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DATE: 16 January 2017

To: Members of the
ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Councillor William Huntington-Thresher (Chairman)
Councillor Angela Page (Vice-Chairman)
Councillors David Cartwright QFSM, Ian Dunn, Ellie Harmer, Samaris Huntington-Thresher, Terence Nathan, Sarah Phillips, Catherine Rideout and Melanie Stevens

A meeting of the Environment Policy Development and Scrutiny Committee will be held at Bromley Civic Centre on **TUESDAY 24 JANUARY 2017 AT 7.00 PM**

MARK BOWEN
Director of Corporate Services

Copies of the documents referred to below can be obtained from
<http://cds.bromley.gov.uk/>

A G E N D A

PART 1 AGENDA

Note for Members: Members are reminded that Officer contact details are shown on each report and Members are welcome to raise questions in advance of the meeting.

STANDARD ITEMS

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 DECLARATIONS OF INTEREST

3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

In accordance with the Council's Constitution, questions to the Committee must be received in writing four working days before the date of the meeting. Therefore please ensure that questions are received by the Democratic Services Team by 5pm on Wednesday 18th January 2017.

4 MINUTES OF THE ENVIRONMENT PDS COMMITTEE MEETINGS HELD ON 8TH AND 24TH NOVEMBER 2016 (Pages 5 - 20)

HOLDING THE PORTFOLIO HOLDER TO ACCOUNT

5 QUESTIONS TO THE PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING

In accordance with the Council's Constitution, questions to the Portfolio Holder must be received in writing four working days before the date of the meeting. Therefore please ensure that questions are received by the Democratic Services Team by 5pm on Wednesday 18th January 2017.

6 PRE-DECISION SCRUTINY OF REPORTS TO THE ENVIRONMENT PORTFOLIO HOLDER

The Environment Portfolio Holder to present scheduled reports for pre-decision scrutiny on matters where he is minded to make decisions.

a CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2016/17
(Pages 21 - 28)

b HIGHWAYS INVESTMENT (Pages 29 - 38)

7 PRE-DECISION SCRUTINY OF REPORTS TO THE EXECUTIVE

a ENVIRONMENTAL SERVICES PROCUREMENT STRATEGY
(Pages 39 - 58)

POLICY DEVELOPMENT AND OTHER ITEMS

8 ENVIRONMENT PORTFOLIO PLAN 2016/17: HALF YEAR PROGRESS REPORT
(Pages 59 - 80)

9 PARKS, COUNTRYSIDE AND GREENSPACE MANAGEMENT - CONTRACT PERFORMANCE REPORT (Pages 81 - 104)

10 DRAFT 2017/18 BUDGET (Pages 105 - 128)

11 FORWARD WORK PROGRAMME, MATTERS ARISING AND CONTRACTS REGISTER (Pages 129 - 136)

PART 2 AGENDA

12 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

Items of Business

Schedule 12A Description

13 EXEMPT MINUTES OF THE SPECIAL ENVIRONMENT PDS COMMITTEE MEETING HELD ON 24TH NOVEMBER 2016
(Pages 137 - 140)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

14 PROVISION OF INTEGRATED HIGHWAY INSPECTION SERVICE (Pages 141 - 148)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

15 STREET LIGHTING

Report to follow

Information relating to the financial or business affairs of any particular person (including the authority holding that information)



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ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 8 November 2016

Present

Councillor William Huntington-Thresher (Chairman)
Councillor Angela Page (Vice-Chairman)
Councillors David Cartwright QFSM, Ian Dunn,
Ellie Harmer, Sarah Phillips, Catherine Rideout and
Melanie Stevens

26 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were recorded for Cllr Samaris Huntington-Thresher and Cllr Terence Nathan.

Apologies were also received from Cllr Colin Smith as Portfolio Holder for the Environment and Cllr Lydia Buttinger as Executive Support Assistant to the Portfolio Holder.

27 DECLARATIONS OF INTEREST

There were no declarations.

28 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

There were no questions to the Committee.

29 MINUTES OF THE ENVIRONMENT PDS COMMITTEE MEETING HELD ON 29TH SEPTEMBER 2016

The minutes were agreed.

30 QUESTIONS TO THE PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING

Three questions were received for written reply. Details of the questions and replies are at **Appendix A**.

31 PRE-DECISION SCRUTINY OF REPORTS TO THE ENVIRONMENT PORTFOLIO HOLDER

a BUDGET MONITORING 2016/17

Based on expenditure and activity levels to 30th September 2016, the latest 2016/17 budget monitoring position for the Environment Portfolio showed an underspend of Cr £294k, with the controllable budget projected to be underspent by Cr £228k at year-end.

Details were provided of the projected outturn with a forecast of projected spend against each relevant service area compared to the latest approved budget. Background to variations was also outlined.

In discussion, reference was made to a projected net £50k deficit from PCNs issues by Indigo Park. This was due to a reduction in contraventions detected arising from staff sickness, leave and training in April 2016 reducing the number of CEOs on street. Employment of four additional Civil Enforcement Officers (CEOs) on street was delayed due to difficulties in staff recruitment. However, the staff were now in post. The position would be closely monitored over the next few months and there would be opportunity over the financial year for Indigo Park to undertake extra CEO patrols to compensate. A combined Key Performance Indicator (KPI) linked to training and numbers of CEOs on street would also be monitored. Ultimately, if there was a continued level of poor performance, a financial default could be incurred by the contractor.

For Parks and Green Spaces, a projected £70k overspend for water charges at Crystal Palace was due to the receipt of amended backdated bills based on actual meter readings. Bills had only been received to mid-December 2015 and officers were working closely with Thames Water to investigate the reason for a large variation between estimated and actual readings as well as obtaining the most up to date bills - there had been a combination of inaccurate and large bills.

RESOLVED that the Environment Portfolio Holder be recommended to endorse the latest 2016/17 budget projection for the Environment Portfolio.

b ADOPTION OF FIXED PENALTY NOTICES FOR FLY-TIPPING OFFENCES

Report ES16051

Regulations introduced on 9th May 2016 granted Local Authorities power to issue fixed penalty notices (FPNs) for contraventions of section 33 (1)(a) of the *Environmental Protection Act 1990 (EPA)* concerning fly-tipping, so providing an alternative sanction to prosecution. Report ES16051 outlined the case for introducing FPNs in L B Bromley, recommending a level of FPN at £400 with no early payment discount.

The fixed penalty notices would be appropriate for small scale fly-tipping rather than larger scale deposits by unscrupulous operators in waste management, repeat offenders, those responsible for large-scale fly-tipping, or for the fly-tipping of hazardous waste.

Local Authorities are permitted to set their own penalty levels within limits set by Government. To provide the greatest deterrent, the maximum level of fine at £400 fine, with no early-payment discount, was considered appropriate for L B Bromley. It was hoped that this would lead to a decrease in the number of small scale fly-tipping incidents and it was recommended that the Executive Director of Environment and Community Services authorise appropriate officers to issue FPNs, including L B Bromley Street Enforcement Officers, and Officers from *Ward Security*, the Council's Parks Security and Street Enforcement Contractor. *Ward Security* currently issued FPNs for other environmental offences and it was intended to apply the same administration costs and methods of recovery for fly-tipping offences. Failure to pay a Penalty Notice within 14 days would lead to cases being referred to the Council's Legal team.

In accordance with the legislation, income from FPN's was to be spent on functions related to litter, dog fouling, and cleansing rather than a means of generating income for other uses.

Members supported the recommendations and enforcement against fly-tipping. Concerning incidents of fly-tipping at Mottingham Lane, Mottingham, further measures could be considered including a suggestion from Cllr Cartwright (Mottingham). Stop and search initiatives would continue and infrastructure measures could be included; an overheight vehicle barrier and posts would shortly be installed at certain locations. Officers welcomed any further suggestions from Members.

An examination of public incident reports on *Fix My Street* could also help to determine where it might be appropriate to apply measures such as covert CCTV e.g. at locations where there is a high number of incident reports. Some covert cameras had been purchased recently but it was necessary for to apply to the Magistrate's Court for authority to use them under the Regulation of Investigatory Powers Act.

Cllr Ellie Harmer (Plaistow and Sundridge) also made reference to fly-tipping at Kinnaird Avenue, Bromley and highlighted fly-tipped material at a private road. Although residents had paid for removal of the material no action appeared to have been taken. However, with private roads not being maintainable at public expense, it was clarified that fly-tipped material can only be removed from an unadopted or private road if it is blocking the highway. The Council had a responsibility to maintain highway access but if material was fly-tipped elsewhere in the location, it was the responsibility of residents to have the material removed.

Although the proposed level of fine at £400 was the highest that can be introduced, should the level of costs to remove the waste exceed £400, compensation for the excess costs could be pursued through the courts.

RESOLVED that the Environment Portfolio Holder be recommended to:

- (1) approve the introduction of Fixed Penalty Notices (FPNs) for fly-tipping offences within the borough;**
- (2) agree to set the level at £400 per penalty notice without a discount for early payment; and**
- (3) agree that the Executive Director of Environment and Community Services be delegated to authorise appropriate officers to issue Fixed Penalty Notices (FPNs), under section 33ZA of the Environmental Protection Act 1990 (EPA), to persons whom the officer has reason to believe has committed a small scale fly-tipping offence.**

c ELMSTEAD LANE (PRIVATE STREETWORKS) - SECOND RESOLUTION

A Resolution of Approval was sought from the Portfolio Holder under the Private Street Works Code (outlined in the Highways Act 1980), concerning the making up and adoption of the eastern footway of Elmstead Lane, between Walden Road to the north, and Grange Drive.

Following the Committee's meeting on 29th September 2016, the Portfolio Holder made a First Resolution under Section 205(1) of the Highways Act 1980, the report for this decision (Report ES16018) highlighting that the footway had not been made up and adopted. With high footfall at the location due to the proximity of Elmstead Woods railway station, a school, and a bus stop, the Resolution of Approval would enable the Council to provide a safe and continuous footway maintainable at public expense. To adopt the footway, improvements would need to be made to the appropriate standards under the Private Street Works Code and a Resolution of Approval approves details of works necessary to bring the street to a suitable standard; an estimate of the costs of such works; and a provisional apportionment of the costs amongst owners of the premises fronting the street, including those adjoining and abutting.

The appropriate documents under Section 205(3) Highways Act had been prepared to enable the Resolution of Approval to be made, enabling the Provisional Apportionment, containing details of property ownerships, to be as up to date as possible.

Costs for the works were estimated at £33.8k, with £20k funded from the Section 106 funds for the Ravensbourne College development and £13.8k funded from the TfL LIP budget for Station Access Schemes. The Council would bear expenses of the street works under the provisions of Section 236(1) of the Highways Act 1980.

RESOLVED that the Portfolio Holder be recommended to:

(1) to approve without modification the specification, plan, sections, estimate and provisional apportionment now submitted by the Executive Director of Environment and Community Services in respect of the scheme approved by the Environment Portfolio Holder on 18th October 2016; and

(2) resolve that the Council bears the whole of the cost of the works, which will be met from funding provided by Section 106 funding and Transport for London under the provisions of Section 236(1) of the Highways Act 1980.

d NORMAN PARK PROPOSED SHARED PATH

Report ES16056

A shared path for walkers and cyclists around Norman Park would be completed by continuing the path between the park's two car parks, so avoiding the need for walkers, runners and cyclists to pass through areas of manoeuvring vehicles.

To create a cycle hub, five cycle stands and a cycle repair station and pump was proposed adjacent to the proposed refurbished and extended Norman Park Lodge.

Members supported the proposals.

RESOLVED that the Environment Portfolio Holder be recommended to approve:

(1) construction of the proposed new section of shared path in Norman Park between the two car parks as shown in the drawing at Appendix A to Report ES16056, thereby enabling completion of the shared path around the park; and

(2) the provision of five cycle stands and a cycle repair station/pump adjacent to the proposed refurbished and extended Norman Park Lodge to create a cycle hub.

e CONGESTION IN CROFTON ROAD: IMPROVEMENTS TO ORPINGTON STATION FORECOURT AND NEARBY HIGHWAY

Report ES16057

To help reduce traffic congestion along Crofton Road, measures were proposed to improve management of the Orpington Station forecourt (a separate study was being undertaken on improvements to Station Road to the east of the bridge, particularly at the Tower Road/Hill View Road junction).

The current layout of the forecourt was also considered poor and due to the high cost of service diversions it was no longer thought appropriate to install a lay-by and other associated enhancements for the bus stop outside of the station (reversing a decision made in November 2014).

Measures now proposed would improve bus stop facilities and relieve congestion along Crofton Road linked to increased car parking at the station. A re-designed forecourt would manage vehicle and pedestrian movements better and more safely (including vehicle movements in and out of the station) and also include high quality, secure cycle parking facilities.

A further refinement of the proposed design, as tabled at the meeting, now includes twelve taxi bays, ten pick-up/drop-off bays and double yellow lines.

The total cost of the scheme was estimated at £120k to be funded mostly from a S106 sum of £81,977 related to the Orpington Tesco development. The 2016/17 BCP programme would fund a further £25k and the 2016/17 LIP budget for Cycling and Walking would fund the remaining £13k.

In discussion, improved signage at the forecourt was suggested as was parallel parking for all drop-off/pick-up bays although it was highlighted that places could be lost to accommodate the bays. The maintenance of two traffic lanes across the whole forecourt was also suggested as important for reducing congestion - it would allow traffic exiting both ways onto Crofton Road to flow independently.

Moving the exit nearer to the bus stop could cause a visibility problem for exiting drivers should a bus be waiting at the stop and officers would review the design further including a possibility of moving the stop away from the exit. However, the new design would not worsen the current position and the proposed exit arrangement would create better lane discipline for traffic leaving the station.

Concerning pedestrian access to the station, it was confirmed that a zebra crossing across the Station access and egress would not be possible as it could not meet standards. Good enforcement is important on the part of South Eastern to ensure that the pick-up/drop-off bays and double yellow lines are not abused by users of the station, although it was recognised that measures at a number of other stations had proved difficult to enforce; East Croydon station appeared an exception with a large “*no stopping here*” sign and camera to provide effective enforcement.

In addition to the new 60 space cycle hub, South Eastern is looking to provide additional facilities around Platforms 7 and 8 at the station. It was also felt that tree planting would improve the ambiance of the forecourt.

In conclusion, it was highlighted that further amendments to the proposed arrangements would be agreed with the Portfolio Holder. In so doing, it was requested that the Committee’s comments and those of Ward Councillors be

noted, particularly comments related to the provision of two lanes throughout the forecourt to facilitate traffic flow.

RESOLVED that the Environment Portfolio Holder be recommended to agree that:

(1) due to the high cost of the service diversions to provide a bus lay-by and other associated enhancements, the bus stop improvement outside Orpington Station should not proceed as previously agreed (ES14075);

(2) the S106 funds, Borough Cycling Programme, and LIP cycling/walking funds be used to improve the Station forecourt, reduce the impact of traffic queuing to enter the Station (having a knock-on effect on Crofton Road), and for the provision of new high quality cycle parking for 60 bicycles alongside other improvements to cycle parking; and

(3) further investigations be undertaken regarding possible changes to Station Road to address the issues associated with congestion resulting from queueing from the Tower Road/Hill View Road junction.

f PROPOSED QUIETWAY ROUTES IN BROMLEY - QUIETWAY DEFINITION PLAN STAGE

Report ES16059

Approval was sought on two proposed Quietway routes to enable officers and TfL's delivery partners, Sustrans, to progress the routes to detailed design and implementation stages.

Should the proposed routes be endorsed to enable officers to sign-off the Quietways Definition Plan (QDP), TfL would assess whether or not the proposed routes represent quality and best value and make a final judgment on whether to release funding for the schemes. If approved by TfL, a detailed design for both schemes would then be prepared. The Portfolio Holder and Ward Members would be informed of progress and Members consulted on the detailed design of interventions.

At present TfL planned to deliver two Quietways in Bromley:

(i) from Lower Sydenham to Bromley town centre as part of Phase 2.2, joining-up with the proposed Greenwich to Kent House Station route just outside the borough boundary on Waterlink Way in L B Lewisham; and

(ii) the section of the Greenwich to Kent House Station route from Lower Sydenham Station to Kent House Station.

The routes were at feasibility stage, officers having worked with TfL and Sustrans to produce a list of proposed interventions and costings to include in the Quietway Definition Plans (QDPs) for each route.

If a route was unable to meet the level of quality TfL were seeking for Quietways (when assessed at the Sponsor's review), TfL funding would not be guaranteed for the route. As such, detailed designs had yet to be produced. Should TfL decide to fund implementation, informal consultation could be undertaken with relevant stakeholders on proposed interventions with further Member and public consultation (including statutory consultation where necessary) taking place during the design process, prior to implementation.

Passing a number of railway stations in the borough, the Lower Sydenham to Bromley route was expected to be popular, contributing to increased cycle mode share and increased rates of cycle to rail journeys. The Greenwich to Kent House route via Lower Sydenham would also provide an important link between stations on different lines in the borough, encouraging a greater uptake of cycle to rail journeys. The route linked with the Lower Sydenham to Bromley route, just north of Lower Sydenham station, providing Bromley town centre and Beckenham residents with a high-quality cycle route to other parts of South East London. Both routes would also benefit pedestrians with improved crossing facilities and potential surface quality at key points along the routes.

As large sections of both routes in the borough are based on existing London Cycle Network routes, investment from the Quietways programme would benefit all users of existing routes and enable L B Bromley to upgrade the routes at no cost to the authority. This included Kangley Bridge Road on the Greenwich to Kent House route whose improvement would provide an opportunity to implement a Pay & Display/Business Parking scheme in the road. TfL would not provide funding to displace day to day Council expenditure but where interventions were required to bring the routes to Quietway standard, there would be improvements to assets and potentially a slight reduction in revenue expenditure (e.g. from new lighting or repairs to surfacing). Potentially, interventions funded by the scheme could also make a positive contribution to the streetscape through use of high-quality surface materials, better lighting, and cleansing.

