stage July 2016 ongoing	System upgrade early December 2016 – staff training	Continue to monitor performance/ staff January 2017

5. Reasons for Recommendation

- 5.1 The service improvements proposed in the 'Getting our House in Order' programme will improve service and value for money for residents and stakeholders.

6. Consultation

- 6.1 Staff have attended briefings and Tenant Talkback have been regularly consulted.

7. References to Corporate Plan

- 7.1 Improving service delivery will meet the Council's commitment to service improvements and increased customer satisfaction.

8. Implications

Financial Implications

Name & Title: Ramesh Prashar, Financial Services Manager

Tel & Email 01277 312 743 / Ramesh.prashar@brentwood.gov.uk

- 8.1 There are no financial implications directly arising from this report. All financial figures used have been verified by the Finance Department.

Legal Implications

Name & Title: Saleem Chughtai, Legal Services Manger

Tel & Email: 07966 891 705 / Saleem.chughtai@bdtlegal.org.uk

- 8.2 There are no legal implications arising from the recommendation contained within this report.

- 9. Background Papers** (include their location and identify whether any are exempt or protected by copyright).

None

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14 September 2016

Environment & Housing Management Committee

Local Lettings Plan: Fawters Close Garage Site Redevelopment

Report of: *Helen Gregory, Acting Head of Housing and Benefit Services*

Wards Affected: *Hutton East, Hutton North & Hutton Central*

This report is: *Public*

1. Executive Summary

- 1.1 The properties to be built on the Fawters Close site have been approved for use for older people's affordable housing for rent, to be retained in Council ownership. Approval was granted by Committee on the 23rd September 2015 for this new development scheme.
- 1.2 The proposed Lettings Plan will prioritise those applicants on the Transfer List who are aged over 60 and under-occupying an existing social housing property. The anticipated benefits of this will include:
 - Releasing larger properties to the General Stock for Home Seeker and Transfer applicants who are in potentially overcrowded accommodation.
 - Providing a more targeted approach to older people requiring affordable housing.
 - Creating wider 'move on' within the CBL allocations system
- 1.3 The new development scheme is intended to bring the following advantages to both the Council and its tenants and customers.
 - Meet local housing need for older persons
 - Enhance our under – occupation offer to encourage older persons to down-size (release larger homes for families)
 - Invest the Right to Buy Capital Receipts;
 - High quality new build affordable housing;
 - The opportunity for the Council to retain the development in Council ownership
 - Provide a low level of support on a weekly basis to enable independent living

An “Enhanced Under-Occupation Offer” will benefit the new tenant in providing a tailored service to vulnerable older persons to ensure that the core objectives of this Garage Site Redevelopment programme are realised.

2. Recommendations

- 2.1 That the Committee formally approve the appended Local Lettings Policy.**
- 2.2 That the Committee formally approve the “Enhanced Under-Occupation Offer”.**
- 2.3 Approve the Rent policy application as per paragraph 8 of the Lettings Policy.**

3. Introduction and Background

- 3.1 The allocation of Council and Housing Association properties to applicants on the Housing Register is principally conducted through Brentwood Borough Council’s choice-based lettings (‘CBL’) Home Options system.
- 3.2 The Allocations Policy 2014 is the core document which directs the principles for lettings and allows for allocations to be made outside of the CBL system.
- 3.3 The proposed Local Lettings Plan will allow for direct allocations of older people’s affordable housing for rent following the principles contained within the Allocations Policy 2014.
- 3.4 It is proposed that where a tenant is moving from an under-occupied property that the following “Enhanced Under-Occupation Offer” will be made, with relevant expenses being met from existing budgets:
 - The under-occupation allowance currently available under the Allocations Policy 2014 will remain in place on the same conditions. Essentially £1000 per under-occupied bedroom will be paid to the tenant less any outstanding debt owed to the Council. (E.g. If a current single tenant is in a 3 bedroom house they are under-occupying by 2 bedrooms. £2000 would therefore potentially be payable).
 - The physical move process, if required by the applicant, will be undertaken by the Council or its agents and the cost will be met by the Council.

- An appointed Officer will ensure a smooth move-in process and will assist where necessary with practical resolutions, such as organising removals , utility company changes.

4. Issue, Options and Analysis of Options

- 4.1 The attached Lettings Plan outlines a viable allocations mechanism for the new-build properties on the Fawters Close site.
- 4.2 There is research to support that with elderly residents, financial incentives alone do not encourage them to down-size their properties to a new smaller home. It is extra support and help with organising the move that is more beneficial i.e. organising removals, help with packing, liaising with utility companies etc. We are therefore proposing an ‘enhanced under-occupation offer’ to provide extra support and act as an incentive.
- 4.3 The Lettings Plan and “Enhanced Under-Occupation Offer” are in line with the recognised housing need and to the direct benefit of successful applicants, and the indirect benefit of larger families who need access to larger properties. The approach should generate movement within General Housing Stock accordingly.
- 4.4 The rent on each affordable rent property (acquisitions and new-builds) will be in accordance with the Rents Policy 2015. The Lettings Plan will provide a transparent and coherent mechanism for disposal of the properties.

Following a successful direct offer with the tenant/applicant, an “Enhanced Under-Occupation Offer” will be made. The purpose of this offer is to enable a smooth incentivised process for moving; with the key benefit of releasing family-sized properties where they are under-occupied.

- 4.5 The full methodology and implementation guidance is as per the appended draft Lettings Plan.

5. Reasons for Recommendation

The proposed policy will allow the Council to:

- Target affordable housing supply within the Borough.
- Broaden the housing range for residents.
- Expand housing options indirectly for homeless households through move on’ within General Stock.
- Implement the Welfare Reform agenda (which Brentwood Council is committed to, particularly within existing written policy)

- Structure the Council's approach to housing, in particular relevant to the Local Development Plan.

6. Consultation

6.1 Resident and stakeholder consultation events were conducted on the 12th and 13th September 2015 and feedback was given on the wider Garage Site Redevelopment proposals.

7. References to Corporate Plan

7.1 The Council's Corporate Plan aims to:

- Broaden the range of housing in the Borough to meet the needs of Brentwood's population now and in the future and;
- Achieve a better mix of housing to meet Brentwood's needs, including a wider range of housing solutions for older people.

7.2 The Lettings Plan aims to:

- Maximise allocations efficiency; by enabling movement within existing Council stock and potentially releasing larger accommodations into General Stock.

8. Implications

Financial Implications

Name & Title: Ramesh Prashar, Financial Services Manager

Tel & Email: 01277 312 743 / Ramesh.prashar@brentwood.gov.uk

8.1 Any relevant cost incurred as part of the 'Enhanced Under-Occupation Offer' will be met within existing budgets.

Legal Implications

Name & Title: Saleem Chughtai, Legal Services Manager

Tel & Email: 01277 312 500 / Saleem.chughtai@bdtlegal.org.uk

8.2 There are no immediate legal implications arising from the recommendations contained within this report.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

8.3 None.

9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

9.1 None.

10. Appendices to this report

Appendix A - Draft Lettings Plan

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- Offers of accommodation coming under the terms of this Lettings Plan ('the Plan') will be made on a 'direct let' basis, operating outside of the Choice-Based Lettings ('CBL') process. Any offer will be made in accordance with the following rationale:

Category 1

- Any household within this category will be offered the accommodation on the first round of allocation. If there is no household within this category who is eligible and accept the offer then proceed to the next category.

Requirement	Notes
Transfer List Applicant	Active application
1 household member aged 60+	
Under Occupying property	Assessed by bedroom need as per the formula in the Allocations Policy 2014
	Social Rent Will Apply

Category 2

- Any household within this category will be offered the accommodation on the second round of allocation (if applicable). If there is no household within this category who is eligible and accept the offer then proceed to the next category.

Requirement	Notes
Transfer List Applicant	Active application
Under occupying property	Assessed by bedroom need as per the formula in the Allocations Policy 2014
Medically assessed need for Sheltered accommodation/ground floor priority aged 60+	As per the same procedures adopted for CBL lettings
	Social Rent Will Apply

Category 3

- Any household within this category will be offered the accommodation on the third round of allocation (if applicable). If there is no household within this category who is eligible and accept the offer then proceed to the next category.

Requirement	Notes
Transfer List Applicant	Active application
Medically assessed need for Sheltered accommodation/ground floor priority	As per the same procedures adopted for CBL lettings
	Social Rent will apply

Category 4

5. Any household within this category will be offered the accommodation on the fourth round of allocation (if applicable). If there is no household within this category who is eligible and accept the offer then proceed to the next category.

Requirement	Notes
Home Seeker Applicant	Active application
1 household member aged 60+	
Medically assessed need for Sheltered accommodation/ground floor priority	As per the same procedures adopted for CBL lettings
	Affordable Rent (as per the Rents Policy 2015 formula) will apply.

Category 5

6. Any household within this category will be offered the accommodation on the fifth round of allocation (if applicable).

Requirement	Notes
Home Seeker Applicant	Active application
1 household member aged 55+	
Medically assessed need for Sheltered accommodation/ground floor priority	As per the same procedures adopted for CBL lettings
	Affordable Rent (as per the Rents Policy 2015 formula) will apply.

7. If there are multiple households falling within any given category we will take into account the individual Housing Needs of the household, as reflected by the level of allocated points on the Housing Register. In all other respects the procedures adopted will be in line with the Allocations Policy 2014 and the Rents Policy 2015.
8. The relevant rent type for each property will depend on whether they are existing tenants or new tenants. Existing tenants will be charged a Social Rent and new tenants would be charged at an Affordable Rent (as per the meanings and formulas detailed in the Rents Policy 2015).

14 September 2016

Environment & Housing Management Committee

Cemetery Management Plans – Woodman Road Cemetery and London Road Cemetery

Report of: *Stuart Anderson – Deputy Operations Manager*

Wards Affected: *Brentwood West, Warley*

This report is: *Public*

1. Executive Summary

- 1.1 The cemeteries within Brentwood are without doubt some of the most highly regarded and emotionally motivated assets operated by the Council. To ensure they are not only safe to use but also well maintained, it is important that there is a focused forward thinking plan in place to direct resources and highlight areas for improvements within them.
- 1.2 The provision of management plans with structured programmes for improvements for the cemeteries will help Officers to focus and direct resources where they are needed. This will manage resident expectations with regard to future provisions and improvements as well as ensure that value for money is obtained with the works undertaken.