The Executive was asked to add the provisional scheme for the proposed Quietway Cycle Routes in Bromley to the capital programme. The total cost of the Quietway Cycle Routes scheme amounted to £862.5k which included funding for L B Bromley project management staff time and design costs.

No Ward Member comments were received on the section of the Greenwich route from Lower Sydenham to Kent House Station. Ward Member comments received for the route from Lower Sydenham to Bromley town were outlined to the Committee. Subject to approval being received from TfL for the two routes as outlined in the QDP and funding released for the schemes, it was intended to complete the two Quietways in the borough by 30th November 2018.

RESOLVED that:

(1) the Environment Portfolio Holder be recommended to:

- (a) endorse the proposed Quietway cycle route from Lower Sydenham to Bromley and the proposed interventions;**
- (b) endorse the proposed Quietway cycle route from Lower Sydenham to Kent House Station and the proposed interventions;**
- (c) authorise the Executive Director of Environment and Community Services to sign-off the Quietways Definition Plan (QDP) to enable TfL to formally review the proposals and make a final decision on whether to proceed with funding for the routes;**
- (d) permit Council officers (assuming TfL approval for the Quietway as proposed in the QDP is granted) to begin an informal consultation with relevant stakeholders on the proposed interventions in early 2017 which is expected to take up to three months; and**

(2) the Executive be recommended to agree to add the provisional scheme for the proposed Quietway Cycle Routes in Bromley to the Capital Programme, at an estimated cost of £862.5k, to be fully funded by TfL.

32 PRE-DECISION SCRUTINY OF REPORT TO THE EXECUTIVE

a FORMAL CONSULTATION ON OUTLINE SERVICE PROPOSALS AND PROCUREMENT STRATEGY - CONEY HILL, OXTED, SURREY CLOSED LANDFILL MONITORING & LEACHATE REMOVAL CONTRACT

Report ES16054

Report ES16054 outlined the procurement strategy involved in tendering for the maintenance, monitoring and aftercare of the closed landfill site at Coney Hill, Oxted, Surrey, assigned to L B Bromley in 1986 following abolition of the Greater London Council. The current contract for a seven year term expired on 27th July 2017 and it was proposed to let a contract for another seven year period, with the option of a three year extension, and further option to extend for an additional two years (following a best value review).

The site accepted no waste and was capped but generated landfill gas and leachate gas as the waste gradually degraded. Landfill gas was drawn from the site through a network of pipes and flared. A network of pipes also drew liquid leachate to a central lagoon from where it was tankered to an appropriate disposal facility. A network of gas and water monitoring boreholes outside of the site boundary was used to check there is no leakage of the site's contents to the surrounding environment. It was also necessary to monitor the pipeline networks and equipment to ensure they operated

appropriately, with the equipment maintained and repaired as necessary. Tankering and disposal of the liquid leachate at appropriate disposal facilities was the contractor's responsibility.

The Environment Agency monitored the site for compliance with environmental legislation and ensured that material remained contained without adversely affecting the surrounding environment. Based on analysis by the current contractor, estimates suggested that gas and leachate management/extraction would be required for a further 25 years, although volumes would reduce during the period, eventually falling to a minimal level. On confirmation of the site being effectively inert, the responsibility of L B Bromley would then be fully discharged.

The two proposed extension options would potentially allow for the contract to be co-terminus with the wider bundle of Environment contracts being let in 2019. The total potential total contract value amounted to £1,642,560, including both extensions.

Members supported the recommendations.

RESOLVED that the Executive be recommended to agree:

(1) the procurement strategy set out in Report ES16054; and

(2) the authority to extend the contract, as necessary, be delegated to the Executive Director of Environment and Community Services in consultation with the Portfolio Holder.

33 EXPENDITURE ON CONSULTANTS 2015/16 AND 2016/17

Report CSD16148

At its meeting on 7th September 2016, the Executive and Resources PDS Committee requested that a report (FSD16053) concerning expenditure on consultants 2015/16 and 2016/17 be considered by all PDS Committees.

Report FSD16053 was appended to Report CSD16148 as was Revenue expenditure on consultants in the Environment Portfolio. This focussed on (i) one-off specialist advice/no-one with specialist skills and (ii) insufficient in-house skills/resources. Expenditure in 2015/16 amounted to £183,294 and in 2016/17 to date expenditure amounted to £14,560.

As a further appendix to Report CSD16148, information on Capital expenditure on consultants in the Portfolio was outlined, broken down into expenditure on architects and multi-disciplinary/other consultants. Expenditure in 2015/16 amounted to £200,869.02 and expenditure for the first quarter of 2016/17 amounted to £2,979.34.

Noting that revenue and capital expenditure for 2016/17 only covered the first quarter, there was a desire to look at the matter again at the end of the financial year.

RESOLVED that the matter be considered again after the end of the current financial year.

34 FORWARD WORK PROGRAMME, MATTERS ARISING AND CONTRACTS REGISTER

Report ES16058

Concerning the Committee's Work Programme, it was proposed to hold a special meeting of the Committee on 24th November 2016 at 6pm to consider contract award recommendations for (i) Parking Services and (ii) Council Information Display Units.

It was also intended to convene one or possibly two meetings of the Highways/Footways Working Group before Christmas.

RESOLVED that:

- (a) the Forward Work Programme be noted;**
- (b) progress concerning previous Committee requests be noted; and**
- (c) the Corporate Contract Register extract and commentary related to Environment Portfolio contracts be noted.**

35 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000

36 EXEMPT MINUTES OF THE ENVIRONMENT PDS COMMITTEE MEETING HELD ON 29TH SEPTEMBER 2016

The exempt minutes were agreed.

The Meeting ended at 8.22 pm

Chairman

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ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 6.00 pm on 24 November 2016

Present

Councillor William Huntington-Thresher (Chairman)
Councillor Angela Page (Vice-Chairman)
Councillors David Cartwright QFSM, Ian Dunn,
Ellie Harmer, Catherine Rideout and Melanie Stevens

Also Present

Councillor Colin Smith and Councillor Lydia Buttinger

37 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Cllr Samaris Huntington-Thresher, Cllr Terence Nathan and Cllr Sarah Phillips.

38 DECLARATIONS OF INTEREST

There were no declarations.

39 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

There were no questions.

40 COUNCIL INFORMATION DISPLAY UNITS - CONTRACT AWARD

Report ES16065

Report ES16065 summarised provision for Council information display units, generating income for the Council and an opportunity to promote Council messages.

Traditionally double-sided units housing paper posters, digital technology would be used for the future and the Council would be allocated a share of the total time messages are displayed. There was also a provider preference for siting units in areas of high pedestrian footfall e.g. town centre locations rather than roadside sites with high traffic volumes.

Planning consent would be required for each site providing an opportunity for residents and others to comment on the units.

Members considered details of the tendering arrangements, evaluation process, and financial detail in Part 2 proceedings – the details being outlined in a corresponding Part 2 report (ES16067).

RESOLVED that:

(1) a new provider for Council information display units be appointed for an initial period of ten years with an option to extend for a further five years; and

(2) future income projections be totally dependent on the new provider successfully installing their display units and gaining the necessary permissions, including planning consent.

41 AWARD OF THE PARKING SERVICES CONTRACT

Report ES16062

Linked to a Part 2 report on the same matter (ES16066), Report ES16062 outlined the procurement process for re-tendering Parking Services. It also set out in principle the range of parking services and existing parking related contracts to form the basis of a new contract, along with information on the proposed contract term and performance management.

L B Bromley's current contract with Indigo (formally Vinci Park Services) was due to end in April 2017 and a new parking contract would include the following services:

- patrolling and enforcing on-street parking restrictions through the issue of Penalty Control Notices (PCNs);
- patrolling and enforcing council-owned car parks through the issue of PCNs;
- car park management and maintenance;
- equipment maintenance and management;
- cash collection from pay and display machines and pay stations in multi-storey car parks;
- school crossing patrols, part-funded by TfL and individual schools (schools would directly enter into contract with the successful service provider for school crossing patrols); and
- Business Processing Services i.e. post, scanning and printing.

A full list of services was appended to Report ES16062.

L B Bexley's current contract with NSL was also due to end in April 2017 (the contract including services similar to those for L B Bromley) and the Executive had previously agreed to parking services being procured in partnership with L B Bexley. With award to the same contractor, further efficiencies would result although a separate contract would be drawn-up between each

authority and the preferred company. A shared service would continue to manage parking services for both boroughs.

A contract and specification was developed - Key Performance Indicators meeting current requirements for Parking Services for the next ten years.

RESOLVED that information outlined in Report ES16062 be noted.

42 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006, AND THE FREEDOM OF INFORMATION ACT 2000

43 COUNCIL INFORMATION DISPLAY UNITS - CONTRACT AWARD

Report ES16067

Further to the Part 1 summary report (ES16065) for this item, Report ES16067 set out details of tendering arrangements, the evaluation process, and financial detail for the proposed contract. In so doing the report also provided a recommendation for award of contract which the Committee supported.

44 AWARD OF THE PARKING SERVICES CONTRACT

Report ES16066

Members considered the tender evaluation for Parking Services making a recommendation for the award of a new contract.

The Meeting ended at 6.43 pm

Chairman

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Report No.
FSD17010

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Environment Portfolio Holder

For Pre-Decision Scrutiny by the Environment PDS Committee on:

Date: 24th January 2016

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2016/17

Contact Officer: James Mullender, Principal Accountant
Tel: 020 8313 4292 E-mail: james.mullender@bromley.gov.uk

Chief Officer: Director of Finance

Ward: All Wards

1. Reason for report

On 30th November 2016, Executive received the 2nd quarterly capital monitoring report for 2016/17 and agreed a revised Capital Programme for the four year period 2016/17 to 2019/20. This report highlights changes agreed by Executive in respect of the Capital Programme for the Environment Portfolio. The revised programme for this portfolio is set out in Appendix A. Detailed comments on scheme progress as at the end of the 2nd quarter of 2016/17 are shown in Appendix B.

2. **RECOMMENDATION(S)**

The Portfolio Holder is asked to note and confirm the changes agreed by Executive on 30th November 2016.

Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring is part of the planning and review process for all services. Capital schemes help to maintain and improve the quality of life in the borough. Effective asset management planning (AMP) is a crucial corporate activity if a local authority is to achieve its corporate and service aims and objectives and deliver its services. For each of our portfolios and service priorities, we review our main aims and outcomes through the AMP process and identify those that require the use of capital assets. Our primary concern is to ensure that capital investment provides value for money and matches the Council's overall priorities as set out in the Community Plan and in "Building a Better Bromley".
 2. BBB Priority: Excellent Council
-

Financial

1. Cost of proposal: Total increase of £657k over the 4 years 2016/17 to 2019/20
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £37.3m for the Environment Portfolio over four years 2016/17 to 2019/20
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

1. Number of staff (current and additional): 1 fte
 2. If from existing staff resources, number of staff hours: 36 hours per week
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 30th November 2016

- 3.1 A revised Capital Programme was approved by Executive in November 2016, following a detailed monitoring exercise carried out after the 2nd quarter of 2016/17. The base position is the programme approved by the Executive on 20th July 2016, as amended by variations approved at subsequent Executive meetings. Changes to the Environment Portfolio Programme approved by Executive in November are shown in the table below and further details are included in paragraphs 3.6 and 3.7. The revised Programme for the Environment Portfolio is attached as Appendix A. Appendix B shows actual spend against budget in the second quarter of 2016/17, together with detailed comments on individual schemes.

	2016/17	2017/18	2018/19	2019/20	TOTAL 2016/17 to 2019/20
	£'000	£'000	£'000	£'000	£'000
<u>Programme approved by Executive 20/07/16</u>	7,128	7,144	4,010	4,010	22,292
Land acquisition - Cornwall Drive (Council 12/12/16) (see para 3.2)	2,709	0	0	0	2,709
Betts Park Canal Bank Stabilisation Project (Exec 14/09/16) (see para 3.3)	136	0	0	0	136
Highways Investment (Council 12/12/16) (see para 3.4)	500	6,000	5,300	0	11,800
Beckenham Public Realm improvements - net reduction to reflect TfL funding (Council 12/12/16) (see para 3.5)	-57	-199	0	0	-256
Approved Programme prior to Q2 Monitoring	10,416	12,945	9,310	4,010	36,681
<u>Variations approved by Executive 30/11/16</u>					
Increase in TfL funding for Highway schemes (see para 3.6)	657	0	0	0	657
Rephasing from 16/17 to future years (see para 3.7)	-150	30	120	0	0
Total Amendment to the Capital Programme	507	30	120	0	657
Total Revised Environment Programme	10,923	12,975	9,430	4,010	37,338

- 3.2 Land Acquisition Cornwall Drive – Scheme Added to Capital Programme (£2,709k increase in 2016/17)

On 12th December 2016, Council agreed the addition of a scheme totalling £2,709k to the capital programme for the acquisition and clearance of land at the end of Cornwall Drive. £2,409k will be funded by the Environment Agency, and a £300k revenue contribution made from the Council's 2016/17 Central Contingency.

- 3.3 Betts Park Canal Bank Stabilisation Project - Scheme Added to Capital Programme (£136k increase in 2016/17)

At its meeting on 14th September 2016, Executive agreed that the Betts Park Canal Bank Stabilisation Project be added to the capital programme with a cost of £136k, to be funded from capital receipts. This scheme will result in a gabion wall to stabilise a section of the bank along the canal which will prevent further movement in the future and limit any impact on neighbouring properties.

- 3.4 Highways Investment - Scheme Added to Capital Programme (£11.8m increase in 2016/17 to 2018/19)

On 12th December 2016, Council agreed the addition of a scheme totalling £11.8m to the capital programme for the investment in planned highway maintenance, to be funded from capital receipts. This scheme will reduce the need for reactive maintenance to the Council's highway

asset e.g. fixing potholes etc. and should improve value for money and customer satisfaction, and reduce unplanned disruption and insurance claims for damages. The scheme will also enable revenue savings of £2.5m per annum to be made for a period of five years from 2017/18.

3.5 Beckenham Town Centre improvements (£256k net reduction in 2016/17 and 2017/18)

On 12th December 2016, Council agreed the revised estimate of £4.441m for the Beckenham Town Centre improvements scheme (a net reduction of £256k) to reflect the finalised scheme budget following a number of changes since the scheme inception, as well as changes to the level of TfL funding for the scheme.

3.6 Transport for London (TfL) – Revised support for Highways and Traffic Schemes (£657k increase in 2016/17)

Provision for transport schemes to be 100% funded by TfL was originally included in the Capital Programme 2016/17 to 2019/20 on the basis of the bid in the Borough Spending Plan (BSP). Notification of an overall increase of £657k in the 2016/17 grant has been received from TfL and Executive agreed an increase to the capital scheme to match this increase in funding. Grant allocations from TfL change frequently and any further variations will be reported in subsequent capital monitoring reports.

3.7 Schemes rephased from 2016/17 into future years

As part of the 2nd quarter monitoring exercise, a total of £150k has been re-phased from 2016/17, £30k into 2017/18 and £120k into 2018/19 to reflect revised estimates of when expenditure on the ‘Winter maintenance - gritter replacement’ scheme is likely to be incurred. This has no overall impact on the total approved estimate for the capital programme. Further details and comments on all schemes in the programme are provided in Appendix B.

Post-Completion Reports

3.4 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in recent years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme’s non-financial objectives. No post-completion reports are currently due for the Environment Portfolio, but this quarterly report will monitor the future position and will highlight any further reports required.

4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services.

5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to Executive on 30th November 2016. Changes agreed by the Executive for the Environment Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel & Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Approved Capital Programme (Executive 20/07/16) Q2 monitoring report (Executive 30/11/16) Land acquisition – Cornwall Drive (Executive 02/09/16)

	Betts Park Canal Bank Stabilisation Project (Executive 14/09/16) Highways Investment (Executive 18/10/16) Beckenham Town Centre improvements (Executive 18/10/16)
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ENVIRONMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 30 NOVEMBER 2016										
Code	Capital Scheme/Project	Total Approved Estimate £'000's	Actual to 31.03.16 £'000's	Estimate 2016/17 £'000's	Estimate 2017/18 £'000's	Estimate 2018/19 £'000's	Estimate 2019/20 £'000's	Responsible Officer	Remarks	
	SCHEMES FULLY FUNDED BY TRANSPORT FOR LONDON									
922602	TFL - Borough Support	12,000	0	0	4,000	4,000	4,000		100% TfL funding, based on Borough Spending Plan submission to TfL and will only proceed if 100% funding is agreed by TfL. The Capital Programme will be adjusted to reflect revised TfL approvals as these are received.	
922608	Cycling on Greenways	187	187	0	0	0	0	0/Angus Culverwell		
922660	Borough Transport Priorities (not allocated)	563	544	19	0	0	0	0/Angus Culverwell		
922668	Biking Boroughs	89	55	34	0	0	0	0/Angus Culverwell		
		788	569	219	0	0	0	0/Angus Culverwell		
	TFL - New funding streams									
922661	Maintenance	8,430	6,434	1,996	0	0	0	0/Angus Culverwell		
922672	LIP Formula Funding	12,821	9,445	3,376	0	0	0	0/Garry Warner / Angus Culverwell		
922673	Borough Cycling	12	12	0	0	0	0	0/Angus Culverwell		
922674	Bus Stop Improvement works	205	34	171	0	0	0	0/Angus Culverwell		
922677	Flexi Lane	70	61	9	0	0	0	0/Angus Culverwell		
941539	Widmore Road - BNV	366	53	313	0	0	0	0/Garry Warner		
	TOTAL SCHEMES FULLY FUNDED BY TRANSPORT FOR LONDON	35,531	17,394	6,137	4,000	4,000	4,000			
	OTHER									
917242	Winter maintenance - gritter replacement	1,210	836	134	120	120	0	0/Paul Chilton		
917247	Orpington Public Realm Improvements	2,200	2,166	34	0	0	0	0/Garry Warner	£1.2m TfL funding	
917256	Highways Investment	11,800	0	500	6,000	5,300	0	0/Garry Warner	Approved Council 12/12/16. Funded from capital receipts	
941536	Beckenham Town Centre Improvements	4,441	653	943	2,845	0	0	0/ Kevin Munnely	Executive 16/10/13 and Executive 02/12/15 (Full Council 14/12/15) £3,295k TfL funding; £150k Members' Initiative reserve; £1002k Capital Receipts; £250k Principal Road Maintenance (TfL funded)	
922675	Gosshill Road	293	230	63	0	0	0	0/Angus Culverwell	Funded from TfL £80k and S106 £213k	
922676	Orpington Station	133	1	132	0	0	0	0/Angus Culverwell	Funded from TfL £50k and S106 £83k	
941893	Depots - stand by generators	120	72	48	0	0	0	0/Paul Chilton		
941863	The Woodland Improvements Programme	112	109	3	0	0	0	0/Robert Schenbri	Approved by Executive 02/04/14. Funded by Forestry Commission	
917254	Betts Park Canal Bank Stabilisation Project	136	0	136	0	0	0	0/John Bosley	Approved Executive 14/09/16 - works are required to limit the risk to the Council of further claims for damage to properties at Betts Park Canal Bank.	
917255	Land Acquisition - Cornwall Drive	2,709	0	2,709	0	0	0	0/Nigel Davies / John Woodruff	Approved Executive 02/09/16 - £300 funded from Central Contingency 16/17 £2,409k from Environment Agency Funds.	
917251	SEELS street lighting project	997	997	0	0	0	0	0/Garry Warner	100% external funding (Salix)	
917252	Street Lighting Invest to Save Initiative	8,507	8,434	73	0	0	0	0/Garry Warner	Funded by Invest to Save Fund (Executive 28/11/12)	
927000	Feasibility Studies	40	0	10	10	10	10	0/Claire Martin		
	TOTAL OTHER	32,698	13,498	4,785	8,975	5,430	10			
	CAR PARKING									
926069	Bromley Town Centre - increased parking capacity	417	416	1	0	0	0	0/ Paul Redman	Approved by Executive 23/05/12	
	TOTAL CAR PARKING	417	416	1	0	0	0			
	TOTAL ENVIRONMENT PORTFOLIO	68,646	31,308	10,923	12,975	9,430	4,010			

ENVIRONMENT PORTFOLIO - APPROVED CAPITAL PROGRAMME 2016/17 - 2ND QUARTER MONITORING				Revised Estimate Nov 2016	Responsible Officer Comments
Capital Scheme/Project	Approved Estimate Jul 2016	Actual to 22.12.16	Revised Estimate Nov 2016		
	£'000's	£'000's	£'000's		
SCHEMES FULLY FUNDED BY TRANSPORT FOR LONDON					
TFL - Borough Support	0	0	0		
Cycling on Greenways	6	6	19	TfL funding allocated to individual scheme	
Borough Transport Priorities (not allocated)	68	37	34	TfL funding allocated to individual scheme	
Biking Boroughs	36	24	219	TfL funding allocated to individual scheme	
TFL - New funding streams					
Maintenance	1,453	393	1,996	TfL funding allocated to individual scheme	
LIP Formula Funding	3,329	1,386	3,376	TfL funding allocated to individual scheme	
Bus Stop Improvement works	264	37	171	TfL funding allocated to individual scheme	
Flexi Lane	9	5	9	TfL funding allocated to individual scheme	
Widmore Road - BNV	313	6	313	TfL funding allocated to individual scheme	
TOTAL SCHEMES FULLY FUNDED BY TRANSPORT FOR LONDON	5,480	1,894	6,137		
OTHER					
Winter maintenance - gritter replacement	284	73	134	Work beginning on purchase of 1 used gritting vehicle. Estimate cost of £55k. In addition, the cost of replacement gritter weighing equipment is estimated to be around £25k. Used gritter is ready for delivery. £30k has been rephased to 17/18 and £120k to 18/19.	
Orpington Public Realm Improvements	34	0	34	Balance of funding being utilised for minor redesigns to scheme. Works are anticipated to be completed in this financial year.	
Highways Investment	0	0	500	The investment project will commence in March 2017 once the Environment PH has approved the first phase of the programme. All carriageway schemes are due for completion by November 2018, although footway schemes may continue until March 2019. Further details of the spend profile will be available in Q1 2017/18.	
Beckenham Town Centre Improvements	1,000	19	943	Design and Development for TfL Major Improvement Initiative. Final design and implementation costs funded by TfL. The re-profile of capital is required because TfL delayed confirmation of award and as a result the implementation of the programme is subject to slippage. Adjusted 16/17 budget to match TfL portal funding	
Gosshill Road Chislehurst - Private Street Works	63	15	63	Funded from TfL and S106. The scheme consists of building a new carriageway and footway with other enhancing highway elements, such as improved lighting. Site works started on 28/09/15. The project is due to be completed this financial year. Officers are in the process of agreeing a joint measure of the first phase with FMC, and will be producing an estimate of the costs for the second phase shortly.	
Orpington Station - Access & Bus stop enhancement	132	0	132	Funded from TfL and S106. There were delays due to several complications relating to the costing. As a result, new specifications are being considered before new recommendation are presented to Members	
Depots - stand by generators	48	-12	48	Installation nearing completion and commissioning being planned.	
The Woodland Improvements Programme	3	-1	3	Claims total to £112k was submitted to the Forestry Commission (in 14/15 and 15/16). Project completed and pending outstanding invoices.	
Betts Park Canal Bank Stabilisation Project	0	0	136	Approved Executive 14/09/16 - works are required to limit the risk to the Council of further claims for damage to properties at Betts Park Canal Bank. £15k have been spent for Remediation work for geotech survey and design solution of out estimated total of £26k. The remaining £110k will be for design solution which is planned to be implemented by March.	
Land Acquisition - Cornwall Drive	0	121	2,709	Approved Executive 02/09/16 - £300k funded from Central Contingency 16/17 £2,409k from Environment Agency Funds. £120k has been spent in Oct for purchase of Cornwall Drive access road, £2,589k is estimated cost for Veolia waste removal cost	
Street Lighting Invest to Save Initiative	73	-518	73	Funded by Invest to Save Fund (Exec 28/11/12) - Report presented to Exec 15/10/14 to amend the project in replacing fewer lamp columns and convert more lanterns. There remain delays with completing connections in particular those where the Council have to involve UKPN. Officers anticipate all the works to be completed in this financial year.	
Feasibility Studies	10	0	10		
TOTAL OTHER	1,647	-303	4,785		
CAR PARKING					
Bromley Town Centre - increased parking capacity	1	1	1	Scheme completed	
TOTAL CAR PARKING	1	1	1		
TOTAL ENVIRONMENT PORTFOLIO	7,128	1,592	10,923		

Report No.
ES17004

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Environment Portfolio Holder

For Pre-Decision Scrutiny by the Environment PDS Committee on:

Date: 24th January 2017

Decision Type: Non-Urgent Executive Key

Title: HIGHWAYS INVESTMENT

Contact Officer: Garry Warner, Head of Highways
Tel: 020 8313 4929 E-mail: garry.warner@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

This report recommends future programmes of planned carriageway and footway maintenance following the Council's decision to invest capital funding in highways maintenance. The report also includes information in respect of the Council's annual bid made to Transport for London for principal road maintenance and bridge assessment and strengthening.

2. **RECOMMENDATIONS**

That the Environment Portfolio Holder:

- i) agrees that the schemes listed in Appendix 'A' for the first phase of the Council's investment programme of planned highway maintenance for 2017/19;
- ii) agrees the proposed TfL funded programme of principal road maintenance works for 2017/18 as set out in Appendix 'B', together with the bid to Transport for London for bridge strengthening and assessment as Appendix 'C';

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council Quality Environment Safer Bromley Vibrant, Thriving Town Centres:
-

Financial

1. Cost of proposal: Estimated Cost: £3.5m for Phase 1 of investment programme and £880k for Principal Road Maintenance
 2. Ongoing costs: Dependent on TfL funding
 3. Budget head/performance centre: Capital Programme and TfL funding
 4. Total current budget for this head: £11.8m and £882k
 5. Source of funding: Capital Receipts and TfL LIP funding
-

Personnel

1. Number of staff (current and additional): 3fte
 2. If from existing staff resources, number of staff hours: 3fte
-

Legal

1. Legal Requirement: Statutory Requirement:
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: None
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Borough-wide
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillors comments: Ward Councillors have been consulted regarding these proposals, and their comments will be made available at the meeting

3. COMMENTARY

Background

- 3.1 Bromley's highway assets include 547 miles (880Km) of carriageways and 885 miles (1,425 Km) of footways. It is a highly visible asset used by most residents and businesses on a daily basis. A well-maintained highway facilitates safe and reliable travel for pedestrians, cyclists and motorists, and contributes to the vitality of the borough and the local economy. The highway network has a gross replacement cost of approximately £1.5 bn. according to the most recent submission to HM Treasury.
- 3.2 Maintaining the highway asset through timely planned maintenance works reduces the demand for reactive maintenance, such as repairing potholes and broken paving. This improves value for money and customer satisfaction, reduces unplanned network disruption, and contributes to reducing third party claims for damages.
- 3.3 On 12th December 2016 the Council approved capital funding of £11.8m for investment in planned highway maintenance and the scheme was added to the Capital Programme. This will allow the condition of the borough's non-principal and unclassified roads and footways to be improved, which will also reduce the demand for reactive maintenance. This will enable annual revenue savings of £2.5m to be made, a total of £12.5m over a period of 5 years from 2017/18, which will be partly offset by a total estimated reduction in treasury management income of £167k over the five year period.

Highway Maintenance Working Group

- 3.4 The Environment PDS Highway Maintenance Working Group (HMWG) met on 7th December 2016 to consider future maintenance policies together with treatments and priorities for the capital programme. The recommendations of the HMWG will be reported at the committee following their second meeting on 16th January 2017, although initial discussions included;
- (i) priorities for capital expenditure to focus on carriageway schemes to reduce the requirement for future reactive maintenance, with a likely split of 70/30 carriageways / footways.
 - (ii) although maintenance hierarchy will be considered when selecting footway and carriageway maintenance schemes, works in lower category roads would be considered where major defects are present.
 - (ii) carriageway projects to include proprietary treatments such as surface dressing in rural roads
 - (iii) future footway maintenance schemes and material selection to deal with known issues of damage from tree roots and over-running vehicles, with works directed at areas of damaged footways rather than whole footway maintenance schemes.

Road Condition

- 3.5 Borough-wide carriageway condition data is derived from technical surveys to provide a coarse assessment of network condition based on national guidelines. These are not precise as they are derived from identifying a wide range of highway defects, although they do provide a valuable source of trend data by identifying the percentage of carriageway likely to require maintenance.
- 3.6 Roads are identified for planned work using a prioritisation system based on highway condition, but also taking account of factors such as use, location on the network, adjacent services,

frequency of reactive maintenance, level of public enquiries, consultation responses, etc. Those roads with the highest overall priority have been assessed and it is proposed that the roads shown at Appendix 'A' are included as the first phase of the investment programme; the estimated cost of these works is £2.6m for carriageways and £0.9m for footways. Details of future phases of carriageway and footway schemes with associated costs will be submitted for approval during the spring of 2017.

- 3.7 Maintenance of the Borough's principal road network is funded from an allocation made by Transport for London TfL. This funding is intended for carriageway maintenance, although some footway works may be included. Details are shown in Appendix 'B'.

Bridge Strengthening and Assessment

- 3.8 Bridge strengthening and assessment covers strengthening, replacement works, assessment and feasibility studies of highway structures. Officers are requested to submit a bid for structural projects to the London Bridges Engineering Group (LoBEG), which advises TfL on scheme prioritisation. These projects are set out in Appendix 'C' and the Portfolio Holder is asked to endorse this list. The Council will not know how much of the bid for 2017/18 has been successful until the funding settlement is announced by TfL.

4. POLICY IMPLICATIONS

- 4.1 The Environment Portfolio Plan includes the key aim "To continue to invest in a timely and effective manner in our roads and pavements to maintain the value of our highway asset". The Plan (item 4.4) identifies the Council will "Improve the condition of the of the highway network by completing an approved major programme of road and pavement resurfacing".

5. FINANCIAL IMPLICATIONS

- 5.1 The Council has agreed capital funding of £11.8m for investment in planned highway maintenance. This will enable annual revenue savings of £2.5m to be made, a total of £12.5m over a period of 5 years from 2017/18, which will be partly offset by a total estimated reduction in treasury management income of £167k over the five year period.
- 5.2 This report is seeking approval for the first phase of the investment programme detailed in Appendix A. The estimated cost of these works is £3.5m. Details of future phases of schemes with associated costs will be submitted for approval during the spring of 2017.
- 5.3 Maintenance of the Principal Road Network together with bridge strengthening and assessment is funded by TfL and these funds can only be used for maintenance work on classified roads.
- 5.4 TfL has recently confirmed that Bromley will receive £880k to undertake maintenance of the principal road network during 2017/18. Appendix B has the details of the proposed maintenance that will be carried out using this funding.
- 5.5 Appendix C sets out the list of projects that make up the proposed bid to TfL for bridge strengthening and assessment over the next three years. The exact amount of funding for 2017/18 will be known when the funding settlement is announced by TfL.

6. LEGAL IMPLICATIONS

- 6.1 Under the Highways Act 1980, the Council, as Highway Authority, has duties to ensure the safe passage of highway users and to maintain the highway.

Non-Applicable Sections:	IMPACT ON VULNERABLE ADULTS AND CHILDREN PERSONNEL IMPLICATIONS PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	

PROPOSED CARRIAGEWAY SCHEMES - INVESTMENT PHASE 1

ROAD	EXTENT	WARD
Acacia Close, Petts Wood	Complete length	Petts Wood & Knoll
Addison Road, Bromley	Complete length	Bromley Common & Keston
Alexandra Crescent, Bromley	Complete length	Plaistow & Sundridge
Artington Close, Farnborough	Complete length	Farnborough & Crofton
Ash Close, Petts Wood	Complete length	Petts Wood & Knoll
Beechwood Avenue, Orpington	Complete length	Darwin
Birch Tree Avenue, West Wickham	Complete length	Hayes & Coney Hall
Blakeney Road, Beckenham	Hayne Road to Rectory Road	Clock House
Blenheim Road, Penge (burham close)	Only carriageway (not parking areas)	Penge & Cator
Brackley Road, Beckenham	Complete length	Copers Cope
Braeside, Beckenham	Greycot to Overbrae	Copers Cope
Camden Grove, Chislehurst	Complete length	Chislehurst
Chestnut Avenue, West Wickham	Queensway to Sylvan Way	Hayes & Coney Hall
Chilham Way, Hayes	Complete length	Hayes & Coney Hall
Chipperfield Road, Orpington	Leesons Hill to St Peter's Lane	Cray Valley West
Cleave Avenue, Orpington	Complete length	Darwin
Constance Crescent, Hayes	Complete length	Hayes & Coney Hall
Crest View Drive, Petts Wood	Complete length	Petts Wood & Knoll
Cromwell Avenue, Bromley	Complete length	Bromley Town
Croxley Green, St Paul's Cray	Complete length	Cray Valley West
Curzon Close, Orpington	Complete length	Farnborough & Crofton
East Hill, Biggin Hill	Complete length	Biggin Hill
Elmfield Road, Bromley	From 7 (next to bus lane) to train station	Bromley Town
Farleigh Avenue, Hayes	Complete length	Hayes & Coney Hall
Felton Close, Petts Wood	Complete length	Petts Wood & Knoll
Forde Avenue, Bromley	Complete length	Bromley Town
Greencourt Road, Petts Wood	Complete length	Petts Wood & Knoll
Grosvenor Road, Petts Wood	Complete length	Cray Valley West
Gundulph Road, Bromley	Complete length	Bromley Town
Grove Park Road, Mottingham	Court Road to Borough Boundary	Mottingham & Chislehurst North
Hawstead Lane, Orpington	Complete length	Chelsfield & Pratts Bottom
Hawthorn Close, Petts Wood	Complete length	Petts Wood & Knoll
Hayes Way, Shortlands	Top Park to Brabourne Rise	Shortlands
Haywood Road, Bromley	Complete length	Bromley Town
Hollydale Drive, Bromley	Complete length	Bromley Common & Keston
Homefield Rise, Orpington	High Street to Mortimer Road including roundabout	Orpington
Hurstfield, Bromley	Complete length	Hayes & Coney Hall
Kemble Drive, Bromley	Complete length	Bromley Common & Keston
Kemnal Road, Chislehurst	Ashfield Lane to Bromley Lane/Perry Street	Chislehurst
Kings Avenue, Bromley	Complete length	Plaistow & Sundridge
Kingston Crescent, Beckenham	Just carriageway not parking areas	Clock House