2. Recommendations

- 2.1 **That Members approve the management plans for Woodman Road Cemetery and London Road Cemetery.**
- 2.2 **That Members approve the works programmes for Woodman Road Cemetery and London Road Cemetery (progression of works is reliant on successful capital funding bids or availability of funding from S106/CIL contributions).**

3. Introduction and Background

- 3.1 The Council is responsible for 2 active cemeteries in the Borough.
- 3.2 The responsibilities of the Council in this area cover a wide range of features. These include day to day maintenance and management in addition to the long term strategic management of the sites.
- 3.3 At present, there is little in the way of documented forward planning for the management of the cemeteries other than the Open Space Strategy and the needs assessment within the Leisure Strategy however, these documents failed to address site specific works that were required, and focused on high level management and needs.
- 3.4 The intention of the management plans is to identify required works and improvements to specific sites, and also opportunities for either reductions in expenditure, or to exploit the best use of the space and facilities within the cemeteries.
- 3.5 Any improvements identified within the work plans would be dependant on funding being available to progress them. At this stage annual revenue for cemetery infrastructure maintenance and improvement stands at £8,000 per annum. This is no longer sufficient to sustain the cemeteries; therefore improvements will be reliant on successful capital funding applications or S106/CIL contributions being available.
- 3.6 In addition to this, the management plans will offer the opportunity for Officers to look at where resources are directed against set service standards i.e. frequency of grass cutting, and to identify where partnership working may offer savings both long and short term.
- 3.7 The management plans have been written following the guidance and best practice of the Green Flag Award Scheme. This would allow sites to be entered into the programme if it was felt it offered a tangible enhancement to the profile of the site, service or reputation of the Council.

4. Issue, Options and Analysis of Options

- 4.1 The proposal is for the Council to adopt the attached management plan for both Woodman Road Cemetery and London Road Cemetery.

5. Reasons for Recommendation

- 5.1 So that a robust and forward planning strategy can be put in place for the management of the parks and open spaces, ensuring they are fit for purpose and safe for users.
- 5.2 To make sure that management plans are in place to allow robust and realistic budget setting to take place to ensure resources are allocated when and where they are needed.
- 5.3 To allow for opportunities to be identified and generate additional income, or to rationalise the use of the Councils cemeteries and the manner in which they are used to ensure maximum income whilst utilising the available resources.

6. Consultation

- 6.1 No consultation has been carried out regarding these management plans.

7. References to Corporate Plan

- 7.1 Environment and Housing Management- To enhance the cleanliness of our environment and maintain the attractiveness of our Borough.
- 7.2 Economic Development – Maximise Council assets to deliver corporate objectives and ensure community benefit.
- 7.3 Community and Health - Make Brentwood a Borough where people feel safe, healthy and supported.
- 7.4 Transformation – Provide more modern and effective customer services, Develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy, Provide more modern and effective customer services.

8. Implications

Financial Implications

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- 8.1 As outlined in the report there is a budget of £8k a year available for maintenance and improvements. Any expenditure beyond this budget will be reliant on successful capital funding applications or other sources of funding which will need to be agreed in advance.

Legal Implications

Name & Title: Saleem Chughtai, Governance Lawyer

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- 8.2 The Council as a 'burial authority' ensures proper management and regulation of its cemeteries under the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977, pursuant to which the Council is required to keep such cemeteries as it does have in good order and repair.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 8.3 The maintenance works/capital improvements identified in the management plans will ensure the ongoing improvement and maintenance and management of the site.
- 8.4 They also identify health and safety issue such as maintenance of footpaths and roadways along with asset management i.e. capital improvements to parking surfaces etc providing an improved valuation of the facility both monetary and also in public perception.

9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

- 9.1 None

10. Appendices to this report

- **Appendix A** - Draft management plans for Woodman Road Cemetery and London Road Cemetery.

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Introduction

About these Plans

These plans have been produced to provide strategic direction for the management of Woodman Road Cemetery and London Road Cemetery. The plans cover the period 2016 – 2021.

Brentwood Borough Council is a burial authority under the Local Government Act 1972 and as such is legally obliged to maintain its cemeteries ‘in good order and repair’. There is no statutory duty on local burial authorities to provide new burial space. However, a 2001 government report¹ recommends that local authorities ensure access to choice, including that of burial rather than cremation. Brentwood Borough Council continues to provide this valuable service, primarily for residents of Brentwood Borough.

This report first sets out elements which need to be considered in the delivery of a sustainable cemeteries service to serve the current and future needs of Brentwood residents.

The format of these plans then follows those of the other management plans for the urban parks through outlining ‘strategic objectives for quality spaces’, which also apply to the cemetery sites. However, whilst no doubt these are also publicly accessible urban greenspaces, cemeteries provide a different function and therefore an adjustment of management approaches has been required.

The assessment of Brentwood Borough Council’s cemeteries has proved to be a useful process in applying a systematic approach to identify key areas which are in need of improvement. This management plan is set against the backdrop of constraints in funding. However, despite these funding pressures, there remains a need for the council to provide a quality, respectful service for bereaved residents of the Borough.

The report details the capital and maintenance inputs required over the short to medium term in order to provide quality spaces for burial, the interment of cremated remains and, importantly, for bereaved people using and visiting the cemeteries.

¹ Select Committee on Environment, Transport and Regional Affairs, 8th Report, 2001.

IN LOVING MEMORY OF
A DEAR SON AND BROTHER
PETER CURNICK
KILLED ON 12. NOV. 1957.
AGED 24 YEARS.
LOVED AND MOURNED
BY ALL WHO KNEW HIM.

**FLORENCE LOUISA
CURNICK**
1901 - 1974
LOVING WIFE OF
FREDERICK CHARLES
TOGETHER AGAIN.
FINEST LADY
AND A DEVOTED MOTHER
YOUR LOVE IS WITH US ALWAYS
THANKS MUM.

IN LOVING MEMORY OF
MY DEAR HUSBAND
AND A DEVOTED FATHER
**FREDERICK CHARLES
CURNICK.**
DIED 7th NOVEMBER 1972.
AGED 67 YEARS.
THE PAIN YOU HAVE SUFFERED
HAS COME TO AN END
REST IN PEACE BELOVED.



A Sustainable Cemeteries Service

Demand

There are around 800 deaths in Brentwood local authority area each year.² Annually, approximately 70 burials take place in the council's two cemeteries every year along with the interment of 50 cremated remains. On this basis, burials within Brentwood Borough Council cemeteries only account for 9% of the total deaths in the Borough; but 58% of all the deaths for which the council provides a service. Burials have, since 1960, become less popular, with cremation accounting for nearly three quarters of deaths³ and nationally the rate of burials is around 25%, lower in many urban areas. The burial service as a proportion of all burial and cremation services provided in Brentwood Council cemeteries is therefore higher than the national rate.

Nationally the number of deaths is currently at its lowest level. However, according to the Office for National Statistics, this is expected to rise from around 2016, as those born post World War II reach old age and is expected to stay high due to the increase in population. In Brentwood the population is predicted to grow by approximately 8000 in the next 10 years. This is a population increase of 18% over 20 years compared to an overall increase of 16% rise for all of England. The Objectively Assessed Need (OAN) for housing also states that projections indicate the population aged 65 or over is going to dramatically increase over the period of 2013 to 2033 – a rise of 44.8%. Brentwood therefore has an ageing population, creating more of a need for burial plots and cremated remains plots.

The number of deaths is projected to remain steady in the medium term due to people living longer. However, beyond 20 years there is a predicted 12.5% increase in the death rate for Brentwood.

It can therefore be concluded that there will be a moderate increase in demand for burial space in Brentwood.

Supply

Brentwood's cemeteries cater for different religious beliefs and provide consecrated areas for Church of England burial and for Catholic burials and sections for non-conformist burials. Both cemeteries also contain ashes sections for cremated remains. There are separate consecrated sections but there are no more burial spaces available in these. No specific consecrated section will be created, therefore all plots will be non-conformist.

There are essentially two types of grave; purchased (private) graves for which the exclusive right of burial has been purchased for a fixed period, currently of 100 years. Brentwood Council also provides burial plots (common graves) for Public Health Act funerals. The council

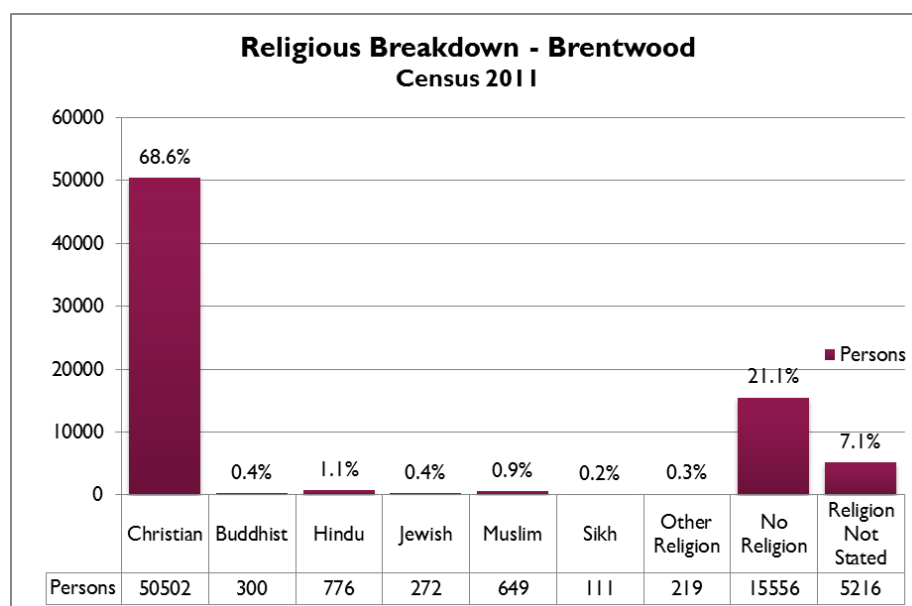
² In 2012 there were 728 deaths; in 2011 there were 679. Source: ONS.

³ The Cremation Society of Great Britain, 2015 figures, cremation 74%.

also currently operates a process whereby up to 3 full burials and 6 sets of ashes can be placed in a full grave and up to 3 sets of ashes in an ashes plot. Most full burial plots are used for 2 burials.

Currently in 2016 there are 6005 burial plots and around 500 ashes plots in Woodman Road Cemetery, most of which are used or pre-purchased. A new section for burials will be opened soon in Woodman Road (T Section). In London Road Cemetery there are currently 6135 burial plots (with demand for more) and 492 ashes plots. Additional beams can be added in the ashes section to provide more cremated remains plots but there are no other sections available to utilise at the moment in London Road for full burial plots. In Woodman Road there are currently 852 burial plots (up to 3 burials per plot) and 480 ashes plots (3 interments per plot) and in London Road 88 ashes plots (3 interments per plot). Planning for future provision therefore needs to take place in the short to medium term before there is no longer capacity in either cemetery for further burials and interments.

The population of Brentwood is less religiously diverse than the rest of either the UK or the east of England region, with 69% stating a Christian faith in the 2011 Census. Only 1% of the population is Hindu and only 1% Muslim, while 21% state they have no religion. Therefore although Brentwood's cemeteries do not make specific provision for these religious groups it does overall provide facilities for the majority of the population. All our new burial plots are now non-conformist and so available to everybody, as we do not disallow specific religions.



Income, Expenditure and the Ability to Maintain Quality

Customers of cemeteries expect them to have high standards of maintenance. Poorly maintained cemeteries and graves can be particularly distressing for the bereaved. The cemeteries service is, therefore, an important frontline service; and one which residents use at a time in their lives when they are often emotional and vulnerable. It is essential that the cemeteries service provides a quality service to support them, both during the time following the death of a relative and also beyond, when they visit the graves and pay their respects. However, poor quality service provision or a badly maintained and untidy cemetery will often be upsetting to users of the cemeteries service. The service should be a supporting friend; helping Brentwood residents in time of need, and definitely not adding to their distress. This unique role needs to be borne in mind in strategic decisions around the deployment of resources and in particular in any decisions to cut funding.

Ideally in any service area income to cover maintenance should balance expenditure. However, national research has shown that this is unlikely to ever be achievable in a cemeteries service.⁴ This has also been the case in Brentwood where income has not fully covered expenditure. Fees simply cannot cover the maintenance of the cemetery in perpetuity as to do so would make fees for the bereaved intolerably high. This is a particular problem when cemeteries reach capacity as the income from burials ceases and maintenance is continued from an ever-decreasing fund which is not replenished. The reality of this situation needs to be recognised and accepted in decision-making on service provision levels in Brentwood Council.

In addition, although maintenance of the grave itself is the responsibility of those associated with the deceased person, and not the local authority, maintenance is not always carried out by relatives. In any case, maintenance input by relatives inevitably diminishes as the time since the death increases.

It should also be noted that the day-to-day costs to the cemeteries services to maintain the cemeteries increases as grave spaces are filled and, therefore, at the same time as income from new burials is decreasing. As grave spaces are filled, maintenance around the spaces becomes more resource-heavy as strimming or mowing by hand is required rather than gang-mowing.

The length of time for the burial rights in Brentwood has increased to the maximum legal time allowed of 100 years (whereas most other Councils grant burial rights for less time, see Table 1). The granting of exclusive burial rights (ERBs) means that no further income will accrue from that burial space within the time frame of the ERB. A lower time frame will allow income generation from renewals when ERB expires (currently ERB's from the 1980's are expiring as they were granted for 30 years at that time). Some ERBs in London Cemetery were granted in perpetuity.

⁴ Select Committee on Environment, Transport and Regional Affairs, 8th Report, 2001.

Table 1: Charges and Length of Exclusive Burial Right - Burial Plots (2015)

Local Authority	Price	No. of years Exclusive Burial Right	Income per year of Exclusive Burial Right
Brentwood Borough Council	£741.00	100	£7.41
Chelmsford	£900.00	50	£18.00
Basildon	£746.45	100	£7.46
Havering	£1,377.00	50	£27.54
Rochford	£733.00	60	£12.22
Southend	£750.00	75	£10.00

In the current financial climate and with increasing pressures on resource, it is important to be realistic around what can be achieved with the resources available. A principle of 'invest to save' needs to be adopted along with realistic capital projections to ensure that infrastructure receives timely investment, rather than being allowed to deteriorate. Capital improvements need to be of sufficient quality to be long-lasting. However, it must be recognised that even with efforts to reduce running costs, current resources are unlikely to be sufficient to sustain the service as it currently stands, with implications for the future quality of the service provided to bereaved people.

Brentwood's Cemeteries Service is delivered in-house, costing £56,970 per year.⁵ With a budget of £95,070 including employee costs, employee costs represent 60% of expenditure.

Current cemetery fees are shown in Table 2.

Table 2: Fees and Charges for Exclusive Rights of Burial (April 2014)

	Resident	Non-Resident
Purchase of a full burial plot - Exclusive Rights of Burial for 100 years	£760	£7600
Extension of Exclusive Rights of Burial for 50 years for a full burial plot	£187	£1870
Purchase of a cremated remains (ashes) plot – Exclusive Rights of Burial for 100 years	£314	£3140
Extension of Exclusive Rights of Burial for 50 years for a cremated remains plot	£94	£940
Transfer of Exclusive Rights of Burial into another person's ownership	£55	£55

Brentwood Borough Council still applies differential charging for residents living within and outside the Borough, making a surcharge for those outside of the Borough (if a person lives in

⁵ Based on 2 staff on a 'C grade'.

the Borough, or lived in the Borough at the time of their death, or has spent at least 75% of their life living in the borough they are considered a resident).

It is not possible to diversify income streams at the cemeteries in the same way that would be possible for other green spaces, for example through events, parking charges or concessions. Therefore the only income source is from interments and purchases of burial spaces. This requires that the cemeteries continue to attract new burials to ensure that maintenance costs are covered, as well as to provide cemetery services to Brentwood residents.

Other Local Facilities

There are also commercially run cemeteries and a crematorium in Brentwood.

The green burial site Herongate Wood⁶ is located on the Billericay Road and is part of the Adam and Greenwood Funeral Home group. Herongate Wood was voted 'Best New Green Burial Site in 2005' by the prestigious Institute of Cemetery and Cremation Management (ICCM) and was National runner-up in 2007. The site offers a peaceful, countryside setting with the convenience to the bereaved family of being linked with a funeral home. There is no out of area surcharge and only single burials are guaranteed. There is a modern Hall of Remembrance and payments are put into a Trust for future maintenance of the site. Fees as at 2014 are shown below.

- Standard Burial Plot £975 (or £1465 for Avenue Burial Plot)
- Single Ashes Burial Plot £345 (or £495 for Avenue)
- Family ashes plot (up to 4 ashes interments) £975

Bentley Crematorium and Cemetery in Pilgrims Hatch was opened in October 2012 and is run by Dignity Plc. A newly built chapel is surrounded by landscaped grounds. The prices are considerably higher than Brentwood Borough Council. The cheapest full burial plot at Bentley is £1350 compared to £760 in the council cemetery; 78% higher. Brentwood is generally an affluent area⁷ and therefore residents may choose to be buried in Bentley Cemetery or Herongate as it may seem more prestigious.

Although in comparison the council cemetery is a cheaper option than both the private service providers, those residents who choose to use the council service, or who cannot afford to pay the higher rates of the private service providers, also deserve to be able to provide a quality and respectful resting place for their relatives and receive high quality and respectful service provision.

⁶ <http://www.green-burial.co.uk/default.asp>

⁷ The ONS (Annual survey of Hours and Earnings 2009-2015) shows that the mean gross annual household income in Brentwood is 25.3% higher the equivalent for Essex and 41.6% above the England figures, showing that Brentwood is an affluent area.



Strategic Objectives for Quality Spaces

Although the primary function of both sites is cemetery provision, other visitors are permitted to enter the sites. The cemeteries are also part of Brentwood's green space resource and visitors should continue to be permitted. In the case of Woodman Road Cemetery, there is a walk way from Woodman Road to Warley County Primary School and Chindits Lane and therefore attracts visitors for this purpose. At present London Road Cemetery does not have a through-route and therefore the only visitors are those visiting memorials.

In order to help assess each cemetery and to organise proposed actions, five management categories have been used:

- A welcoming place
- A safe and secure place
- A clean and well-maintained place
- Sustainability
- Conservation and heritage

Taken together, ensuring attainment against all of these five management categories (at a level appropriate to each individual cemetery) will ensure high quality service delivery to meet the needs of all users to the cemetery.

A Welcoming Place

Objective: That the overall impression of visitors is positive and that the cemetery is inviting.

A welcoming site makes them feel welcome through its appearance, facilities and maintenance. This includes location of paths, provision of information, entrances and signing.

Signing

Signing should have the following features:

- Signs should be easy to read
- Signs should be well-maintained and clear of graffiti
- Ideally should have a coherent design rather than a mixture of styles
- Should serve a purpose – avoid over-signing and remove redundant signing
- Messages should be friendly and welcoming. It is necessary to tell visitors clearly what can and can't be done, but avoid too much signing 'forbidding' activities
- Information provided on opening and closing times
- Information provided on who owns and manages the cemetery
- Up to date contact details, including 'helpline' telephone number, web and email as appropriate

Physical Access

Considering physical access around the site and links to it can greatly improve the experience of visitors. Elements can include:

- Links with public transport
- Safe access from surrounding roads including, for example, pelican crossings
- Links with cycle routes
- Safe and secure car parking with facilities for those with disabilities
- Limited access by vehicles to ensure safety (including maintenance vehicles)
- Attractive entrances, clear sightlines
- Benches and seating around the site, also in quieter areas and overlooking views

Good Design

Good design can make people feel welcome and enjoy the cemetery poor design can dissuade people from staying, visit less often or even compromise safety.

The adoption of a standardised form of design and style, for example in litter bins, benches and other furniture, can help to ensure that all Brentwood Borough Council sites belong to a 'family' and reach an adequate standard. However, individual features of some sites should also be respected in the design, for example heritage or natural features, which may require adjustment of this approach. A design standard is being developed.