PROPOSED CARRIAGEWAY SCHEMES - INVESTMENT PHASE 1

ROAD	EXTENT	WARD
Lamberhurst Close, Orpington	Eldred Drive to 17 Lamberhurst Close	Orpington
Larkfield Close, Hayes	Complete length	Hayes & Coney Hall
Layhams Road, Biggin Hill	From Dog Training Centre to Layhams Farm	Darwin
Link Way, Bromley	Complete length	Bromley Common & Keston
Linslade Road, Chislehurst	Complete length	Chelsfield & Pratts Bottom
Maberley Crescent, Anerley	Complete length	Crystal Palace
Malmains Way, Beckenham	Brabourne Rise to Bushey Way	Shortlands
Marlings Close, Orpington	Complete length	Chislehurst
Melrose Crescent, Orpington	Complete length	Chelsfield & Pratts Bottom
Murray Avenue, Bromley	Rochester Avenue to cul-de-sac	Bromley Town
Oakleigh Gardens, Orpington	Complete length	Chelsfield & Pratts Bottom
Oxenden Wood Road, Chelsfield	Complete length	Chelsfield & Pratts Bottom
Park Hill Road, Shortlands	Complete length	Copers Cope
Park Road, Beckenham	Copers Cope Road to Southend Lane	Beckenham
Parkwood, Beckenham	Complete length	Copers Cope
Pelham Road, Penge	Complete length	Clock House
Plantation Drive, Orpington	Complete length	Orpington
Portland Road, Mottingham	Complete length	Mottingham & Chislehurst North
Queens Road, Beckenham	Complete length	Clock House
Quilter Road, Orpington	Complete length	Orpington
Ravenswood Crescent, West Wickham	Station Approach to Pine Avenue	West Wickham
Ringers Road, Bromley	Complete length	Bromley Town
Robin Way, Orpington	Complete length	Cray Valley West
Roseneath Close, Chelsfield	Complete length	Chelsfield & Pratts Bottom
Sandford Road, Bromley	Complete length	Bromley Town
Scotts Lane, Shortlands	Hayes Lane to Oakway	Copers Cope
St Augustine's Avenue, Bromley	Complete length	Bickley
St John's Road, Petts Wood	Tudor Way to Berger Close	Petts Wood & Knoll
St Mary's Avenue, Shortlands	Complete length	Shortlands
Starts Close, Orpington	Complete length	Farnborough & Crofton
Suffield Road, Penge	Complete length	Clock House
Tootswood Road, Shortlands	Complete length	Shortlands
Tredwell Close, Bromley	Complete length	Bickley
Trevor Close, Hayes	Complete length	Hayes & Coney Hall
Village Way, Beckenham	Junction area with Stone Park Avenue/Crossways	Kelsey & Eden Park
Westfield Road, Beckenham	Complete length	Clock House
Westleigh Drive, Bromley	Complete length	Bickley
Whitebeam Avenue, Bromley	close - 64 to pavilion on parkfield recreation ground	Bromley Common & Keston
Wilmar Gardens, West Wickham	Complete length	West Wickham
Windsor Drive, Chelsfield	From Warren Road to Woodlands Road	Chelsfield & Pratts Bottom
Woodcote Drive, Chelsfield	Complete length	Farnborough & Crofton
Woodknoll Drive, Bromley	Complete length	Bickley

PROPOSED FOOTWAY SCHEMES - INVESTMENT PHASE 1

ROAD	EXTENT	WARD
Belvedere Road, Crystal Palace	Part	Crystal Palace
Braeside, Beckenham	Part	Copers Cope
Centre Common Road, Chislehurst	Part	Chislehurst
Constance Crescent, Hayes	Part	Hayes & Coney Hall
Copse Avenue, West Wickham	Part	West Wickham
Cumberland Road, Shortlands	Part	Shortlands
Hamlet Road, Crystal Palace	Part	Crystal Palace
Heath Grove, Penge	Part	Penge & Cator
Highfield Road, Bickley	Part	Bickley
Hillcrest Road, Orpington	Part	Orpington
Hillview Road, Orpington	Part	Petts Wood & Knoll
Holland Way, Hayes	Part	Hayes & Coney Hall
Irene Road, Orpington	Part	Petts Wood & Knoll
Lancing Road, Orpington	Part	Orpington
Lubbock Road, Chislehurst	Part	Chislehurst
Madeline Road, Penge	Part	Crystal Palace
Norman Close, Orpington	Part	Farnborough & Crofton
Princes Avenue, Petts Wood	Part	Petts Wood & Knoll
Reddons Road, Beckenham	Part	Penge & Cator
Romany Rise, Orpington	Part	Farnborough & Crofton
Sheridan Way, Beckenham	Part	Clock House
St Michael's Close, Bickley	Part	Bickley
Tudor Gardens, West Wickham	Part	West Wickham
Versailles Road, Penge	Part	Crystal Palace
Winterborne Avenue, Orpington	Part	Farnborough & Crofton

Proposed TfL Funded Works 2017/18
Carriageway Schemes on Principal Roads

ROAD	EXTENT	WARD
Beckenham Lane, Bromley	Recreation Road to Highland Road	Bromley Town
Beckenham Road, Beckenham	Roundabout to Rail overbridge (near Churchfields Road)	Clock House
Beckenham Road/High Street, Penge	Beckenham Road to Kenilworth Road	Clock House
Crofton Road, Orpington	Starts Hill Road to Princess Parade	Farnborough & Crofton
Crystal Palace Park Road, Anerley	Nr Junction Westwood Hill to Chulsa Road	Crystal Palace
Main Road, Biggin Hill	South of jctn with Salt Box Hill	Biggin Hill
Parish Lane, Penge	Lennard Road to Edward Road	Penge & Cator
Upper Elmers End Road, Beckenham	Abbots Way to Altyre Way	Kelsey & Eden Park
Upper Elmers End Road, Beckenham	Either Side Monks Way	Kelsey & Eden Park

Bridge Assessment & Strengthening Bid to TfL 2017/18

Bridges and Structures Bid	Further Details		Funding £k		
	LBB Structure	Treatment	2017/18	2018/19	2019/20
Leamington Avenue Bridge	Y	S	20	105	5
Long Meadows Close Retaining Wall	Y	S	20	140	5
Sevenoaks Way Retaining Wall	Y	S	20	100	5
Parapet Strengthening	Y	M	20	15	10
Maintenance Safety	Y	M	15	50	50
Waterproofing	Y	M	60	60	60
Bishops Avenue Culvert	Y	S	20	166	5
Brooklyn Road Culvert	Y	I	2	2	2
Lych Gate Footbridge	Y	I	15	1	0
Kingsway Bridge	Y	M	50	1	0
Aldersmead Road Bridge	Y	M	50	1	0
Crystal Palace Subway inc Walls	Y	S/M	250	50	0
Bridge Road Bridge (508)	N	A	6	0	0
Bridge Road Bridge (508)	N	A	6	0	0
Crofton Lane Bridge	N	A	44	0	0
Crofton Lane Footbridge	Y	A	30	0	0
Sackville Avenue Bridge	Y	S	5	55	450
Wendover Road Bridge	Y	S	40	150	0
Wendover Road Footbridge	Y	A	30	0	0
Beddington Road RW	Y	I	15	0	0
Marion Crescent	Y	I	15	0	0
Hillingdale Road RW	Y	I	10	0	0
Glassmill Lane RW	Y	S	10	30	2
Crab Hill Bridge	N	I/S	100		
Total			853	926	594

KEY

- S Strengthening
M Maintenance
I Interim Measures
A Assessment

Report No.
ES17002

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Executive

For Pre-Decision Scrutiny by the Environment PDS Committee on:

Date: 24th January 2017

Decision Type: Non-Urgent Executive Key

Title: ENVIRONMENTAL SERVICES PROCUREMENT STRATEGY

Contact Officer: Dan Jones, Assistant Director Streetscene, Greenspace and Public Protection
Tel: 020 83131 4211 E-mail: dan.jones@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment & Community Services

Ward: All Wards

1. Reason for report

- 1.1 This report sets out the Council's proposed procurement strategy for a range of environmental services and seeks the Executive's approval to commence the tendering process in April 2017. It is intended that all the contracts will commence 1 April 2019, subject to further award of contract reports being presented to the Executive in 2018.
-

2. **RECOMMENDATIONS**

That the Executive:

2.1 **Agrees to the proposed lotting structure and procurement routes;**

- **Environmental Services: Competitive Procedure with Negotiation (Lots 1-4)**
- **Arboricultural Maintenance: Restricted Procedure (Lot 5)**
- **Highways Management: Restricted Procedure (Lots 6-7)**

2.2 **Agrees that;**

- **All Lots shall be tendered for an initial eight year term (1 April 2019 – 31 March 2027)**
- **Lots 1-4 may be extended for a further eight year term (1 April 2027 – 31 March 2035) subject to a best value review (in 2024/25) and being let at the Council's sole discretion**
- **Lots 5-7 may be extended on a similar basis to Lots 1-4, if placed in association with Lots 1-4**

Impact on Vulnerable Adults and Children

1. Summary of Impact: The services are used by all residents, including vulnerable adults and children. Reasonable adjustments are made, as required, to ensure services are accessible, e.g. disabled persons through the Special Requirements List for siting waste containers and tactile design and ramps used on footways to aid safe passage.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council Quality Environment:
-

Financial

1. Cost of proposal: Estimated Cost Between £535.9m and £640.3m, depending on whether Lots 5 – 7 are awarded with the option to extend for a further eight years
 2. Ongoing costs: Recurring Cost £40.019m
 3. Budget head/performance centre: Environment and PPS Portfolio Budgets as well as TfL funding within the capital programme
 4. Total current budget for this head: £34.253m and £5.766m
 5. Source of funding: Existing revenue budget for 2016/17 and TfL funding within Capital Programme
-

Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Statutory Requirement:
 - Waste Collection Authorities (WCAs) duty to collect residual waste ([EPA 1990 Ch. 43 Part 2](#))
 - WCA duty to collect three items for recycling ([Household Waste Recycling Act 2003](#))
 - Duty under [Waste Regulations \(England & Wales\) 2011](#) requires separate kerbside collection of paper, glass, metals and plastics
 - Duty on WCAs to provide free-to-use household waste recycling facilities 'reasonably accessible to persons resident in the area'
 - Duty to dispose of Municipal Waste ([EPA 1990](#))
 - Duty as Principal Litter Authority to remove refuse and litter from public areas: [Environmental Protection Act 1990](#)
 - Duty to remove abandoned vehicles [Road Traffic Regulation Act 1984 Section 99](#) and [Refuse Disposal \(Amenity\) Act 1978](#)
 - Duty to ensure the safe passage of users of the highway according to the [Highways Act 1980](#)
 - Duty to maintain the Highway ([Highways Act 1980](#) section 41)

2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: Contracts to be procured through Competitive Procedure with Negotiation (four lots) and Restricted Procedure (three lots) under the [Public Contracts Regulations 2015](#)
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All residents
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Background

- 3.1 A number of key environmental service contracts have been aligned to expire in March 2019 and this report seeks the Executive's approval to commence tendering the services (see 3.3) in April 2017, with a view to awarding new contracts commencing 1 April 2019.
- 3.2 The procurement strategy set out in this report reflects the findings of a series of service reviews, feedback from extensive soft market testing activity, and also the views of the Environmental Services Contract Programme Board – including input from the Environment PDS Member Working Group – which was convened to ensure a wide range of expertise from across the Council was represented in developing the proposals.
- 3.3 Lots 1-4 (Environmental Services) are being procured through the 'Competitive Procedure with Negotiation' route used for complex contracts, to drive innovation and add value through negotiation. Lots 5-7 (Arboricultural Maintenance and Highways Management) are being procured through the more traditional 'Restricted Procedure'.

Table 1: Lotting Strategy (**In-house functions*)

Lot	Environmental Services	Procurement Route	Procurement Timeline	Contract Notice
1	Waste Disposal <ul style="list-style-type: none"> Inc. relevant depot functions 	Competitive Procedure with Negotiation	April 2017 – March 2019	Contract Notice I
2	Waste Collection <ul style="list-style-type: none"> Inc. relevant depot functions Administration functions (re: Trade, Bulky and Green Garden Waste Services*) Customer Services associated with Lots 1-7 (as appropriate) 	Competitive Procedure with Negotiation	April 2017 – March 2019	
3	Street Environment <ul style="list-style-type: none"> Cleaning Graffiti Abandoned Vehicles Environmental Campaigns* Relevant Depot functions Enforcement (elements of) <ul style="list-style-type: none"> In-House Enforcement Team* Parks Security – (inc. Town Centres) Public Protection Enforcement* 	Competitive Procedure with Negotiation	April 2017 – March 2019	
4	Parks Management & Grounds Maintenance <ul style="list-style-type: none"> Inc. relevant depot functions 	Competitive Procedure with Negotiation	April 2017 – March 2019	
Lot	Arboriculture Maintenance	Procurement Route	Procurement Timeline	Contract Notice
5	Arboricultural Maintenance	Restricted Procedure	January 2018 – March 2019	Contract Notice II
Lot	Highways Management	Procurement Route	Procurement Timeline	Contract Notice
6	Highways Major Works <ul style="list-style-type: none"> Street Lighting Maintenance Highways Engineering Consultancy Safety Inspections* Street Works Inspections 	Restricted Procedure	January 2018 – March 2019	Contract Notice III
7	Highways Minor Reactive Works <ul style="list-style-type: none"> Highway Drainage Cleansing Winter Service Inc. relevant depot functions 	Restricted Procedure	January 2018 – March 2019	

- 3.4 Most of the services are already contracted to external suppliers and the draft tender documentation does not propose significant changes to the current service provision. However, the negotiation process (e.g. service innovation proposed by tenderers) and the Council's evolving position on the client function and customer service / IT provision may well result in changes, which would be reflected in the 2018 award of contract reports to the Executive.
- 3.5 The in-house services included in Table 1 (above) are currently provided by 32.5 FTEs. Further details on the specific service areas provided by in-house staff are included in paragraph 13.1
- 3.6 The Council is open to whether several individual contractors, a joint venture, consortium, or a single main contractor (which may sub-contract) provides the proposed services. For Lots 1-4 (and services placed in conjunction with them as part of the negotiated process), it is proposed that the contracts are tendered for an initial eight year period (01.04.19 – 31.03.27) with the option for an eight year extension (01.04.27 – 31.03.35) following a best value review in 2024/25 (section 9). Any lots not covered by this process (Lots 5-7) shall be tendered for eight years only, unless tendered in combination with Lots 1-4.
- 3.7 Generally speaking, the Council seeks to achieve savings or improve services as a result of any commissioning activity and this approach naturally also applies to this procurement strategy and the tendering process will be designed to drive best value on a whole life basis.

Management & Governance

- 3.8 The Environmental Services Programme Board was established in April 2016 to support the Commissioning Officers. The Programme Board represents Finance, Legal, HR, Commissioning & Procurement, IT, and the individual services being commissioned. The Programme Board meets on a fortnightly basis to support the Commissioners, deal with issues, and ensure that the Programme Plan keeps to schedule and is tendered according to the Council's rules.
- 3.9 The Programme Board is supported by four dedicated Working Groups covering the following workstreams: Legal & Procurement; Human Resources; Information Communications Technology; and Leases & Assets – all supported by Finance as appropriate.
- 3.10 Updates are provided (by the Programme Sponsor – Assistant Director, Environment Services) to the Council's Commissioning Board and the Corporate Leadership Team as required. From a democratic accountability point-of-view, this Procurement Strategy and the 2018 Award of Contract Reports will be scrutinised by both Environment and E&R PDS committees and award decisions made by the Executive.
- 3.11 To give greater opportunity for providers to arrange their services in more flexible and innovative ways, the contracts will be outcome-based: that is the client specifies what is to be achieved rather than the exact detail of how a service is to be provided. The client management function will be to focus on monitoring the Key Performance Indicators by which these outcomes will be measured and to take corrective management action as appropriate. The current client team for Lots 1 – 4 comprises 26.6 FTEs at a cost of £1.19m.
- 3.12 Future client arrangements will be subject to review following the outcome of the tendering process. Contract performance and monitoring data will be reported to Members according to the Council's Contract Procedure Rules.

Risk Management

- 3.13 This procurement programme presents a number of risks, the most obvious of which is the large scale and high value of the activity. This has been mitigated in a number of ways including by:

- lotting the various services to drive best value, allow services to be clearly benchmarked, and be attractive to a range of tenderers
 - establishing a three-year programme to allow sufficient time for deep market engagement and a phased approach to the procurement process
 - identifying a programme management team to ensure effective delivery of the Programme
 - convening an expert Programme Board to advise the commissioners
 - establishing and reporting on the Risk Register
- 3.14 Competitive Procedure with Negotiation is a relatively, though not entirely, new procurement process for the Council and there is a need to ensure that sufficient capacity and expertise is available (to cope with a currently unknown number of negotiation meetings) when required to negotiate effectively with contractors (for whom negotiation is an everyday business activity).
- 3.15 There is also a risk that tendered costs may be higher than the service budgets given that services have not been recently tendered and services, assets and infrastructure may require investment to make them fit for future purpose. These issues will be considered by the Environmental Services Programme Board and be included in the award of contract reports.
- 3.16 There are also risks associated with individual services – which are recorded in the Risk Register. For instance for waste management, risks include failure to secure sufficient (guaranteed but flexible) capacity at waste disposal facilities to handle / process future needs, or an over-reliance on unproven technology or unbuilt plant. These risks will be mitigated, so far as reasonably practicable, during the tendering process.