A selection of some of the many elements which can be considered in design are:

- Choosing fixtures and furniture which are durable and have a low environmental impact
- Screening working and storage areas
- Creating interest and intimacy with tree planting, but avoiding obscuring sight lines
- Providing footpaths on the routes people wish to use
- Choosing planting which can be maintained within available budgets, so that it remains attractive.

A Safe and Secure Place

Objective: To ensure that the cemeteries are safe and secure places for all visitors to use.

People can be dissuaded from using greenspaces by safety fears. There are also a range of legal requirements which relate to the management of greenspaces, including the Health and Safety at Work Act 1974, which encompasses those affected by what you do as well as those working for the organisation.

Some of the elements which can be considered include:

- Information on who to contact in an emergency on information boards
- Tree planting to provide shade, especially around play areas
- Consideration of sight lines and safe movement around the site
- High design standard for equipment and furniture
- Risk assessments in place for staff and use of facilities
- Encourage visitors to report problems and provide information on how to do this.

Dogs are not permitted in either of the cemeteries.

Brentwood Borough Council, Countryside, Cemeteries and Open Spaces Department already has in place the following policies:

- Risk assessments
- Inspections

A Clean and Well-Maintained Place

Objective: To ensure high standards of maintenance and cleanliness.

A clean and well-maintained cemetery is obviously important for visitors, and reflects well on the Council. A poorly maintained cemetery can lead to misuse and will deter visitors.

The elements to be considered include:

- Well maintained litter bins, thoughtfully positioned to encourage use and regularly emptied
- Regular litter picks
- High standard of horticultural maintenance
- Consideration of ongoing maintenance requirements in the design of beds and planting to ensure that maintenance of a high standard can be implemented
- Furniture and fixings should be maintained and repaired if broken or damaged
- Buildings and structures should be well maintained
- Graffiti, flyposting etc. removed
- Paths and car cemeteries swept and edges maintained
- Regular inspections.

Sustainability

Objective: To ensure that environmentally sound maintenance practices are implemented.

Managing green spaces in an environmentally sound way includes elements such as the choice of materials, use of chemicals, energy conservation and waste recycling.

Brentwood Borough Council, Countryside, Cemeteries and Open Spaces Department will be developing an Environmental Policy. This will include elements such as:

- Limiting use of pesticides and chemicals to that which is essential
- Avoid using peat and tropical hardwoods
- Timber certified by the Forest Stewardship Council
- Use recycled materials where possible
- Reduce waste
- Provide bins to enable visitors to recycle
- Consider the future watering, chemical and replacement input when designing beds and planting
- Reduce pollution, for example through proper handling of fuels and chemicals and reducing nuisance from noise or smoke from bonfires
- Implement water efficiency measures in cemetery maintenance
- Implement energy efficiency measures

Conservation and Heritage

Objective: To increase biodiversity in the cemeteries and to protect, conserve and enhance the heritage components.

As well as often having a rich history themselves, all cemeteries sit within a surrounding landscape which has particular cultural, ecological and landscape features. It is important when considering the design and management of a cemetery to respect and incorporate these elements.

There are many benefits to enhancing biodiversity in cemeteries. Maintenance of biodiversity habitats can be more cost-effective, for example through reducing the frequency of grass cutting. The wildlife which is attracted is not only beneficial in its own right, but will add interest to a cemetery and enable visitors to experience nature. Moreover, local authorities also have a legal duty to have regard to the conservation of biodiversity in their functions through Section 40 of the Natural Environment and Rural Communities Act (2006).

Elements to consider include:

- Improving biodiversity through linking with surrounding habitats, diversifying habitats on site and providing for species (e.g. through bird and bat boxes)
- Create new habitats where appropriate, for example wild flower meadows
- Respecting and considering the historic character in design of the cemetery
- Where cemeteries have specific and, in some cases, protected heritage features, ensure that management plans are in place to conserve these
- Identify, protect and maintain elements of the built environment which are of historical or design importance.

Policy Context

Vision for Brentwood 2016 – 2019 (Corporate Plan) focuses on the council's top priorities and highlights how the challenges facing the Borough will be tackled. There are five priority areas:

- Environment and housing management
- Community and health
- Economic development
- Planning and licensing
- Transformation.

Leisure Strategy (ongoing) – Phase I of the Leisure Strategy (needs assessment) has been produced. Further work is ongoing prior to the future publication of the reporting.

Customer Access Strategy 2015 – 2019 - Brentwood Borough Council's cemeteries service is a customer-facing service. The council has committed itself to modern and effective customer services that meet at least 80% of its customers' needs at the first point of contact, with the aims to improve customer experience and satisfaction.



FLYING OFFICER
J. B. JOSLING, D.F.C.
PILOT
ROYAL AIR FORCE
24TH JULY 1944. AGE 21



TO THE COMMON SWIN,
THE AIR, THE SEAS
AN OPENING PARADISE

Vision and Objectives

The vision and objectives apply to the Service as a whole and to both cemeteries.

VISION

A cemeteries service which provide for the needs of the bereaved, providing well-maintained, attractive and respectful cemeteries for all denominations to mourn and remember.

Over-arching objectives for both cemeteries are:

- 1 Provide a range of burial and interment options, providing for both current and future needs of Brentwood's residents
- 2 Provide high quality cemeteries with good standards of maintenance
- 3 Deliver a value-for money service.

Woodman Road Cemetery



Site Description

Site Summary

Description	<ul style="list-style-type: none"> • Approximately 3.6 hectares • 6005 current grave spaces across 16 sections, with 2 sections to yet be used • 852 full burial plots remaining (up to 3 full burials per plot) • 480 ashes plots remaining (3 interments per plot) • Accepts full burials and cremated remains burials • Catholic area in M Section, with 507 grave spaces – all used or pre-purchased • 13 War Graves • Sections for Nuns of the Marillac and Ursuline convents
Rights of Way and Access	<ul style="list-style-type: none"> • There are no public rights of way across the site but access is permitted on a route between Woodman Road and Warley County Primary School/Chindits Lane • There is a one-way traffic system around the site • There are two parking areas to enable visitors to gain access close to the burials
Access Points – Pedestrian and Vehicle	<ul style="list-style-type: none"> • Main pedestrian and vehicle entrance off Woodman Road, TQ 597 924 • Pedestrian access from Warley County Primary School/Chindits Lane, TQ 595 921 • Open between 7am-4.30pm winter and 7.30am-7pm summer or 30 mins before dusk
Bylaws	<ul style="list-style-type: none"> • Cemetery regulations came into effect January 2015 (see Appendix)
Tree Preservation Order	<ul style="list-style-type: none"> • None
Facilities	<ul style="list-style-type: none"> • Small chapel, open during funeral services, if requested. • Toilet facilities near gate house entrance at Woodman Road, open during funeral services, if requested. Not open to the public due to constant vandalism and abuse • Benches • Litter bins • Facilities for tending graves at chapel • Small works area close to chapel.
Non-statutory designations	<ul style="list-style-type: none"> • Green Belt.

Site Assessment and Actions

General Overview

Woodman Road Cemetery was opened in 1926 on what was once part of Great Warley Common. Reflecting the range of religious denominations in Brentwood, there are areas for Anglican, non-conformist and Catholic burials. In total there are currently 6505 grave plots with 852 full burial plots remaining (up to 3 full burials per plot) and 480 ashes plots remaining (3 interments per plot).

The north-eastern part of the site between the chapel and Woodman Road (Sections A-K) was the first area to be opened and these Sections are surrounded by mature conifers. To the south the cemetery is more open, with scattered trees and open space.

The southern edge of the cemetery bounds Donkey Lane Plantation, also owned by Brentwood Borough Council. The woodland surrounding the site, along with the mature conifers and trees, gives the cemetery a mature and established feel and one of peace and seclusion.

Access for vehicles had, until recently, been restricted to one area of the cemetery, but there is now a circular driveway so that vehicles can reach all areas of the site, making it easier for visitors to tend graves. There are 2 parking areas, see Plan 1.

Plan I: Woodman Road Cemetery – Site Overview



A Welcoming Place

Signing

An assessment of the current signing and the actions required is shown in Table 3. New signs in the corporate style have been installed, with the colour scheme of black/gold.

Table 3: Woodman Road Cemetery - Signing Assessment

	Assessment	Actions Required
Entrance Signs	<p>There is an entrance sign from Woodman Road. This gives all details of opening times and contact details and is in the corporate style.</p> <p>At Chindits Lane there is a corporate style entrance sign inside the cemetery but an old (grafitti'ed) wooden entrance sign on the outside of the gate.</p>	<ul style="list-style-type: none"> • No action required at Woodman Road • Replace wooden entrance sign on outside of gate at Chindits Lane. Reinforce no dogs allowed and that visitors should be respectful of cemetery users.
Other Signing	<p>No dogs are permitted in the cemetery. This message is incorporated into the entrance sign at the Woodman Road entrance, but needs reinforcing along the entrance drive and at Chindits Lane.</p> <p>Outside the chapel there is a plan of the site, with space for notices, plus a list of cemetery regulations.</p> <p>There is signing regarding speed limits and to direct car traffic at various locations.</p>	<ul style="list-style-type: none"> • Reinforce no dogs allowed in cemetery at Chindits Lane when entrance sign replaced • Install 'no dogs' message reinforcement signs along driveway in corporate style (as set out in urban parks plans).
Style, Clarity and Maintenance	<p>All signing is in the corporate style, is well located and performs its task well.</p>	<ul style="list-style-type: none"> • Ensure any new signing fits with BBC corporate style across all the cemetery.

Physical Access

This assessment is based on the suitability of the cemetery for visitors with a range of physical abilities. It primarily concentrates on ease of access for visitors using the cemetery for its prime purpose and the use as a through-route or for other general recreation is considered secondary to this purpose.

Approximately 10-12 years ago a gate was installed in the southern boundary of the site, with the purpose of creating a safe, traffic free route for school children to walk to Warley County Primary School. Walking to school is an activity to be encouraged and in this respect the path is particularly valuable. However, use of the route outside of school hours is increasing. The primary function of the site as a cemetery must be paramount and this demands a quiet, respectful and pleasant space for mourners and those visiting graves. On occasion, use by other visitors has intruded on this.

The situation at Woodman Road will be monitored, as there are undoubtedly benefits to local residents of this arrangement continuing. Notices may need to be installed to inform what is acceptable and remind visitors that the primary use is for mourners. If these measures are unsuccessful then, as a last resort, closure of the route will need to be considered.

Access for disabled and elderly throughout the site is generally good. There are two car parks; one at the Garden of Remembrance (Section W) and one newly installed close to Section M. These are both some distance from the Sections currently in use and waiting to be used, S, R and T. Parking bays should therefore be installed along the driveway parallel to the Donkey Lane Plantation boundary.

Some of the paths are narrow, but these are across the older Sections (H and G) which are visited less frequently. Some of the paths are becoming uneven and require repair. All driveways and paths require kerb edging when they are repaired to prolong their life and reduce the need for ongoing further investment.

There are many benches across the site (see Plan I), most of which are dedicated to individuals. The supply of benches is very good.

Table 4: Woodman Road Cemetery – Physical Access Assessment

	Assessment	Actions Required
Access to the site	<p><u>Public Transport:</u> Bus stop outside of cemetery entrance on Woodman Road.</p> <p><u>Cycle Routes:</u> No cycle routes to the cemetery but quiet urban roads. No cycling allowed in the cemetery but cycling does take place.</p> <p><u>Road Crossings:</u> No crossings but quiet urban roads.</p>	<ul style="list-style-type: none"> Reinforce that cycling is not permitted in cemetery.
Access for visitors with disabilities	Good access for disabled and elderly visitors throughout the site. All paths are surfaced.	<ul style="list-style-type: none"> No action required.
Benches and Resting Places	Plentiful provision of benches.	<ul style="list-style-type: none"> No action required.
Car Parking	<p><u>Car Parking Area 1:</u> (south-east corner adjacent to Section M) Small area with 2 bays, installed 2014.</p> <p><u>Car Parking Area 2:</u> (Garden of Remembrance).</p> <p>There is a need for additional parking close to Sections R, S and T. Due to limited space parking bays along track adjacent to Donkey Lane Plantation should be installed.</p>	<ul style="list-style-type: none"> New parking area in good condition, no action required. White line parking area Install 2 further parking bays along drive.
Paths and Access Routes	<p>A tarmacked vehicle access track forms a one-way circuit around the cemetery. In places cars have driven over the edges of the paths and in areas the paths are too narrow for maintenance vehicles, causing damage to the adjacent grass.</p> <p>Tarmacked pedestrian paths provide access between the Sections. Some of these pathways require resurfacing. The installation of concrete edging will prolong their life in the future.</p>	<ul style="list-style-type: none"> Resurface paths around the cemetery. Install concrete kerbs on all paths and driveways.

Good Design, Infrastructure and Landscaping Improvements

Entrance Driveway

Along the main drive between Woodman Road and the chapel 8 new raised brick planters have been installed, which are planted with a mixture of both permanent and semi-permanent planting schemes, to enhance and improve the welcoming appeal of the entrance to the cemetery.

Boundary with Donkey Lane Plantation

The boundary between Donkey Lane Plantation and the cemetery is in a wet area of the cemetery and suffered particularly from flooding in the wet winter of 2013-2014. The ground along the boundary has been cleared following this flooding but requires reinstatement. The boundary fence is also in poor condition. A larger scheme of improvements is required along this boundary, which runs adjacent to Sections M, T, R and S and also around to Section V

- Levelling and seeding disturbed ground along driveway
- Replacement of fencing along whole section
- Install 4 parking bays to allow better access to Sections T, R and S.

Waste and Recycling Area

There is an area close to Section N where vegetation waste and other items are disposed of. Although partially screened by a laurel hedge, this area is on view to the public and is unsightly. The area should be screened with fencing and the holly hedge continued.

Woodman Road Entrance

The entrance from Woodman Road is distinguished by a gable arch. This archway now requires inspection for stability and safety.

The area around the toilets requires improvement. The toilets are located at the rear of the lodge, behind an over mature laurel hedge/shrubs. It is not clear that the toilets are there and the access to them is particularly poor and secluded. The toilets themselves require refurbishment.

Some improvements have taken place, including a new bin store for the Euro bins and two passing places outside the lodge, which could be used as temporary parking for accessing the toilet if required. However, these improvements require completing, to include:

- Remove over-mature laurel hedge and shrubs
- New landscaping planting of shrubs and bulbs to enhance entrance to the cemetery.

Conifers in older part of Cemetery

In the older part of the cemetery many conifers and evergreen shrubs were planted. While these add to creating a sense of permanence and maturity, and are part of the heritage of the site, in places they create an oppressive and dark environment. In 2014 several conifers were removed along with a rhododendron bed and this has greatly increased the sense of openness of the cemetery. A new yew hedge has been planted in in keeping with the traditional style of the cemetery. Further works to sensitively open the older part of the site through removing and pruning conifers and the older, more mature beds, should continue.

General Landscaping Improvements

It is not possible to install new floral displays due to the cost of ongoing maintenance, but the attractiveness of the cemetery could be greatly enhanced through bulb planting. Areas which would particularly benefit are:

- Along the circular driveway and paths
- Around the boundaries of the site
- Areas which are unsuitable for planting, for example planting cyclamen under trees.

Table 5: Woodman Road Cemetery – Summary of Design Actions

Area	Actions
Entrance Driveway	<ul style="list-style-type: none"> Remove conifers.
Boundary with Donkey Lane Plantation	<ul style="list-style-type: none"> Levelling and seeding disturbed ground along driveway Replacement of fencing along whole section Planting bulbs in drifts under trees Install 4 parking bays to allow better access to Sections T, R and S.
Waste and Recycling Area	<ul style="list-style-type: none"> Screen by extending holly hedge.
Woodman Road Entrance	<ul style="list-style-type: none"> Inspect gable arch for safety Refurbish toilets Remove over-mature laurel hedge and shrubs New landscaping shrub and bulb planting.
Conifers	<ul style="list-style-type: none"> Continue to thin conifers and evergreen shrubs in older part of the cemetery.
General Landscaping	<ul style="list-style-type: none"> Plant bulbs along circular driveway, paths, boundaries and under trees.

A Safe and Secure Place

The following table provides an assessment of safety and security.

Table 6: Woodman Road Cemetery - Safe and Secure Place Assessment

	Assessment	Actions Required
A Safer Cemetery	There is low incidence of anti-social behaviour. Monuments are inspected on an <i>ad hoc</i> basis and when issues are reported. There is currently no scheduled inspection regime.	
Safe Design	Conifers add to maturity but dark in places.	<ul style="list-style-type: none"> Continue to selectively thin as previously outlined.
Other	Speed limit signs are in place on drive and there is clear demarcation of pedestrian and vehicle areas. Need to make clear that cycling is not permitted.	<ul style="list-style-type: none"> Make clear that cycling is not permitted within the cemetery.

A Clean and Well-Maintained Place

Grass cutting: the cemetery is cut and strimmed on a continuous cycle in the growing season (between March and October). The cemetery is fully cut and strimmed approximately every 3-4 weeks depending on weather conditions and growth rates. Current practice is to cut and drop cuttings rather than collecting them, as collection is very labour intensive.

Hedge Cutting: Hedges are cut twice a year, once before the start of the bird nesting season and then again later in the year when nesting has ended.

Bedding and Floral Displays: These are currently only provided in the summer season. The floral displays receive weekly attention, with weeding and watering during the growing season.

Shrub Beds: These receive two visits each year, with pruning and tidying taking place in March and in the autumn.

Weed Control: Spraying is carried out on an *ad hoc* basis as and when growth dictates.

Leaf Clearance: This is carried out weekly and as and when needed during the autumn. Gathered material is cut and mulched to rot down into the grass.

Other Duties: These include a range of tasks including clearing debris from trees, removal of dead floral displays from graves and topping up sinking graves. These are carried out as and when required.

Sustainability

All bins have been replaced with dual-purpose litter, floral and recycling bins and there is good supply across the site.

Conservation and Heritage

Woodman Road cemetery was opened in 1926 jointly by the parish councils of Great Warley, Shenfield and South Weald. The cemetery passed to Brentwood Urban District Council which enlarged the Woodman Road cemetery in 1936 and 1955.

The gable-arched entrance to the cemetery is a striking and attractive feature of the cemetery. There are sections for nuns of the Marillac and Ursuline convents. The cemetery also contains 12 war graves from the Second World Wars.⁸

⁸ [http://www.cwgc.org/find-a-cemetery/cemetery/2075226/Brentwood%20\(Woodman%20Road\)%20Cemetery](http://www.cwgc.org/find-a-cemetery/cemetery/2075226/Brentwood%20(Woodman%20Road)%20Cemetery)



M. MILDRED
KINS
DEC. 1996
YEARS
ACE
TRICK
007
5

R.I.P.
SISTER
RITA KIELY
DIED 15th JULY 1989
AGED 73 YEARS
SISTER
WINEFRIDE
JENNINGS
DIED 29th JULY 1983
AGED 71 YEARS

SISTER
MARY CAREY
DIED 15th MARCH 1991
AGED 76 YEARS
SISTER
IGNATIUS
FLEMING
DIED 1st APRIL 1991
AGED 81 YEARS

Action Table

A spreadsheet of all the required actions has been provided alongside this document. This spreadsheet is intended to be a live, working document that Brentwood Borough Council staff will update. Provided here is a summary of actions at the time this plan was produced.