Principles

- 3.17 To ensure the Council achieves best value and contracts which are sustainable in economic, social and environmental terms, a number of principles will underpin the contracts (and will form part of the Invitation to Tender). These indicative principles include:
- Innovative approaches to service provision
 - Shared approach to risk and reward
 - Use of proven 'smart' technologies for service delivery and monitoring
 - Improved environmental performance and local environmental quality
 - Low carbon solutions and contribution to increased environmental resilience
 - Improved service performance and reduced levels of complaint
 - Contribution to the circular / sustainable economy

Depot infrastructure: condition and improvements

- 3.18 The availability of serviceable local depots is fundamental to the delivery of several lots. A number of strategic property activities are being undertaken to assess the depots' condition, future use and any investment requirements. The Programme's service requirements will, therefore, feed into a Depots Options Appraisal process (being undertaken by Cushman & Wakefield as a core strategic property activity) designed to clarify the anticipated requirement for depot space.
- 3.19 A 'Depot Condition Survey' will also need to be undertaken so that the contractor(s) and the Council agree to the state of the Depots prior to contract commencement. The principle is that the depots should be returned to the Council in similar, or better, condition on contract expiry.

3.20 This work will inform any improvement plans required to ensure the depots are fit-for-future-purpose. If depot improvements are required (a distinct possibility given their current condition and the length of contracts), then either the cost to be met directly by the Council or amortised over the contract term through contract payments.

4. SERVICE PROFILES

4.1 A range of lotted services are to be procured (see 3.3) and a simple summary of these (as they are currently provided) is appended in Appendix 1 to this report.

5. CUSTOMER PROFILE

5.1 The services to be procured (e.g. waste collection, highway maintenance, street cleaning and parks and greenspace management) are highly visible, affect everyone's daily lives, and are generally highly valued by residents and visitors. As such, all Bromley residents may be considered to be service users and because the services are broadly universal there is limited purpose in defining the customer profile. That said some profiling is already done, for instance in respect of the number and location of our Green Garden Waste Service customers, and local customer data will be used to help specify the services to be procured as appropriate. There are currently no plans for significantly changing the services and customers should not be significantly negatively impacted by the current proposals. Where significant changes are to be considered (e.g. as a result of the negotiation process), then customer consultations would take place as part of the decision-making process and the results reported to Members.

6. MARKET CONSIDERATIONS

6.1. Most of the services to be tendered under this Programme are already outsourced to private sector companies and it is clear that the market has capacity in general terms (though whether an individual company chooses to bid will be a function of its own priorities at the time). Consideration has been given to alternative modes of service delivery and the recommendation is to tender the lots in accordance with the timetable set out in 3.3 and 9.4 (Lots 1-4).

6.2. Similarly, consideration has been given to whether the contracts should be jointly procured with other councils or whether a framework should be created to enable other councils to 'call-off' from the LB Bromley contract. However, neither approach has generated significant interest (from other councils) and the Programme Board's view is that the services are of such a scale that best value can still be achieved by the Council tendering on its own.

6.3. A number of activities, over a period of a year, were organised to gauge the market's interest in tendering for the contracts and to get the market's view of the lotting structure. In particular:

- Considerable analysis was undertaken of the services procured by neighbouring authorities (e.g. contractors providing street environment and waste contracts to neighbouring councils)
- A Bidders Day was held on 2 September 2016 at the Civic Centre to allow the Council to explain its broad approach to procurement and lotting and for potential tenderers to question officers. Market information was gathered from potential contractors and the Bidders Day was well attended and generally considered a success.
- One-to-one meetings have been held with a range of organisations at their request during October and November 2016. These organisations tended to be larger companies which are interested in bidding for several lots and these meetings allowed potential contractors to gauge the Council's attitude to various service options.
- The Waste Resources Action Programme (WRAP reviewed the approaches taken to waste collection by five neighbouring boroughs (Greenwich, Lewisham, Lambeth, Bexley and Bromley) as part of the Government's waste collection harmonisation review. Bromley ranked

highly in comparison with the other boroughs in terms of value-for-money and fit with the Government's preferred model. Operational information and management costs from the same five boroughs were separately reviewed to consider options for different models of partnership working (e.g. Joint Working Contracts / Teckal company) and that information has been considered by the Programme Board. A third piece of research is also being undertaken to identify any further possible improvements to Bromley's waste collection model (already considered to be efficient) in terms of collection frequency and containment.

- 6.4. This extensive market engagement exercise has assured the Programme Board that a sufficient number and diversity of potential tenderers exists to generate competitive bids and achieve best value for the Council.
- 6.5. The Council does not intend to place restrictions on defining who can bid, though naturally the tendering process will identify the most appropriate organisations through the usual two-part process. Indeed the lotting strategy is specifically designed to allow the Council to achieve best value by dividing the contracts into discrete services. So, just as consortia bids are welcome, so too would joint-venture and main-contractor bids.
- 6.6. All that said, the nature and scale of the services suggests it would be difficult for small and / or local service providers to tender but this does not mean that they should be excluded. Therefore, the Invitation to Tender will explicitly state that the use of subcontractors, including local and or small sub-contractors, is welcome.
- 6.7. In summary, the environmental services market is mature and a range of service providers have expressed an interest in every lot. Indeed, the market testing exercise has identified that some organisations could provide all the services and may tender on that basis.

7. STAKEHOLDER CONSULTATION

- 7.1. The Council has already consulted widely with the environmental services sector and this activity has already been described in Section 6 (Market Considerations) and this has informed this procurement strategy and the tender documentation.
- 7.2. Although the tender documentation has been developed in a new format, with a greater emphasis on outcomes rather than inputs, the specifications will still broadly reflect the current service provision. While officers have paid due regard to the public sector equality duty under section 149 of the [Equalities Act 2010](#), no significant change is being anticipated at this point in time, and therefore no public or service user consultation has been undertaken to date.
- 7.3. In the event that significant service changes are proposed, say as a result of the negotiation process and particular groups may be impacted, then appropriate consultation would be undertaken including, but not necessarily restricted to, discharging the Council's Public Sector Equalities Duty under the Equalities Act 2010. The outcome of such consultation would form part of the award of contract report.

8. SUSTAINABILITY / IMPACT ASSESSMENT

- 8.1 The Council's Sustainable Procurement Policy recognises that considering sustainability factors in procurement decisions can bring about improved social, economic and environmental outcomes, maximise value for money and help deliver joined-up services.
- 8.2 The [2016/19 Environment Portfolio Plan](#) states that as well as maintaining high service standards, we aim to enhance our environment and contribute to a good quality of life for all and tenderers will be asked how their proposals will contribute to achieving this ambition.

8.3 Therefore, and In line with the requirements of the [Public Services \(Social Value\) Act 2012](#), officers will consider how the tenders can help to improve local economic, social and environmental well-being.

9. OUTLINE PROCUREMENT STRATEGY AND CONTRACTING PROPOSALS

Estimated Contract Value

9.1 The Council is required to state an estimated total contract value in the OJEU tender notice. The information set out in Table 3 identifies that £40m was budgeted for these services in 2016/17. It is proposed that the services are tendered for eight years with an option to extend for a further eight years. This would give an indicative value of between £535.9m and £640.3m, depending on whether Lots 5 – 7 are awarded with the option to extend for a further eight years. The actual value will reflect tendered prices and the chosen inflation metric and be reported to Members in 2018.

Proposed Contract Period

9.2 It is proposed that the term for each lot shall be for an eight-year core period: 1 April 2019 – 31 March 2027. This is because contractors require a sufficiently long-term contract to allow for capital costs (such as vehicle purchase) to be amortised and, more generally, to allow certainty for any contractual relationships into which they may wish to enter.

9.3 It is further proposed that, subject to a Best Value Review being undertaken in 2024/25, an eight-year extension (1 April 2027 – 31 March 2035) is offered at the Council's sole discretion, subject to the Executive's approval at the time (for those lots placed in combination). In this way and, subject to the agreement of all parties, lots 1-4 are offered as 8+8 year contracts together with any other lots placed in combination with them.

Programme Plan

9.4 A detailed Programme Plan is maintained on a dedicated Team Site containing key documents including the programme timetable. Two procurement timelines are envisaged:

- Environmental Services (Lots 1-4) April 2017 – March 2019: a two-year period being required due to the size of the contract and to allow sufficient time for negotiation/evaluation and mobilisation determined by the number of tenderers involved and the number of negotiations
- Arboriculture & Highways Contracts (Lots 5-7) January 2018 – March 2019: a 15-month period is considered sufficient for the less complicated 'restricted' procurement process (to be the subject of a future procurement strategy report to the Executive)

The detailed high-level timeline is appended to this report (Appendix 2) but the key steps involved in the procurement of the Environmental Services lots (1-4) is set out below.

Table 2: Procurement Programme (Lots 1 - 4: Environmental Services)

	Phase	Activity	Timetable
Service Review & Options	Phase 1	Research	October 2015 – September 2016
	Phase 2	Development	October 2016 – November 2016
	Phase 3	Procurement Strategy / Documentation Development	December 2016 – March 2017
		Tender Documents Complete	April 2017
		Advert Issued	

	Phase	Activity	Timetable
ITT	Phase 4	Suitability Questionnaire	April 2017 – June 2017
Tender Evaluation	Phase 5	Tender Submissions First Evaluation Negotiation Final Evaluation	July 2017 – September 2017 October 2017 – December 2017 January 2018 – May 2018 June 2018 – August 2018
Award Process	Phase 6	Award of Contract Mobilisation Contract Commencement	September 2018 October 2018 – March 2019 1 April 2019

Development of Tender Documentation

- 9.5 The Programme Board has oversight of the development of all the tender documentation but most of the detailed activity is undertaken by the Legal & Procurement Working Group. It is proposed that all the contract documents will be completed (and uploaded to Due North's ProContract system) by the end of March 2017. In the event that unforeseen issues arise, the timetable allows an additional month (April 2017) to complete the process.
- 9.6 Separate specifications will be produced for each lot and it is intended to use the Form of Contract used by the Council for the Total Facilities Management contract to help enable consistent contract procedures across the Council.

Evaluation Criteria

- 9.7 In line with the Council's standard policy, it is proposed that a 60/40 price/quality ratio will apply to the tender evaluation for all lots. It is not considered appropriate to increase the percentage allocated to price (say to 70%) as the contracts are for front-line services which are experienced by all residents and visitors on a daily basis and service quality is considered crucial in terms of both service delivery and tender evaluation.
- 9.8 Furthermore, adopting a common (to all lots) price/evaluation split will enable tenders to be more easily assessed should contractors wish to bid for more than one element.
- 9.9 Tender evaluation will be undertaken in line with CIPFA's model, which should ensure that submissions should be neither too high to be affordable nor too low to be financially sustainable. The evaluation model will be created and tested from January to March 2017.
- 9.10 Tenders will also be assessed in line with the Council's Sustainable Procurement Policy and in particular evaluation will reflect 'whole life costing'.
- 9.11 In addition, discounting will be encouraged to reflect the economies of scale associated with tendering for more than one lot. Minimum scores will apply to ensure that bids which do not adequately address quality issues do not progress to the negotiation stage.
- 9.12 While certain quality criteria will be common to all lots, some criteria will be lot-specific and will be crucial in ensuring that the Council achieves high levels of service performance.
- 9.13 An assessment of both price and quality, in the round, will allow the Council to demonstrate that it is achieving 'best value' over the term of the contract.

- 9.14 The evaluation will also consider any inward or Council investment required for the proposed services as part of the financial assessment.

Lotting Strategy

- 9.15 The services have been lotted (see Table 1) because this is a procurement regulation requirement but also because the Council does not wish to restrict the market – lotting allows contractors of variable sizes to tender. In addition, lotting allows individual services to be priced and thereby aids benchmarking. Lotting also encourages the application of discounts for tendering several services.
- 9.16 The Programme Board considered and refined the lotting strategy during October and November 2016 and the strategy was agreed at the 23 November 2016 Programme Board.

10. POLICY IMPLICATIONS

- 10.1 The [Environment Portfolio Plan 2016-19](#) (the Council's environmental service aims and objectives) identifies 'developing commissioning options for the Portfolio's larger contracts (e.g. waste services, grounds maintenance, highways management and street cleaning) from 2019 onwards' as a key initiative for 2016/17. The development of the commissioning programme set out in this report is referenced in Outcome 1.7 (Improving the Streetscene) and Outcome 2.1 (Minimising Waste & Increasing Recycling).
- 10.2 The Council's renewed ambition for the borough is set out in the 2016-18 update to [Building a Better Bromley](#) and this procurement activity will help in delivering two of the key aims: an 'Excellent Council' and a 'Quality Environment'. For an 'Excellent Council', this strategy will help by 'ensuring good contract management to ensure value-for-money and quality services'. And for a 'Quality Environment', the contracts will help to 'sustain a clean, green and tidy environment through value-for-money services provided to a consistently high standard'.

11. COMMISSIONING AND PROCUREMENT IMPLICATIONS

- 11.1 The services comprise the major proportion (by value) of the contracts provided by Environment & Community Services and most are already outsourced to private sector organisations. Some services are currently managed in-house and this activity may be outsourced but no decision has yet been made on this. Depending on the outcome of the negotiation process, some back office activities (e.g. aspects of IT and Customer Services) may also be outsourced (as indicated in the Lotting Strategy)
- 11.2 The Procurement Strategy developed in this report makes best use of the different approaches to contracting provided for in the [Public Contracts Regulations 2015](#). Its use enables an appropriate route for each of the contracted services in the way most likely to secure value for money and provide opportunities for service investment and development. At the same time, the approach allows the smaller contractors to actively participate in the tender process, either as sole providers or members of consortia bidding across a range of services. The extent to which the negotiated procedure can be used is set out in PCR 2015 regulation 26 and while the arrangements are complex, it is only by using the opportunities that the use of these regulations provides for innovative procurement solutions to be adopted that the Council is likely to be able to develop the services in a holistic and affordable manner for future service delivery.

12. FINANCIAL IMPLICATIONS

12.1 Table 3 sets out the 2016/17 budgets associated with each of the services to be tendered:

Table 3: Service Annual Budgets

Services	2016/17 £'000
Lots 1 - 4	
Abandoned Vehicles	25
Depots Security	15
Enforcement	1,871
Graffiti	184
Parks	4,550
Street Cleansing	3,366
Waste Services	16,957
Total for Lots 1 - 4	26,968
Lots 5 -7	
Highways - revenue	6,782
Highways - capital (TfL funding)	5,766
Aboricultural Maintenance	503
Total for Lots 5 - 7	13,051
Total for Lots 1 - 7	40,019

12.2 As mentioned in 3.11 above, the current client team for Lots 1 – 4 comprises 26.6 FTEs at a cost of £1.19m. Details for Lots 5 – 7 will be included in the future procurement strategy report for these services. Future client arrangements for all lots will be determined following the outcome of the tendering processes.

12.3 It should be noted that there may be additional investment required for the depots or other assets following the results of the condition surveys. The cost of the surveys is being met from within existing revenue budgets.

12.4 It is proposed that after the first two years of the contract that the contract prices are reviewed in line with the relevant inflation indices.

12.5 No TUPE or pension costs have been considered in this report as the client / contractor split has yet to be determined.

13. PERSONNEL IMPLICATIONS

13.1 Whilst the majority of services outlined in this report are already contracted out to private sector organisations there are nevertheless a number of in-house staff may be in scope, depending on the outcome of the tendering process, as set out below:

Service	Number of Staff (up to)	FTE (up to)
Enforcement Team	7	6.5
Waste Administration	3	3
Environmental Campaigns	1	1
Public Protection Enforcement	14	14
Highways Inspection	8	8

- 13.2 There has been engagement with staff, trade unions and departmental representatives around the market testing of these services. Meetings have been held with staff from the service areas currently affected by the proposals as set out in this report. Further communication with staff and their representatives will be taking place before the date of the Committee and any feedback from these discussions will be provided at the meeting.
- 13.3 If Members agree the recommendations in the report, staff and their representatives will be engaged and formally consulted as early as practical at each stage of the process going forward, subject of course to any commercially sensitive information, consistent with the Council's legal obligation pursuant to the Collective Redundancies Consultation Regulations and the Employment Rights Act. There will also be engagement with representatives and stakeholders who might be affected by the proposals.
- 13.4 Any staffing implications arising from the recommendations in this report will need to be carefully planned for and managed in accordance with Council policies and procedures and with due regard for the existing framework of employment law. Subject to the outcome of the process, the staffing considerations are likely to include the application of TUPE or not and possible redundancy implications.