Area of Site	Code	Description	Internal/ External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
Boundary of cemetery and Warley Playing Fields	WRC18	Monitor situation regarding use of cemetery as a through- route. Consider additional signing or entering into agreement with school to lock pedestrian gate outside of school core hours if problems become persistent.	External	x	x	x	x	x
Speed limit signs on driveway	WRC4	Replace missing speed limit sign outside lodge.	Internal	x				
Driveway	WRC7	Install message reinforcement 'no dogs' signs along drive in corporate style.	External	x				
Car Park	WRC8	Replace boundary railing with new to match existing	External	x				
Car Park	WRC9	White line car park area	External	x				
Under all mature trees	WRC15	To undertake programme of Cyclamen planting under mature trees where burials not possible to enhance floral display in site.	External	x				
Parking Area adjacent to ashes section	WRC16	White line parking bays as needed.	External	x				

Area of Site	Code	Description	Internal/ External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
Boundary of cemetery and Warley Playing Fields	WRC17	Repair sections of damaged fence.	Internal	x				
Entire Driveway and All Paths	WRC10	Install concrete kerbing and resurface all degrading roadways and footpaths.	Internal		x	x	x	x
All boundaries of site	WRC14	To undertake programme of bulb planting around perimeter of site and in particular along edge of driveway around site.	External		x	x	x	x
Gable Archway	WRC1	Structural inspection to confirm stability and safety.	Internal		x			
Entrance Driveway	WRC3	Remove overgrown shrubs from shrub border along main driveway and replacing with new specimens to enhance entrance into cemetery.	External		x			
Toilets	WRC5	Internally refurbish two toilet areas and only unlock when a funeral on or at weekends.	External		x			
Driveway	WRC6	Install passing bay half way along driveway.	External		x			
Boundary of cemetery and Donkey Lane Plantation	WRC12	Replace fence along boundary of Donkey Lane Plantation.	Internal		x			
Chindits Lane entrance	WRC20	New sign outside of gate at Chindits Lane.	Internal		x			

Area of Site	Code	Description	Internal/ External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
Entrance Driveway	WRC2	Kerb along entire driveway with road kerbs.	External			x	x	x
Boundary of cemetery and Donkey Lane Plantation	WRC13	Install loose fill parking bays (x2) along length of driveway with concrete kerbing to create additional parking (2 already installed).	External			x		
Driveway adjacent to T section	WRC19	Install loose fill parking bays (x4) along length of driveway with concrete kerbing to create additional parking.	External			x		
Chapel	WRC11	Plaster internal of chapel to lighten inside of building	External				x	

London Road Cemetery



Site Description

Site Summary

Description	<ul style="list-style-type: none">• Approximately 2.5 hectares cemetery only (approximately 3.2 including nursery site)• 6627 grave spaces across 21 sections; 6135 full burial plots and 492 ashes plots• 88 ashes plots remaining (3 interments)• No grave spaces remaining (but demand for more)• 32 War Graves.
Rights of Way and Access	<ul style="list-style-type: none">• There are no public rights of way across the site. Although adjacent to St Faith's Country Part there is not currently any through access• Visitors vehicles are permitted to the Chapel of Rest, where there is limited parking• Further parking near sections V, W, X and Z.
Access Points – Pedestrian and Vehicle	<ul style="list-style-type: none">• Pedestrian and vehicle entrance off London Road, TQ 586 933.
Bylaws	<ul style="list-style-type: none">• Cemetery regulations January 2015 (see Appendix).
Tree Preservation Order	<ul style="list-style-type: none">• None.
Facilities	<ul style="list-style-type: none">• Small chapel. Refurbished in 2014 but now closed and not available for use• Toilet facilities open to public at all times• Benches• Litter bins• Facilities for tending graves at chapel.
Non-statutory designations	<ul style="list-style-type: none">• Green Belt.

Site Assessment and Actions

General Overview

London Road Cemetery dates from the late 19th Century, when it was named Brentwood Cemetery.

Also on the site is 'The Gates', a horticultural project run by the Frontline Partnership. This is based in the former Brentwood Borough Council nursery site. It provides a range of activities for all members of the community, including those with a disability, and includes growing fruit, flowers and vegetable, art and craft workshops and garden management.

A Welcoming Place

Signing

An assessment of the current signing and the actions required is shown in Table 7.

Table 7: London Road Cemetery - Signing Assessment

	Assessment	Actions Required
Entrance Signs	New corporate entrance signs installed.	<ul style="list-style-type: none">• No action required.
Other Signing	No dogs are permitted in the cemetery. This message is incorporated into the entrance sign. This site, unlike Woodman Road, is not used by the general public as a through route so no additional message reinforcement signing is required. There is a sign outlining rules of the cemetery next to the chapel and a map of the cemetery and additional cemetery rules signing by the ashes section.	<ul style="list-style-type: none">• No action required.
Style, Clarity and Maintenance	Other signs throughout site are all in new corporate style.	<ul style="list-style-type: none">• Ensure all new signing fits with BBC corporate style across all the cemetery.

Plan 2: London Road Cemetery - Site Overview



Physical Access

Table 8: London Road Cemetery – Physical Access Assessment

	Assessment	Actions Required
Access to the site	<p><u>Public Transport:</u> Bus stop outside of cemetery on London Road.</p> <p><u>Cycle Routes:</u> No cycle routes to the cemetery. No cycling allowed in the cemetery.</p> <p><u>Road Crossings:</u> No crossings but visitors likely to be travelling from further afield so likely to arrive by car or public transport.</p>	<ul style="list-style-type: none"> • No actions required.
Access for visitors with disabilities	<p>There is good access around most of the site with surfaced paths.</p> <p>Parking is limited; however there is limited space in which to expand parking.</p>	<ul style="list-style-type: none"> • No specific actions for disabled visitors but general surfacing of paths is required, see later, which will also assist disabled visitors.
Benches and Resting Places	<p><u>Benches:</u> There are several benches around the site, with particularly good provision in the ashes section (V).</p>	<ul style="list-style-type: none"> • No action required.
Car Parking	<p>There is limited parking next to the chapel. It would be possible to slightly increase capacity by constructing 2 loose surface parking bays.</p> <p>There is also a small parking area between sections V and W adjacent to the ashes section. The space here is very constricted, with the access road needing to accommodate 2-way traffic. It would be beneficial to white line the parking bays to help regulate traffic flows.</p> <p>There is no room for expansion at the existing car parking areas. It would therefore be beneficial to create a car park in the underused area around the garage, adjacent to the nursery. This would also accommodate disabled parking, for which at present there is no facility.</p>	<ul style="list-style-type: none"> • Construct two loose surface parking bays • White line parking bays adjacent to V and W sections • Create parking adjacent to nursery.

	Assessment	Actions Required
Paths and Access Routes	<p>There is a tarmacked drive from the entrance to the nursery and another leading to the ashes section and sections W, X and Z.</p> <p>All other paths are tarmacked but some paths now require resurfacing. The installation of concrete edging will prolong their life in the future.</p> <p>The path around Sections E, F, G, H and K is narrow and of poor quality in places.</p>	<ul style="list-style-type: none"> • Resurface paths. • Install concrete kerbs on all paths and driveways.

Good Design, Infrastructure and Landscape Improvements

Entrance to the Cemetery and Lodge Area

There are several areas which require improvement at the entrance. There are retaining walls on each side of the entrance drive, just inside the site, which are now in poor condition and require replacement. This should be in brick to match the vernacular style of the lodge, entrance wall and chapel.

Residents of London Road use the extra space outside of the gates to park cars on a semi-permanent basis. This not only impinges on the footway, it detracts from the entrance to the cemetery and can on occasion make access difficult. Bollards should be installed to prevent this parking along with double yellow lines. The entrance gates also require re-painting.

Euro bins are stored outside the cemetery lodge. A bin store is required adjacent to the lodge. The lodge doors should also be replaced in black to match the rest of the site. The wooden fencing should also be replaced to match fencing elsewhere on the site.

Floral and Shrub Beds

There are several older raised beds around the cemetery. These are located at the entrance and adjacent to sections V and E. They are in poor condition and are difficult to maintain. These should be replaced with brick planters in the same style as the rebuild of the entrance wall piers and which can accept pre-planted floral displays.

Water Supply

The water supply is now antiquated and leaky. This requires replacement across the whole site. It is also prone to vandalism.

Compost Area

The gates of the compost area, located near to section V and known as 'Boot Hill', is missing and requires replacement so that visitors cannot see into this work area. The area is surrounded by a laurel hedge and some plants require replacement.

Over-Mature Hedges and Specimens

There are several over-mature hedges and specimen plants which now require attention.

There is particularly over-mature hedge forming the boundary of the works depot near the nursery and another which forms the boundary between the cemetery and the nursery. Both of these hedges should be replaced with appropriate species.

A particular issue in this cemetery is the presence of some conifers, planted on graves by relatives, which are now becoming very large. These now impinge on neighbouring plots and could compromise the stability of the graves themselves. The relatives of the plots need to be contacted (where known) and the trees will need to be removed.

Several other conifers, rhododendron, laurel and other shrubs around the site are now over-mature and out of shape, overhanging graves and paths. Some of these will require removal.

Nursery and Garage Area

At the end of the entrance track is a gravel area to the left, once part of the nursery, and a garage and general works area behind a very large conifer hedge. There are several improvements to be made in this area, both to benefit visitors and to help maintenance works.

The works depot area behind the conifer hedge requires resurfacing and the addition of concrete bays for storage of materials. This will create a more functional workspace for staff and is close to St Faith's and the future cemetery extension. The conifer hedge should be replaced as previously outlined.

To the left, the gravel area should be surfaced with hard surfacing to create badly needed additional parking space.

Table 9: London Road Cemetery – Summary of Design Actions

Area	Actions
Entrance to the Cemetery and Lodge Area	<ul style="list-style-type: none"> • Replace retaining walls in brick • Install bollards and yellow lines outside entrance to prevent parking • Repaint entrance gates.

Floral and Shrub Beds	<ul style="list-style-type: none"> • Replace all old planter with brick raised beds to accept pre-planted floral displays.
Water Supply	<ul style="list-style-type: none"> • Replace water supply and pipes across site.
Compost Area	<ul style="list-style-type: none"> • Install gates • Gap up laurel hedge.
Over-Mature Hedges and Specimens	<ul style="list-style-type: none"> • Replace over-mature hedge screening works depot • Replace over-mature hedge screening nursery • Remove over-mature conifers on graves • Remove other specimens as required if impinging on graves or paths.
Nursery and Garage Area	<ul style="list-style-type: none"> • Resurface works area and create storage bays • Hard surface former nursery gravel area to provide additional visitor parking.

A Safe and Secure Place

The following table provides an assessment of safety and security.

Table 10: London Road Cemetery - Safe and Secure Place Assessment

	Assessment	Actions Required
A Safer Cemetery	<p>There is low incidence of anti-social behaviour.</p> <p>Monuments are inspected on an <i>ad hoc</i> basis and when issues are reported. There is currently no scheduled inspection regime.</p>	
Safe Design	<p>The cemetery has, in the main, an open aspect.</p> <p>Tracks for cars are clearly identified.</p>	<ul style="list-style-type: none"> • No actions required.