14. LEGAL CONSIDERATIONS

- 14.1 The value of the contracts to be tendered is above the EU threshold level for services and will need to be tendered in compliance with the [Public Contracts Regulations 2015](#) (Regulations). Compliance with the Regulations will also ensure compliance with the Council's Contract Procedure Rules in relation to competitive tendering. Under Regulation 26 (4) (iii), the Council may use the Competitive Procedure with Negotiation where "the contract cannot be awarded without prior negotiation because of specific circumstances related to the nature, the complexity or legal and financial make up or because of risks attaching to them. Furthermore, Regulation 26(4) (iv) provides this procedure may be used where the services to be procured include "design or innovative solutions". It is proposed that Lots 1-4 (Environmental Services) will be procured using the Competitive Procedure with Negotiation pursuant to Regulation 26 (4) due to the complex nature of the services and to drive innovation and add value through negotiation.
- 14.2 Lots 5-7 (Arboricultural Maintenance and Highways Management) will be procured using the more traditional Restricted Procedure.
- 14.3 When using the Competitive Procedure with Negotiation, the Council will be required to provide a description of its need, define minimum requirements to be met by all tenderers, and specify the contract award criteria in the procurement documents. The contract documentation will follow the model established as part of the Total Facilities Management contract but will be adapted to reflect service-specific issues. Officers will also carefully consider the need for leases or licenses in relation to the various properties and assets associated with the contracts.
- 14.4 Most of the services to be procured are being provided by external contractors and any staff transfer issues under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will relate the transfers from contractor to contractor. As mentioned in other parts of the report, some activities currently carried out by internal Council staff may be outsourced, although no decision has been made at this stage. In the event the proposal is agreed to outsource services, then appropriate TUPE consultation with staff will need to take place. Further if staff subject to a TUPE transfer are in the Local Government Pension Scheme, then the Council is under a statutory obligation to secure appropriate pension protection for staff.
- 14.5 Many of the services to be procured are services which the Council has a statutory duty to provide including but not restricted to:
- Waste Collection Authorities (WCAs) duty to collect residual waste ([EPA 1990 Ch. 43 Part 2](#))

- WCA duty to collect three items for recycling ([Household Waste Recycling Act 2003](#))
- Duty under [Waste Regulations \(England & Wales\) 2011](#) requires separate kerbside collection of paper, glass, metals and plastics
- Duty on WCAs to provide free-to-use household waste recycling facilities ‘reasonably accessible to persons resident in the area’
- Duty to dispose of Municipal Waste ([EPA 1990](#))
- Duty as Principal Litter Authority to remove refuse and litter from public areas: [Environmental Protection Act 1990](#)
- Duty to remove abandoned vehicles [Road Traffic Regulation Act 1984 Section 99](#) and [Refuse Disposal \(Amenity\) Act 1978](#)
- Duty to ensure the safe passage of users of the highway according to the [Highways Act 1980](#)
- Duty to maintain the Highway ([Highways Act 1980](#) section 41)

14.6 In addition, the following legislation will also be considered during the procurement process:

- [Equalities Act 2010](#) (Public Sector Equalities Duty)
- [Localism Act 2011](#) (Community Right to Challenge)
- [Public Services \(Social Value\) Act 2012](#) (Consider social, environmental and economic benefits)
- [Sustainable Communities Act 2007](#) & [2010 amendment](#) (improving the economic, social and environmental well-being of an area)

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Resource London / WRAP research Appendix 1: Service Profiles Appendix 2: High Level Procurement Plan

ENVIRONMENTAL SERVICES PROCUREMENT STRATEGY REPORT: ES17002

APPENDIX 1: Current Service Profiles

This Service Profile (Appendix 1 to Report ES17002) sets out a simple description of the services as currently provided – divided into the proposed lotting structure. It is for information purposes only and not intended to be a service specification for the proposed contracts.

Lot	Environmental Services	Service Profile
1&2	Waste Collection & Disposal	<ul style="list-style-type: none"> • Waste Collection & Disposal: Collection and disposal of municipal (household and trade) waste through a comprehensive door-to-door refuse and recycling collection service, bring banks and Household Waste Recycling Centres. Contract is based on a need both to provide value for money customer services and to reduce landfilled waste. Service developments included separate collections for glass/cans/plastics, paper/card, and food waste, wheeled bin green garden waste subscription service, re-engineering the HWRCs and expanding the range of materials which can be recycled. <i>Current Contractor:</i> Veolia Environmental Services Ltd
3	Street Environment <ul style="list-style-type: none"> • Cleaning • Graffiti • Abandoned Vehicles • Enforcement (In-House Team, Parks & Town Centre Security, and Public Protection - part) 	<ul style="list-style-type: none"> • Street Cleaning: Day-to-day routine street cleaning activities and response to service requests including mechanical and manual sweeping, fly-tipping and fly-poster removal, emptying and replacing litter bins, weed control, autumn leafing and, in the event of severe winter weather, snow clearance and pavement salting. <i>Current Contractor:</i> Kier Services Ltd • Graffiti Removal: Removal of graffiti visible from the highway and within 50m of street boundary, on public or private property as reactive work. Works may also include removal of fly-posters, paint spillages and other stain removal works. <i>Current Contractor:</i> Community Clean • Abandoned Vehicles: Removal, storage and disposal of nuisance, abandoned and surrendered vehicles (motorised or non-motorised). <i>Current Contractor:</i> Pickapart Ltd • Enforcement: Including Parks Security, on-street enforcement activity (<i>Current Contractor:</i> Ward Security) and elements of Public Protection enforcement (currently in-house)
4	Parks Management , Grounds Maintenance & Cemetery Services	<ul style="list-style-type: none"> • Grounds Maintenance: Maintenance of some 156 parks, recreation grounds and open spaces, including some 3,000 acres of open space, 71 play areas, the cemeteries' and burial service, and maintaining highway grass verges & shrubs. <i>Current Contractor:</i> ID Verde (formerly the Landscape Group) • Soft Landscaping Works: Covers range of activities including Woodlands Works: managing Public Rights of Way; Rural Grass Cutting: Rural Hedge Cutting: Japanese Knotweed control on LBB land; Hanging Baskets supply and maintenance; and Non-routine

		<p>work; and Plant & Shrub Supply</p> <ul style="list-style-type: none"> • <u>Playground Maintenance</u>: Inspection, servicing, and repair of the borough's 67 equipped play areas
Lot	Arboriculture Maintenance	
5	Arboricultural Maintenance	<ul style="list-style-type: none"> • <u>Arboricultural Maintenance</u>: Inspection and maintenance of the Council's tree stock, which includes street trees, park trees, school trees and trees in conservation sites. The Council takes direct responsibility for inspecting 12,000 street, 7,000 parks and 2,500 school trees each year to identify trees requiring remedial works under the contract and responding to public enquiries regarding the Council's tree stock. The Contract's key elements include completion of all remedial works issued and replacing some 400 street trees each year. <i>Current Contractor: Gristwood & Toms</i>
Lot	Highways Management	
6	Highways Major Works <ul style="list-style-type: none"> • Street Lighting Maintenance • Highways Engineering Consultancy • Safety Inspections • Street Works Inspections 	<ul style="list-style-type: none"> • <u>Highways Major & Planned Works</u>: Completion of all planned highway maintenance works and improvement projects. Some 40 major projects are traditionally undertaken annually involving resurfacing / reconstructing roads and footways. <i>Current Contractor: FM Conway Ltd</i> • <u>Street Lighting</u>: Maintenance of the Borough's lighting stock including street lighting columns, and both lit and unlit signs and bollards and nameplates. • <u>Highways Engineering Consultancy</u>: Inspections and assessments of the Council's highway structures and multi storey car park stock using a call-off arrangement and to draw up, procure and supervise schedules of maintenance to ensure the safety of the travelling public. <i>Current Contractor: AECOM</i> • <u>Safety Inspections</u>: Programmed inspections of footway and roadway currently undertaken by qualified LBB officers to identify hazards requiring timely repair • <u>Street Works Inspections</u>: Inspection of utility reinstatement works and compliance with permit conditions and timescales.
7	Highways Minor & Reactive Works <ul style="list-style-type: none"> • Highway Drainage Cleansing • Winter Service 	<ul style="list-style-type: none"> • <u>Highways Minor & Reactive Works</u>: Deals with day-to-day frontline safety issues including minor reactive repairs to the fabric of the highway. In practice this involves carriageway, footway and street furniture (excluding street-lighting) repairs. Contract also includes works to the highway drainage infrastructure. Small traffic scheme installations (e.g. TfL funded pedestrian crossings) use this contract. Contract deals with Emergency & out-of-hours call-out service. <i>Current Contractor: O'Rourke Construction & Surfacing Ltd</i> • <u>Gulley Cleaning</u>: Annual planned cleansing programme of all highway drainage infrastructure including carrying out a range of other tasks such as drainage condition surveys using CCTV, the provision and disposal of sandbags, attendance in storm conditions and at times

		<p>of a major flooding incident, and the removal of items lost by the public in the highway drainage infrastructure. <i>Current Contractor:</i> <u>Veolia Environmental Services Ltd</u></p> <ul style="list-style-type: none">• <u>Winter Service:</u> Minor & Reactive Works Contract supports the Winter Service Policy & Plan (both carriageway and footways) <i>Current Contractor:</i> <u>O'Rourke Construction & Surfacing Ltd</u>
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ENVIRONMENTAL SERVICES PROCUREMENT STRATEGY REPORT: ES17002
APPENDIX 2: High Level Programme Plan

This indicative Programme Plan (Appendix 2 to Report ES17002) sets out a high level description of the phasing of the procurement activity for the Environmental Services (Lots 1-4).

		Start Date	Deadline
Service Review and Options Appraisal	<u>Phase 1: Research</u>		
	Investigate possible Joint Working Opportunities / Initial Soft Market Testing	01/10/2015	31/10/2016
	Commission any supporting reviews - External Parties (WRAP)	01/10/2015	31/10/2016
	Develop PIN	N/A	27/05/2016
	Issue PIN	N/A	06/06/2016
	Service Reviews completed for each relevant contract area	01/06/2016	30/09/2016
	Bidders Day	N/A	02/09/2016
	Bidders Day Review	N/A	30/09/2016
	<u>Phase 2: Development</u>	Start Date	Deadline
	Position on Risks and Liabilities Investments in Service (i.e. Service Development, Pensions and IT)	01/10/2016	30/11/2016
	Establish Legal Work Stream - Legal Sub Group	19/10/2016	ONGOING
	Establish HR Work Stream	25/10/2016	ONGOING
	Establish Member Working Group	11/10/2016	ONGOING
	Establish Finance Work Stream - Client and External Resources / Budget Review	18/10/2016	ONGOING
	Contract Structure including interface with supply chain and other contracting arrangements: Procurement and Lotting Strategy agreed	N/A	12/10/2016
	Options Appraisals -	N/A	ONGOING
	Client /Contractor Split – Position support arrangements to be retained or placed with others	01/10/2016	30/11/2016
	Soft market Testing / Supplier Meetings - Contractor 1:1's	01/10/2016	30/11/2016
	Stakeholder Consultation Requirements; Impact Assessments (Equalities/best/social value)	01/10/2016	30/11/2016
	Initial Staff Consultation (discussion)	01/10/2016	30/11/2016
	Policy Amendments / Agreement	01/10/2016	30/11/2016
	Consider Consortium/Sub Contractor position	01/10/2016	30/11/2016
	<u>Phase 3: Procurement Strategy / Development of tender documents</u>	Start Date	Deadline
	Procurement Strategy Report - Programme Board	30/09/2016	07/12/2016
	Gate 2: Commissioning Board	N/A	12/12/2016
	Gate 2 Report – Draft Complete	N/A	21/12/2016
	Gate 2 Report: PDS	N/A	24/01/2017
	Gate 2 Report : E&R PDS	N/A	01/02/2017
	Gate 2 Report L: Executive	N/A	08/02/2017
	Agreement of Procurement Route	N/A	12/10/2016
Prepare Specification	19/10/2016	28/02/2017	
Prepare T&Cs	19/10/2016	28/02/2017	
Prepare Bidding Pro Forma	19/10/2016	28/02/2017	
Create draft evaluation matrix	01/12/2016	31/01/2017	
Test evaluation matrix	01/02/2017	31/03/2017	
Finalise Contract/Tender Documents	19/10/2016	28/02/2017	
Prepare EU Notice/Adverts	01/02/2017	28/02/2017	
Programme Board (Management) Approval	N/A	15/03/2017	
Commissioning Board Approval	N/A	20/03/2017	

		Start Date	Deadline
Invitation to Tender	<u>Phase 4: SQ / Issue Advert</u>		
	Set up (and Maintain) Pro Contract	01/04/2017	01/04/2017
	Issue SQ	01/04/2017	01/04/2017
	Complete Financial Competency	01/05/2017	01/06/2017
	Select Negotiation Participants	N/A	01/06/2017
	Despatch of OJEU – Publication of UK advertisement.	N/A	01/04/2017
	Publish Relevant Documents	N/A	01/04/2017
	Finalise Evaluation Arrangements and Task Team Membership - Financial Model	01/04/2017	01/04/2017
	Return of SQ (30 Day Minimum)	N/A	01/05/2017
	Deadline for Questions	01/04/2017	30/06/2017
	Client References and any Site Inspections as required – Organisation basis – Capacity and Capability	01/04/2017	01/06/2017
Complete review of responses and finalise selection of preferred bidders invited to participate	01/05/2017	30/06/2017	
Tender Evaluation	<u>Phase 5: Tender submission / Negotiation</u>		
	Invitation to Submit Initial Tender	01/07/2017	01/07/2017
	Stage 1 of Negotiation	01/07/2017	31/10/2017
	Evaluation of Stage 1 (First Evaluation)	01/11/2017	30/11/2017
	Stage 2 of Negotiation	01/01/2018	31/03/2018
	Evaluation of Stage 2 (Second Evaluation)	31/03/2018	31/05/2018
	Bid Clarification Process / Evaluation / Downsizing of list as necessary	01/04/2018	31/05/2016
	Final Tender Submission	01/06/2018	31/08/2018
	Tender Evaluation - Clarification and Questions (Final Evaluation)	01/06/2018	31/08/2018
	Client visits to test basis of bid as necessary	01/06/2018	31/08/2018
	Finalise Contract on all substantive issues	01/06/2018	31/08/2018
	Assess Readiness to Award	01/08/2018	31/08/2018
	Financial Close	01/08/2018	31/08/2018
	Evaluation Report to Management (Commissioning Board / Programme Board)	01/06/2018	31/07/2018
	Draft Award of Contract Report (Gate 3)	01/06/2018	31/07/2018
	Award of Contract Report – to Commission Board	01/06/2018	31/07/2018
Award of Contract report to Executive Committee / PDS as necessary	01/06/2018	31/07/2018	
Informal Notification to successful contractor/s (submit to alcatel)	01/09/2018	15/09/2018	
Award Process	<u>Phase 6: Award Process – including ‘Stand still’ (10 days) and ‘Go Live’</u>		
	Mandatory stand still period (10 days)	15/09/2018	30/09/2018
	Any Residual Due Diligence both parties	01/10/2018	31/03/2019
	Contract Lead in Arrangements Contractor – Including TUPE Consultation and pension arrangements as appropriate	01/10/2018	31/03/2019
	Contract Lead in Arrangements Council – Including TUPE Consultation and pension arrangements as appropriate	01/10/2018	31/03/2019
Contract Mobilisation	01/10/2018	31/03/2019	

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Report No.
ES17016

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Environment Policy Development and Scrutiny Committee

Date: 24th January 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: ENVIRONMENT PORTFOLIO PLAN 2016/17: HALF YEAR
PROGRESS REPORT

Contact Officer: Alastair Baillie, Environmental Development Manager
Tel: 020 8313 4915 E-mail: Alastair.Baillie@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment & Community Services

Ward: (All Wards);

Reason for report

1. Each year, Environment PDS receives a six-month update report to gauge progress against delivery of the commitments set out in the latest Environment Portfolio Plan. This report summarises progress against each of the aims in the 2016/19 Portfolio Plan, including performance data for selected aims. The Environment Portfolio Holder and the Executive Director, Environment & Community Services will attend Committee to answer questions.
-

2. RECOMMENDATION

Committee is asked to note six-month progress against the 2016/19 Environment Portfolio Plan's aims.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Environment Portfolio services are used by all residents, including vulnerable adults and children. Protection is not their primary purpose but adjustments are made, as required, to ensure services are as accessible as possible and all users are safe.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Quality Environment
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Environment Portfolio 2016/17 & Capital Programme
 4. Total current budget for this head: £31.6m and £5.51m
 5. Source of funding: 2016/17 & TfL funding
-

Personnel

1. Number of staff (current and additional): 143 fte
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications: The services in this report are underpinned by contracts which are reported to Members at each PDS meeting according to their procurement status
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Whole borough
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

3.1 The [Environment Portfolio Plan 2016/19](#) was scrutinised by the Environment PDS Committee on 7 June 2016 (ES16020) and subsequently agreed by the Environment Portfolio Holder.

3.2 The 2016/19 Environment Portfolio Plan sets out six outcomes, together with their associated aims and performance measures, which cover:

1. Improving the Street Scene
2. Minimising Waste and Increasing Recycling
3. Enhancing Bromley's Parks and Green Spaces
4. Managing our Transport Infrastructure & Public Realm
5. Improving Travel, Transport & Parking
6. Improving Customer Service & Business Management

3.3 This report provides Committee with a six-month progress update (see Appendix 1 for updates on all of the aims), together with performance data in respect of certain metrics which measure progress in support of each outcome.