A Clean and Well-Maintained Place

Grass cutting: the cemetery is cut and strimmed on a continuous cycle in the growing season (between March and October). The cemetery is fully cut and strimmed approximately every 3-4 weeks depending on weather conditions and growth rates. Current practice is to cut and drop cuttings rather than collecting them, as collection is very labour intensive.

Hedge Cutting: Hedges are cut twice a year, once before the start of the bird nesting season and then again later in the year when nesting has ended.

Bedding and Floral Displays: These are currently only provided in the summer season. The floral displays receive weekly attention, with weeding and watering during the growing season.

Shrub Beds: These receive two visits each year, with pruning and tidying taking place in March and in the autumn.

Weed Control: Spraying is carried out on an *ad hoc* basis as and when growth dictates.

Leaf Clearance: This is carried out weekly and as and when needed during the autumn. Gathered material is cut and mulched to rot down into the grass.

Other Duties: These include a range of tasks including clearing debris from trees, removal of dead floral displays from graves and topping up sinking graves. These are carried out as and when required.

Sustainability

All bins have been replaced with dual-purpose litter, floral and recycling bins and there is good supply across the site.

Conservation and Heritage

London Road cemetery was opened in 1893 by Brentwood Parish Burial Board. Although the cemetery has been in existence for over 120 years there is very little documented heritage remaining. The cemetery includes 32 war graves from both the First and Second World Wars.⁹

⁹ [http://www.cwgc.org/find-a-cemetery/cemetery/38416/BRENTWOOD%20\(LONDON%20ROAD\)%20CEMETERY](http://www.cwgc.org/find-a-cemetery/cemetery/38416/BRENTWOOD%20(LONDON%20ROAD)%20CEMETERY)



Action Table

A spreadsheet of all the required actions has been provided alongside this document. This spreadsheet is intended to be a live, working document that Brentwood Borough Council staff will update. Provided here is a summary of actions at the time this plan was produced.

The actions are show in Plan 3.

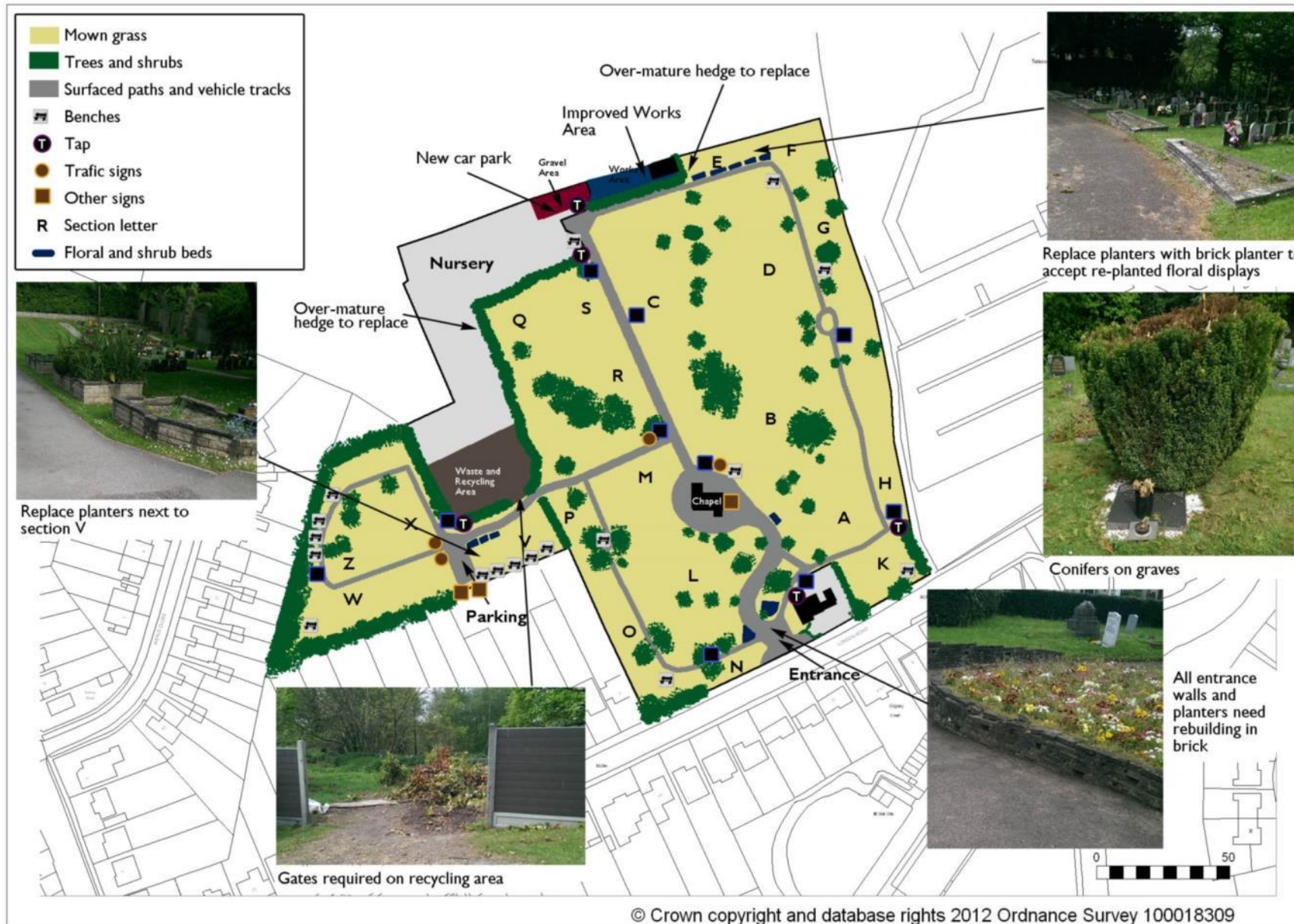
Area of Site	Code	Description	Internal / External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
General entrance area	LRC2	Install bollards to prevent residents parking to front of cemetery entrance and create inviting entrance to site	External	x				
General entrance area	LRC3	Yellow line area to front of cemetery to deter residents from parking at entrance	External	x				
General entrance area	LRC4	Paint entrance gates gloss back	Internal	x				
Compost Area at Base of Boot Hill	LRC12	Replace rotted gates to compost area to prevent visitors from seeing in.	External	x				
Compost Area at Base of Boot Hill	LRC13	Replace dead Laurels in hedge line with new specimens	Internal	x				
Ashes section car park	LRC14	White line with parking bays to regulate vehicle movements at Boot Hill	External	x				

Area of Site	Code	Description	Internal / External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
All roadways and footpaths	LRC8	Install concrete kerbing to all roadways and concrete edging to all footpaths and resurface where needed	External		x	x	x	x
Driveway into site	LRC5	Re-build failing retaining wall with red brick to match lodge and chapel and create inviting entrance into site	External		x			
Entire site	LRC9	Renew water system throughout site with modern plastic piping to prevent future leaks	External		x			
Chapel Area	LRC10	Create loose surface parking bays (x 2) adjacent to chapel area to accommodate visitors	External		x			
Chapel Area	LRC11	Install Aco drain around edge of chapel to remove standing water from base of walls	External		x			
Boundary of nursery and cemetery	LRC16	Remove and replace overgrown conifer hedge with appropriate new species	External		x			
Boundary of work depot and cemetery	LRC18	Remove and replace overgrown conifer hedge with appropriate new species	External		x			
Boundary of work depot and cemetery	LRC19	Replace missing gates and fencing to improve security and visual appeal from visitors	External		x			
Laurel on corner of D section	LRC23	Laurel removed as encroaching over grave, replant with specimen Rhododendron	Internal		x			
Rhododendron between D & G Sections	LRC25	Remove overgrown Rhododendron and replace with seeding and new species Rhododendron	External		x			

Area of Site	Code	Description	Internal / External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
General entrance area	LRC1	Rebuild brick pier of boundary wall on far left hand side of frontage	External			x		
Driveway into site	LRC6	Construct low raised beds out of red brick to match chapel and lodge and top with sandstone capping, beds to accept pre planted containers of bedding	Internal			x		
Driveway into site	LRC7	Construct low raised beds out of red brick to match chapel and lodge and top with sandstone capping, beds to be planted with sustainable planting (x5)	External			x		
Boot Hill Raised Beds	LRC15	Remove collapsing raised beds and rebuild in red brick to match chapel and lodge with sandstone capping.	External			x		
Gravel area adjacent to toilets and nursery	LRC17	Remove gravel area and hard surface to create visitor car park	External			x		
Work Depot	LRC20	Resurface yard of works depot and create concrete bays for bulk store of materials in anticipation of cemetery extension and to create functional working space for GROUND staff	External			x		
Small raised beds adjacent to works depot and ashes section	LRC22	Construct low raised beds out of red brick to match chapel and lodge and top with sandstone capping, beds to be planted with sustainable planting (x4)	External			x		
Fencing adjacent to works depot and ashes section	LRC21	Remove existing barb wire fence and replace with black estate fencing	External				x	

Area of Site	Code	Description	Internal / External Contractor	Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21
Boundary fence with BT Offices	LRC24	Stain fence dark brown to soften and preserve life of fence	Internal				x	
Fencing around lodge garden	LRC26	Replace wooden fence and replace with GOVA wall to match fencing elsewhere	External				x	

Plan 3: London Road Cemetery – Overview of Main Actions



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14 September 2016

Environment & Housing Management Committee

Pilot Scheme for Refuse/Recycling Bins in West Horndon

Report of: Dawn Taylor – Business Support Services Manager

Wards Affected: Herongate, Ingrave and West Horndon

This report is: Public

1. Executive Summary

- 1.1 A waste and recycling pilot scheme has been undertaken in West Horndon entailing the use of wheeled bins for the containment of general waste and dry recyclables (co-mingled recyclables). The pilot scheme has been in operation since 1 April 2016.
- 1.2 The Environment & Housing Management Committee on 9 December 2015 requested that a detailed report on the pilot scheme was brought back to the committee after six months.
- 1.3 The pilot scheme was initiated to ascertain if there are opportunities to achieve efficiencies on a broader scale within the waste services.

2. Recommendations

- 2.1 **That the committee acknowledge that there is no longer sufficient business justification to continue with the pilot scheme and that the committee agrees to the termination of the pilot scheme with the reintroduction of the kerbside collections in sacks for refuse and dry recycling (co-mingled).**
- 2.2 **That the committee agree to permitting individual households of West Horndon, who received the wheeled bins, to retain the residual waste bin for their personal use (note: all waste and recycling to be placed in sacks). The 240 litre wheeled bin, for recycling, to be collected by Operational Services.**
- 2.3 **That the committee acknowledge that a wheeled bin scheme, as trialled, should not be rolled out throughout the borough.**

3. Introduction and Background

- 3.1 The Waste Strategy Group reported to the Environment and Housing Committee on 23 September 2015 recommending that a pilot scheme, using wheeled bins, was trialled. The aim was to determine if the service had opportunities to become more effective and efficient and also to verify if budgetary savings could be made.
- 3.2 The Environment and Housing Management Committee on 9 December 2015 agreed to the trial being held within the main urban area of West Horndon.
- 3.3 During March 2016 two bins were delivered to each household – 1 x 180 litre for general household waste and 1 x 240 litre for dry recyclables. Approximately 600 households received the bins.
- 3.4 The scheme officially started on 1 April 2016 with mixed views from residents: ranging from, “ I don’t want bins” to “ good – as now I am able to put it out the night before”.

4. Issue, Options and Analysis of Options

- 4.1 In order to gauge the effect of the pilot scheme on times and tonnages, prior to the pilot scheme commencing times were taken for collections and the tonnage of general waste and dry recyclables collected were recorded. This was compared with spot checks made during the pilot scheme.
- 4.2 It was found that the average collection times increased, which had a negative impact on the pass rates (number of properties passed by a vehicle over a day) by lowering them; a low pass rate inevitably results in overall collection costs increasing accompanied with under-utilisation of vehicles and crews.
- 4.3 The current pass rate is c.1550 properties/day/round; the pilot scheme showed that this would drop to c.1050 properties for residual waste collections and c.980 properties for dry recycling (slightly lower estimate than residual waste collections as food waste is also collected by the dry recycling crew). As a comparison the Waste and Resources Action Programme kerbside Analysis Tool, based on industry standard statistics, showed a daily pass round as follows: residual waste at 1143 households and dry recycling, with food, as being 730 households.
- 4.4 Tonnages collected also increased: by 5.6% for general waste and 16% for dry recyclables. It’s surmised through anecdotal evidence that

residents perceived the wheeled bins as an opportunity to dispose of additional household waste, including garden waste. Residents may have also used the wheeled bins in preference to taking additional waste to the Essex County Council Recycling Centres for Household Waste.

- 4.5 There were issues with the collection crews failing to return emptied bins to their original location, which maybe attributable to a need for greater speed on the part of the collection teams and certain reluctance to embrace a collection system that is different to the main kerbside collection service provided. These issues have now been resolved.
- 4.6 The dry recycling team on one occasion had an extra operative assigned, for the collection of food waste, in order to see if this would help to reduce the time taken for collections; this option had a minimal effect.
- 4.7 The minimisation of contamination is essential with the dry recyclable collections and the bins provided allow residents to place non-recyclable items in the bin, which will not be observed by the collection crews: for example food waste. The use of sacks is preferred in this instance as contamination is more easily spotted.
- 4.8 The bins are placed out for emptying, regardless of the quantity of waste contained; this contributes to an inefficient collection whereby the operatives spend the same time emptying a full bin as a partial full bin.
- 4.9 Proposed timescale for the end of the pilot scheme:

Action	Dates
Delivery of information leaflet	10 to 13 October 2016
Delivery of roll of orange sacks	10 to 13 October 2016
Pick up wheeled bins	14, 21 & 28 October 2016 and 4 November 2016
End of pilot scheme	4 November 2016

5. Reasons for Recommendation

- 5.1 The increase in waste and recycling resulted in an improvement to the recycling rate of 2.0% for dry recyclables only, however an increase in the general waste of 5.6% is unacceptable and at odds with the requirement of waste prevention.

- 5.2 This additional waste and recycling would translate to an additional 1,715 tonnes being collected Borough wide. The impact would be an overall increase in waste and recycling collected of 6.0%, with the overall recycling rate improving by an estimated 0.2%.
- 5.3 The consequences on collection times has been significant and indicates that at least five extra refuse collection vehicles, along with an additional 15 operational staff would be required if consideration is given to extending the scheme Borough wide. This will have a detrimental affect on financial planning, particularly when the capital expenditure for the wheeled bins is factored in.
- 5.4 The required annual budget for vehicles and salaries would increase by c. £550,000 and the capital expenditure for the wheeled bins delivered to the remaining households in the borough would be c. £875,000. Provision would also have to be made for other costs incurred: such as marketing, door stepping, additional customer care staff, additional supervisory staff and ongoing maintenance/replacement of bins.

6. Consultation

- 6.1 A consultation was undertaken with an estimated 600 questionnaires delivered on the 28 July 2016. The response rate was 55.8% by 8 August 2016.
- 6.2 Questions and responses, shown as a percentage, as follows:

Q1. How satisfied or dissatisfied are you with the wheeled bins provided for your waste and recycling?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
65	16	10	2	7

Q2. How satisfied or dissatisfied are you with the frequency of collections?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
80	15	3	1	1

Q3. How satisfied or dissatisfied are you with the level of street cleanliness following waste and recycling collections?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
24	36	11	21	8

Q4. How satisfied or dissatisfied are you with the information provided on the waste and recycling services?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
39	34	14	8	5

Q5. How satisfied or dissatisfied are you with the waste and recycling collection overall?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
43	44	8	4	1

Q6. How frequently, if at all, do you use the local recycling centre in Station Road?

Every day	Once a week	Once a month	Within the last 6 months	Do not use
1	13	24	24	38

Q7. On average how many sacks of black bag waste do you put out each week?

One bag	Two bags	Three bags	Four bags +
52	30	13	5

Q8. Would you be willing to take part in a trial of having your black bag waste collected once every fortnight?

Yes	No
24	76

6.3 There were 209 comments with 66% of the comments concerning the wheeled bins. Significantly 81% of the responses were satisfied with the wheeled bins, despite some negative comments, which were reflected in the 29% dissatisfied responses to the standard of street cleanliness after waste and recycling collections had been undertaken.

6.4 Of interest was the strength of opinion concerning fortnightly residual waste collections, with close to 4 out of every 5 households expressing that they would not be in favour of this change of service.

7. References to Corporate Plan

7.1 We will explore alternative methods of delivering street scene services to ensure we are efficient, but improve our effectiveness.

8. Implications

Financial Implications

Name & Title: Ramesh Prashar – Financial Services Manager

Tel & Email: 01277 312513 - ramesh.prashar@brentwood.gov.uk

8.1 There are no direct financial implications arising from this report.

Legal Implications

Name & Title: Saleem Chughtai – Legal Services Manager

Tel & Email: 07966 891 705 / Saleem.chughtai@brentwood.gov.uk

8.2 There are no immediate legal implications from the recommendations contained within this report.

Other Implications (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

8.3 None

9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

9.1 None

Report Author Contact Details:

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Members Interests

Members of the Council must declare any pecuniary or non-pecuniary interests and the nature of the interest at the beginning of an agenda item and that, on declaring a pecuniary interest, they are required to leave the Chamber.

- **What are pecuniary interests?**

A person's pecuniary interests are their business interests (for example their employment trade, profession, contracts, or any company with which they are associated) and wider financial interests they might have (for example trust funds, investments, and asset including land and property).

- **Do I have any disclosable pecuniary interests?**

You have a disclosable pecuniary interest if you, your spouse or civil partner, or a person you are living with as a spouse or civil partner have a disclosable pecuniary interest set out in the Council's Members' Code of Conduct.

- **What does having a disclosable pecuniary interest stop me doing?**

If you are present at a meeting of your council or authority, of its executive or any committee of the executive, or any committee, sub-committee, joint committee, or joint sub-committee of your authority, and you have a disclosable pecuniary interest relating to any business that is or will be considered at the meeting, you must not :

- participate in any discussion of the business at the meeting, of if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business or,
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

- **Other Pecuniary Interests**

Other Pecuniary Interests are also set out in the Members' Code of Conduct and apply only to you as a Member.

If you have an Other Pecuniary Interest in an item of business on the agenda then you must disclose that interest and withdraw from the room while that business is being considered

- **Non-Pecuniary Interests**

Non –pecuniary interests are set out in the Council's Code of Conduct and apply to you as a Member and also to relevant persons where the decision might reasonably be regarded as affecting their wellbeing.

A 'relevant person' is your spouse or civil partner, or a person you are living with as a spouse or civil partner

If you have a non-pecuniary interest in any business of the Authority and you are present at a meeting of the Authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest whether or not such interest is registered on your Register of Interests or for which you have made a pending notification.

Environment and Housing Management Committee

1. The functions within the remit of the Environment and Housing Management Committee (including the operational management of assets which for the sake of clarity also comprises maintenance) are set out below:
 - 1) Waste management, refuse collection and recycling
 - 2) Environmental improvement schemes
 - 3) The quality of the public realm, including street services and grounds maintenance
 - 4) Highway matters that are the responsibility of the Borough Council (including highway closures under the Town Police Clauses Act 1847) and drainage
 - 5) Public conveniences
 - 6) Cemeteries and closed churchyards
 - 7) Unlawful incursions
 - 8) Affordable housing
 - 9) Housing strategy and investment programme where the Policy, Finance and Resources Committee does not decide to exercise such functions as the superior Committee
 - 10) The Housing Revenue Account Business Plan where the Policy, Finance and Resources Committee does not decide to exercise such functions as the superior Committee
 - 11) Housing standards, homelessness, homelessness prevention and advice
 - 12) Housing needs assessment
 - 13) Housing benefit - welfare aspects
 - 14) Private sector housing and administration of housing grants
 - 15) Tenancy Management and landlord functions
 - 16) To make recommendations to Finance and Resources on the setting of rents for Council homes.

17)Operational facilities management (including maintenance) of the Town Hall and the Depot