Outcome 1: Improving the Street Scene (Priority outcomes)

- *Establish the new Neighbourhood Management approach to caring for our streets and green spaces through three multidisciplinary area-based teams to make our services more responsive to residents' needs and improve customer satisfaction*
- *Develop a three-year Street Care Plan, with a Member Working Group, to join-up policy and resources in respect of education, enforcement and operations by Autumn 2016*
- *Continue to engage with the community (Residents' Associations, Street, Tree, Snow Friends and other volunteer groups) to improve the streetscene, including identifying problem hotspots and organising clean-ups*
- *Produce a Street Friends' Toolkit (Autumn) to complement the 2015 Tree Friends' Toolkit*

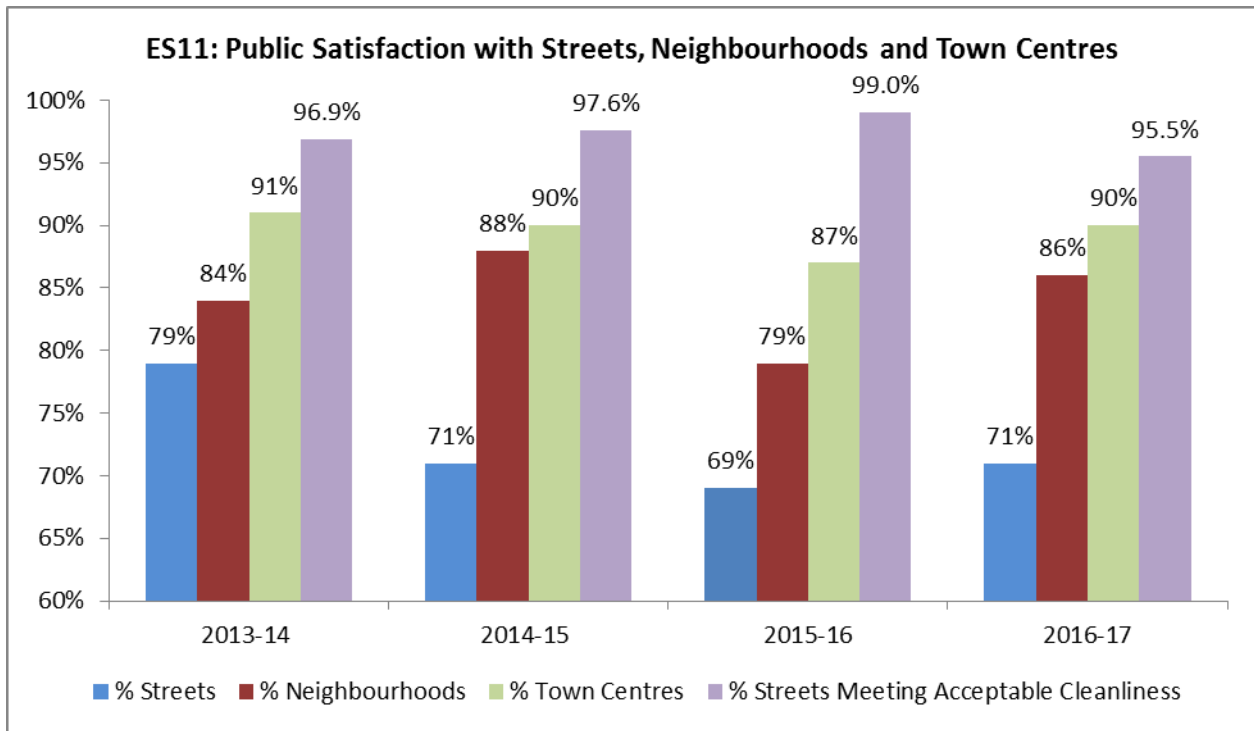
Progress Update

- Neighbourhood Management manual completed and reviewed and Performance Framework developed and populated with current & historical data
- Street Care Plan drafted and circulated for final officer comment
- Street Friends Toolkit being completed (target Q3) in line with Tree Friend Toolkit
- Public satisfaction with street cleanliness has generally increased compared with last year (Sept. 2016 survey), with 71% of residents being satisfied with the cleanliness of their streets
- Fly-tipping continues to increase with 1,796 incidents being recorded in the first 6 months (51 more than the corresponding period in 2015/16). Fly-tipping operational plan now developed and report produced on adoption of new fly tipping powers (councils can fine offenders £400)
- Joint LB Bromley / Police / DWP operations undertaken: more than 120 vehicles stopped and three illegal waste carrying vehicles seized and owners fined

Street Cleansing Overview

Indicator	2012/13 6-month	2013/14 6-month	2014/15 6-month	2015/16 6-month	2016/17* 6-month	2016/17 6-month target
Streets meeting acceptable cleanliness standards (%) (ES12)	95	96.9	97.6	99.0	95.5	95

*2016/17 data based on Q2

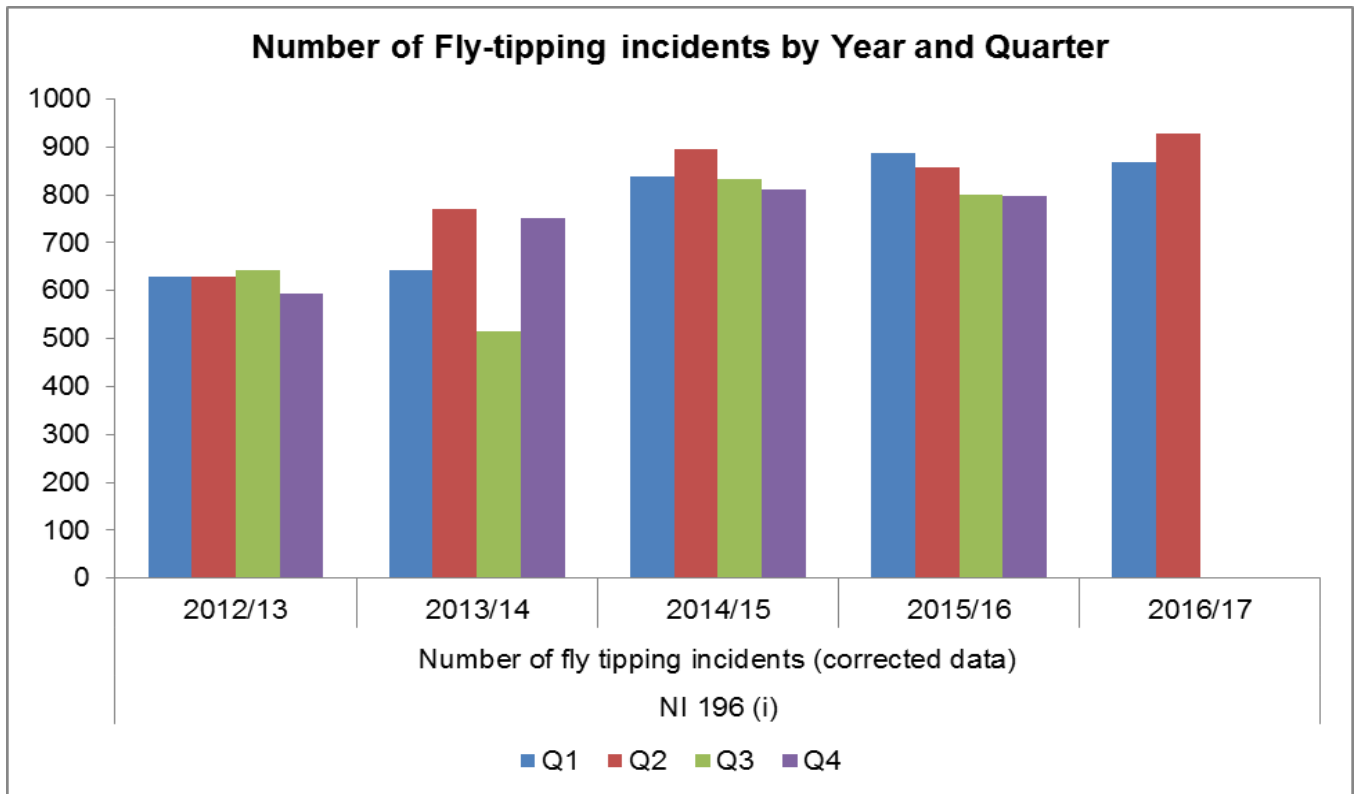


Street Cleansing Commentary

- Street cleanliness standards remain high both in terms of public satisfaction (ES11) and contractor monitoring by client officers (ES12)
- ES11: The Annual Public Satisfaction Survey (conducted in September 2016 by WYG Environment through a postal and on-street survey) found a general improvement in public satisfaction. 71% of residents were satisfied with the cleanliness of their streets (up from 69% last year); 86% for neighbourhoods (up from 79%); and 90% for town centres (up from 87%) – all an improvement on the previous year’s survey
- ES12: Contractor Performance Monitoring undertaken by client officers (inspecting routine scheduled activities) found 95.5% of streets met acceptable cleanliness standards (in Q2), a slight fall in comparison with the corresponding data for last year (but within required target)

Fly-tipping Overview

Indicator	2012/13 6-month	2013/14 6-month	2014/15 6-month	2015/16 6-month	2016/17 6-month	2016/17 6-month target
Fly-tipping Incidents	1,258	1,415	1,735	1,745	1,796	<1,625
Fly-tipping enforcement actions	239	195	181	183	169	163



Fly-tipping commentary

- Fly-tipping remains a cause for concern, given its increase over the past three years
- At the six-month stage there have been 51 more incidents (1,796) compared with the six-month stage in 2015/16 (1,745) – which is also worse than the target of 1,625
- The number of enforcement actions undertaken (169) is broadly on target (163)

Outcome 2: Minimising Waste and Increasing Recycling & Composting (Priority outcomes)

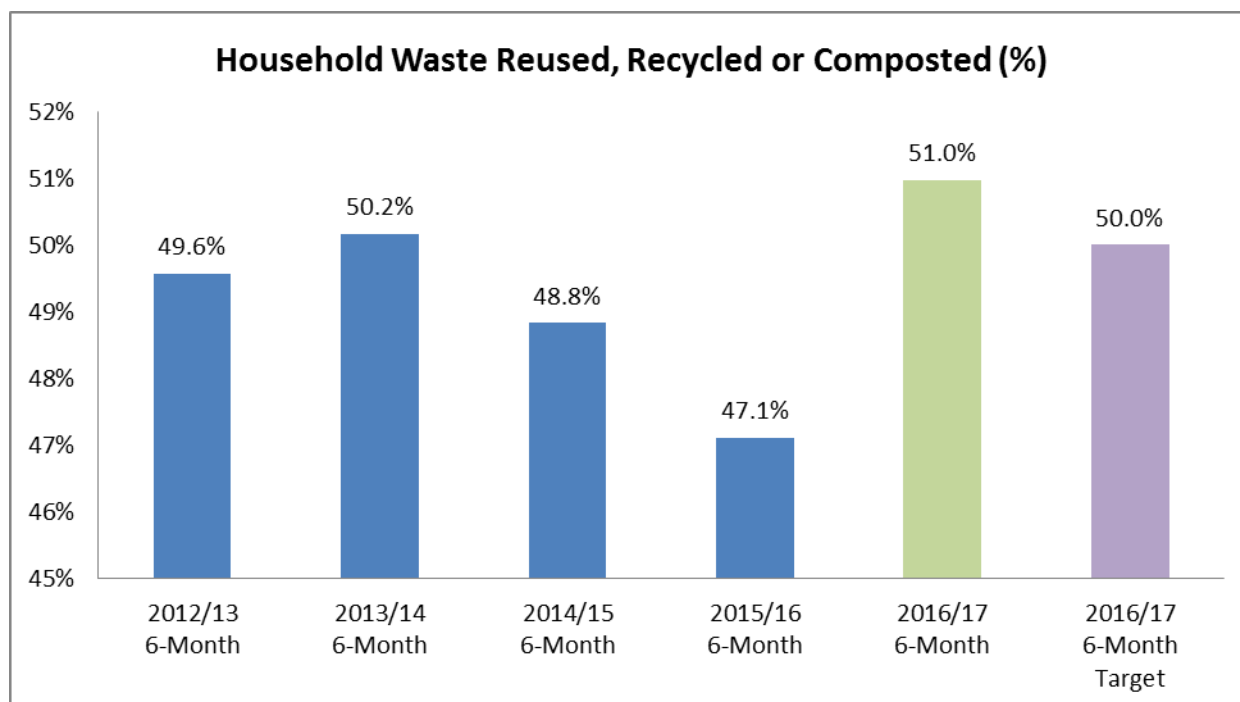
- *Develop options for integrating services on expiry of the current waste collection and disposal contract (2019) to maximise economies of scale and harmonise collection and disposal methodologies for all elements of the waste stream*
- *Increase Green Garden Waste Collection Service customer numbers to 20,000 (from 18,400) and introduce the option to pay by Direct Debit*
- *Following the trial waste treatment at the Southwark MBT waste processing plant, evaluate the financial and environmental benefits of formalising this disposal option*

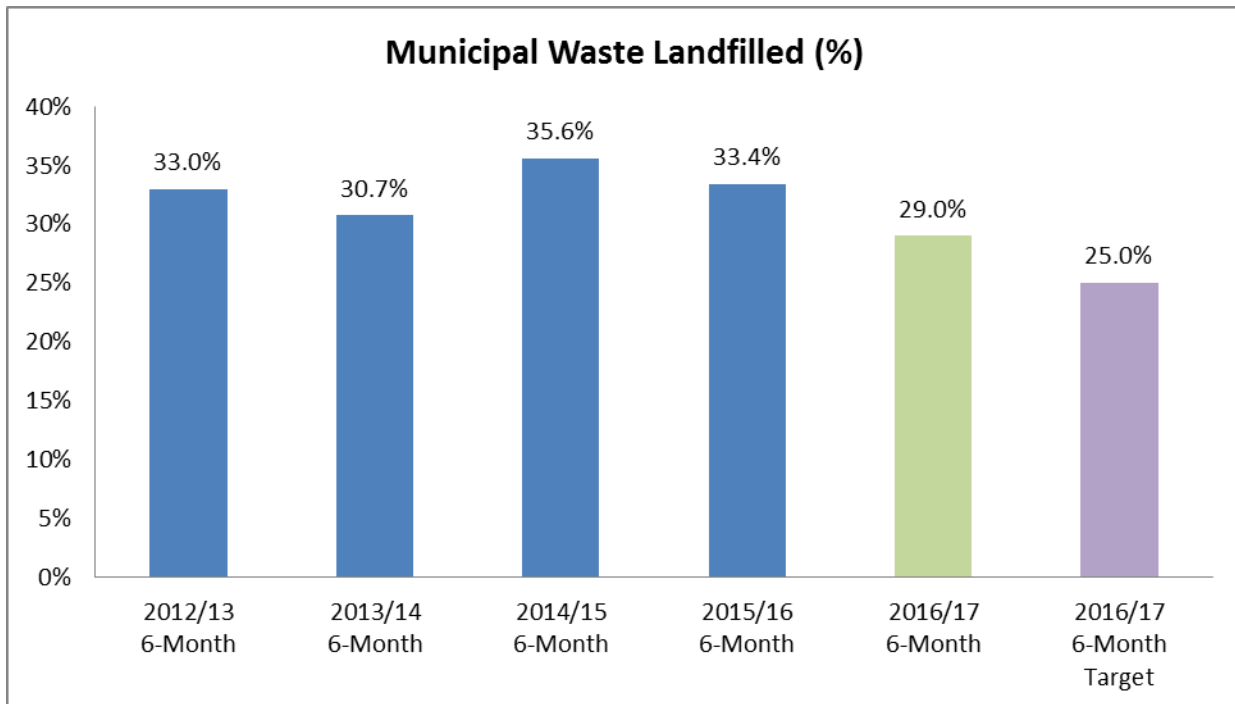
Progress Update

- Contributed to development of proposed Environmental Services Contract (see ES17002) with input into Bidders Day and one-to-one meetings
- DEFRA / WRAP launched their 'Harmonisation Vision': LB Bromley's current waste / recycling collection methodology is compliant with one option
- 21,191 paying Green Garden Waste Collection Service paying customers (Direct Debit payments option scheduled for Q4)
- Churchfields Road Household Waste Recycling Centre improvements complete, enabling site to remain open while bays are being emptied
- Government provided funding for a second Schools Waste Electrical & Electronic Equipment collection initiative which proved popular and successful (residents' kerbside scheme is now a chargeable service)

Waste Management Overview

Performance Indicators	2012/13 6-Month	2013/14 6-Month	2014/15 6-Month	2015/16 6-Month	2016/17 6-Month	2016/17 6-Month Target
Household waste recycled/composted (%) NI 192	49.57	50.17	48.83	47.1	50.97	50
Dry recycling (kg/household)	130	131	121	104	129	130
Organics recycling (kg/household)	100	99	109	102	111	90
Municipal waste landfilled (%) NI 193	33.01	30.74	35.57	33.4	29	25
Residual household waste (kg per household) NI 191	234	234	247	248	235	222.5
Total waste arising (refuse & recycling) (tonnes)	72,177	72,962	75,660	75,377	78,617	72,500
Missed bins (/000,000 collections)	41	55	81	122	104	60





Waste Management Commentary

- Bromley has traditionally recycled about half of its household waste and this high performance has been maintained in the first six months of 2016/17. Indeed, the recycling rate is effectively 51%, which is an improvement on last year's performance (at this stage) when the rate was 47.1%
- Organic recycling (kitchen and garden waste) levels are the highest they have ever been and are higher (111kg/household) than last year (102kg/household) and target for 2016/17 (90kg/household)
- The percentage of municipal waste which is landfilled is at its lowest ever level at 29% (33% was landfilled in 2015/16)
- Although total waste arisings are slightly higher than in previous years (and target), the amount of residual household waste (i.e non recycled / incinerated) has actually fallen compared with previous (but falls slightly short of target)
- The method used to calculate 'missed bins' has changed, so direct historical comparisons are not possible. Missed bin performance has slightly improved compared with the same stage last year but is much higher than the target value

Outcome 3: Enhancing Bromley's Parks and Green Spaces (Priority outcomes)

Enhancing Bromley's Parks & Green Spaces

- *Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside provided by The Landscape Group (now idVerde) and monitored through the Council's new Neighbourhood Management teams*
- *Raise public awareness about Parks, Greenspace & Countryside (PG&C), including through the development of a dedicated website (summer 2016) providing on-line information e.g. for booking events in parks, and environmental classes at the Bromley Environmental Education Centre at High Elms etc*
- *Implement TLG's new Events and Activities Strategy (2015-19) to promote and support public use of parks and green spaces, especially for community events and activities*

Progress Update

- JMB and Stakeholder PG&C Panel met July 2016 (also December 2016)

- Joint monitoring results produced and reviewed for the six months to 30 September 2016
- Id verde Bromley parks website www.bromleyparks.co.uk went live during September 2016 (following pilot launched at the Friends Forum Conference in June 2016)
- £366k generated by id verde & Friends groups
- The Annual Play Area Safety Survey 2016 undertaken – to be analysed in Q3 – and Volunteer H&S Handbook launched
- Prepared new park facility at Queen’s Gardens (delivered on schedule December 2016)

Outcome 4: Managing our Transport Infrastructure (Priority outcomes)

- *Integrate all highways management functions (planned and reactive works) within one highways team to provide a single point of contact and improve service effectiveness*
- *Investigate potential capital investment opportunities to reduce revenue expenditure on reactive and planned highways maintenance by improving the condition of the highway asset*
- *Implement the new UK Roads Board Code of Practice to deliver a risk-based approach to maintaining highway assets e.g. roads, street lighting, and highway structures*
- *Deliver the Action Plan set out in the new Local Flood Risk Strategy*

Progress Update

- New management structure in place and proposals to provide an integrated highways / streetworks inspection function have been considered by the Commissioning Board
- Planned carriageway programme for borough roads was completed in September 2016
- Winter service policy and plan have been updated to include changes in responsibilities following reorganisation of S&G Division
- Highway Investment Project report produced (approved by The Council - December 2016)
- LBB is working with other boroughs and LoTAG to ensure a consistent approach is taken to meeting the requirements of the new UK Roads Board Code to deliver a risk-based approach to maintaining highway assets e.g. roads, street lighting, and highway structures

Performance Indicators	2012/13 6-Month	2013/14 6-Month	2014/15 6-Month	2015/16 6-Month	2016/17 6-Month	2016/17 6-Month Target
Number of FPNs issued (ES19)	213	512	253	244	204	n/a
Number of Defect Notices (ES20)	-	-	-	2,600	2,085	2,000

Utilities Works Commentary

- Fixed Penalty Notices (FPNs) are issued to Utilities for working without a permit, incorrect registration details, or breach of permit conditions. There is no target since it’s not possible to predict how well/poorly Utilities will perform but the figure is lower than this stage last year
- Defect Notices are issued to Utilities for poor reinstatement following highway works. Although the target is notional, the six month data is on track

Outcome 5: Improving Travel, Transport & Parking (Priority outcomes)

- *Look to decrease congestion and address journey times on priority routes, including at key junctions on the major road corridors across the borough*
- *Ensure parking is readily available across the borough especially near town centres, local shopping parades, railway stations and hospitals and that it balances the needs of residents, visitors and commuters*

- Continue implementing the Council's accident reduction programme in key locations and implement the road safety education programme in schools and the wider community

Progress Update

- Road scheme activity continues across the borough including at Keston, Crystal Palace Parade, Chislehurst Common, and Orpington Station
- 61% of bus stops across the borough have now been brought up to current standards
- Direct Line is keen to encourage their staff to adopt more sustainable travel habits (inc. 'Liftshare' to make a presentation to staff)
- Car Clubs across Bromley are performing well and it is still the intention to convert the existing pool car fleet to a corporate Car Club
- 88 schools have been submitted to TfL for accreditation level approval
- Parking Contract tendered, evaluated and awarded
- Multi-storey Car Parks lighting replaced with energy efficiency LED lighting (saving more than 50% of previous energy costs)

Performance Indicators	2012/13 6-Month	2013/14 6-Month	2014/15 6-Month	2015/16 6-Month	2016/17 6-Month	2016/17 6-Month Target
Appeals 'heard' by London Tribunals (formerly PATAS) (ES8)	335	276	143	106	192	332

Parking Commentary

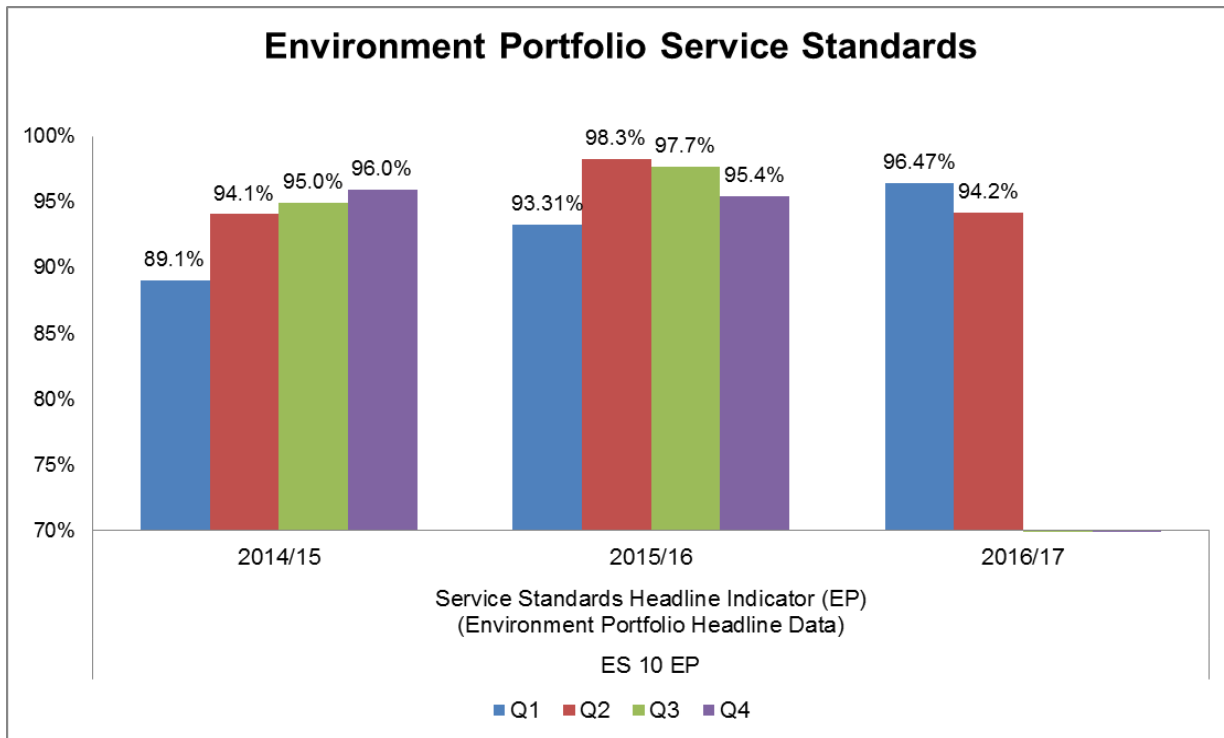
- Appeals heard by London Tribunals (which adjudicates on parking appeals), against PCNs issued by LB Bromley, are higher than for 2015/16 but better than the 2016/17 target (ES8)
- Percentage of London Tribunals cases won by LB Bromley was 89% (Q1) and 78% (Q2) respectively - both of which are an improvement on 2015/16 (ES9)

Outcome 6: Improving Customer Service & Business Management (Priority outcomes)

- Communicate service changes directly and consistently to residents and businesses
- Ensure compliance with the Council's governance and procurement rules, and continue to achieve demanding service objectives and value-for-money when tendering contracts
- Ensure that Contract Monitoring Summaries are kept up-to-date for all Environment Portfolio contracts with a total contract value of >£50k

Progress Update

- Tendered 'Council Information Display Units' in conformity with Contract Procedure Rules
- 'Report it' is being promoted as part of the Council's routine communications messages
- Waste collection disruption information published daily on web (as required)
www.bromley.gov.uk/WasteCollectionDelays
- Campaigns included: Friends of Parks Recruitment and 'We're watching You' (Fly-tipping)
- Environment Portfolio Plan 2016/19 presented to Committee: 7 June 2016 (ES16020) and 6-month update report to be presented 24 January 2017 (ES17016)
- Forward Work Programme reports (inc. contract updates) presented to Committee: 7 June 2016; 29 September 2016; & 8 November 2016
- Member Working Groups established and contractor scrutiny presentations arranged
- Contract Monitoring Summaries are now being transferred into new Contract Management Database – to be used for all future reporting across the Council



Service Standards Commentary

- The Service Standard (metric started 2014/15) monitors customer enquiries within CONFIRM (database managing eight service contracts) through their life-time and measures the percentage processed within the service standards at each stage. The figure covers both LBB officer and contractor activity
- Services are monitored and the chart combines the performance for all Environment Portfolio services. The 95% performance target was met in Q1 but Q2 performed just below target

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Environment Portfolio Services affect the daily lives of all Bromley residents and are universal in nature - rather than being directed at particular groups within our community. Where vulnerable adults or children may be affected by a proposal or a contract, the issues would be covered in that particular report and not in this performance report, unless specific to a service.

5. POLICY IMPLICATIONS

- 5.1 Environment Portfolio services support the Council's recently revised 2016-2018 [Building a Better Bromley](#) objectives in respect of delivering a Quality Environment including to '*sustain a clean, green and tidy environment through value-for-money services provided to a consistently high standard*'. More generally, the Environment Portfolio Plan contributes to Building a Better Bromley's 'Excellent Council' outcome (e.g. delivering value-for-money and quality services).
- 5.2 The Environment Portfolio Plan 2016/19 ([ES16020](#) – 7 June 2016) effectively frames the Council's environmental policy. This policy is supported by individual service policies and plans including:
- [Transport Local Implementation Plan](#) 2014/15 - 2016/17
 - [Bromley Cycling Strategy](#) (Adopted: March 2015)
 - [Highway Asset Management Plan](#); [Winter Service Policy 2016/17](#) (Reviewed annually)
 - [Local Flood Risk Management Strategy & Action Plan](#) (Adopted: August 2015)
 - [Parking Strategy](#) (Adopted: January 2012)

- [Bromley Biodiversity Plan 2015-2020](#) (Adopted: September 2016)
- [Parks, Greenspace and Countryside Strategy \(2015-19\)](#) (Adopted: November 2015)
- [Arboricultural Strategy 2016-2020](#) (Adopted: March 2016)

6. FINANCIAL IMPLICATIONS

- 6.1 The priorities set out in this report will be delivered within the resources identified in the Environment Portfolio budget for 2016/17 and any external funding (e.g. from Transport for London) which can be secured.

7. PROCUREMENT IMPLICATIONS

- 7.1 Most of the Environment Portfolio Plan's priorities are underpinned by contracts and where these have a Total Contract Value (TCV) greater than £200k, they are reported in the Corporate Contract Register to Contracts Sub-Committee. The procurement status of contracts with a TCV >£50k is also reported to Environment PDS Committee as part of the 'Forward Work Plan, Matters Arising and Contracts Register Report' (e.g. ES17003: Env. PDS, 24 January 2017).
- 7.2 Committee also scrutinises both 'procurement strategy' and 'award of contract' reports, and also monitors individual contracts and scrutinises the contractors themselves as appropriate (e.g. Parks, Countryside and Greenspace Management Contract Review 2015/16 – ES17015 – Environment PDS, 24 January 2017).

Non-Applicable Sections:	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	Environment Portfolio Plan 2016/19 (ES16020 – 07/06/16) Building a Better Bromley (2016-18)

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APPENDIX TO ES17016

Environment Portfolio Plan 2016/17: Six-Month Progress Report

Outcome 1	Improving the Street Scene
Issues	Clean streets are a high priority for residents
	Satisfaction with the street scene has a significant impact on residents' confidence in the Council
	Growth in social media use requires the Council to continue to adapt its processes and services to meet customer expectations

Aim	Develop a Neighbourhood Management approach to commissioning street care services including promoting behaviour change, working with community and volunteer groups, and taking appropriate enforcement action to ensure the street environment reflects local needs	
In 2016/17 we will:	6-Month progress	
1.1: Keep the borough's streets and parks clean and green and reduce litter, dog fouling and fly-tipping through a programme of contracted works, education and enforcement activity	<ul style="list-style-type: none"> • Fly tipping operational plan developed • Multiple park and car park sites identified for anti-fly tipping infrastructure • Surveillance cameras purchased and being pilot tested in fly tipping hot spots • Current Dog Control Order under review to propose limitation of how many dogs can be walked at one time - will need to be changed to a Public Space Protection Order (PSPO) as required by the <i>Anti-social Behaviour, Crime and Policing Act 2014</i> 	
1.2: Continue to support monthly multi-agency operations (e.g. Operation Crystal) to target antisocial behaviour hotspots in partnership with the Metropolitan Police, DVLA, DW&P, and local housing associations	<ul style="list-style-type: none"> • Joint LBB / Police / DWP Operations undertaken: more than 120 vehicles stopped • Three illegal waste carrying vehicles seized and owners fined 	
1.3: Use existing and adopt new legislative powers and enforcement penalties in respect of fly-tipping to help keep our streets clean and safe	<ul style="list-style-type: none"> • Reported to Committee (8 November 2016) on adoption of new fly-tipping powers which allows councils to fine offenders £400 • New fly-tipping post cards printed and used to inform public and business of their legal responsibilities 	
1.4: Conduct monthly operations with the Metropolitan Police to target vehicles involved in fly-tipping, including potentially seizing vehicles which are unlicensed to carry waste	<ul style="list-style-type: none"> • Continue to undertake Joint LBB / Police / DWP operations (also see 1.2) • Members have also attended operations 	
1.5: Establish the new Neighbourhood Management approach to caring for our streets and green spaces through three multidisciplinary area-based teams to make our services more responsive to residents' needs and improve customer satisfaction	<ul style="list-style-type: none"> • Neighbourhood Management manual completed and reviewed (document used to support service delivery and training staff and contractors) • New mobile working solutions include 'CONFIRM Connect' • Performance Framework developed and populated with current & historic data • Staff training has continues – including through training workshops 	

Environment Portfolio Plan 2016/17: Six-Month Progress Report ES17016

<p>1.6: Develop a three-year Street Care Plan, in liaison with a Member Working Group, to join-up policy and resources in respect of education, enforcement and operations by Autumn 2016</p>	<ul style="list-style-type: none"> • Street Care Plan drafted and circulated for final Officer comment • Street Friends Toolkit is being completed (target Q3) in line with Tree Friend Toolkit
<p>1.7: Commence a programme of activity to commission streetscene services (along with other key environmental services such as Waste Management and Grounds Maintenance) by 2019</p>	<ul style="list-style-type: none"> • Suppliers' Open Day has taken place followed by one-to-one meetings with selected potential contractors. Aim to finalise contract documentation by end Q4
<p>1.8: Continue to engage with the community (Residents' Associations, Street, Tree, Snow Friends and other volunteer groups) to improve the streetscene, including identifying problem hotspots and organising clean-ups. And produce a Street Friends' Toolkit (Autumn 2016) to complement the Tree Friends' Toolkit (produced in 2015)</p>	<ul style="list-style-type: none"> • Snow Friends surveyed, supplies checked, contacts updated • Two Big Bromley Brush-ups delivered (Mottingham and Bromley Common) by Neighbourhood Officers • Tools procured to support Tree Friends & two basal growth removal training sessions delivered for local groups • Consultation and responses received for new street tree locations • Street Friends' Tool Kit being finalised (for Q3)
<p>1.9: Continue to adapt street cleaning frequencies / times to ensure they reflect the varying needs /issues of local communities (e.g. weekend working)</p>	<ul style="list-style-type: none"> • Annual Street Cleansing Customer Satisfaction Survey undertaken by WYG for Kier (see main report for results) • Low levels of FMS additional comments indicating 'getting right first time' improvement
<p>1.10: Maintain high levels of resident satisfaction with the street cleansing service and evidence this through monitoring activity</p>	<ul style="list-style-type: none"> • Being monitored to assess improvement and to enable better use of resources • Tree canopy cover remained longer than expected due to warmer weather. Delayed leaf fall required contractor to extend the leafing programme by an additional two weeks
<p>1.11: Continue to develop and improve the borough's outdoor street café culture, increase visits by specialist street markets and consider options for future market provision</p>	<ul style="list-style-type: none"> • Increased uptake in applications for licensing outdoor seating / tables and chairs • 3 markets visited Bromley High Street • BID / LBB worked together to provide food festival and Wimbledon big screen event etc.

Outcome 2	Minimising Waste, and Increasing Recycling
Issues	Recycling rates have plateaued, so how can we encourage greater public involvement in waste minimisation and recycling?
	Recycling markets remain volatile (e.g. capacity and income / costs), which makes budgeting and service planning an on-going challenge
	Legislation (e.g. EU Circular Economy package) may require the Council to review its collection and disposal options to ensure regulatory compliance

Aim	To increase the proportion of waste recycled and reduce the amount of waste sent to landfill, within budgetary constraints
In 2016/17 we will:	6-Month progress
<p>2.1: Develop options for integrating services on expiry of the current waste collection and waste disposal contract (2019) to maximise economies of scale and harmonise collection and disposal methodologies for all elements of the waste</p>	<ul style="list-style-type: none"> • Suppliers Open Day has taken place • One-to-one meetings with selected potential contractors commenced (continued into Q3) • Contract documentation finalised by end Q4

Environment Portfolio Plan 2016/17: Six-Month Progress Report ES17016

stream	
2.2: Continue to monitor green garden waste arisings each month, in the light of further changes to satellite site provision and the continued expansion of the paid collection service	<ul style="list-style-type: none"> • New GGW customers first six months: 2,805 • Total GGW customers: 21,191 • GGW tonnages 18% increase: 1,632t • Paid collection tonnages 27% increase: 1,144t • Waldo & Churchfields 27% increase: 1,071t • Changes partly explained by warmer weather than first six months of 2015/16
2.3: Encourage and assist residents to minimise their waste, recycle more, and promote home composting through our Neighbourhood Management teams and promotional activity	<ul style="list-style-type: none"> • Service information contained in <i>Environment Matters</i> newsletter • Customer information also on the web: Bromley.gov.uk/wasteneews
2.4: Increase Green Garden Waste Collection Service paying customer numbers to 20,000 and introduce the option to pay by Direct Debit	<ul style="list-style-type: none"> • On-going promotional activity continues in a variety of media • Direct Debit payments is scheduled for Q4
2.5: Explore options for site reconfiguration at Waldo Road and Churchfields Road HWRCs to facilitate better separation and quality control of recyclable and reusable materials	<ul style="list-style-type: none"> • Churchfields Road improvements complete, enabling site to remain open whilst bays are being emptied – helps to reduce congestion
2.6: Consider options for the future continuation of the kerbside collection service for Waste Electronic and Electrical Equipment in the light of the changes to the WEEE regulations	<ul style="list-style-type: none"> • Kerbside collection scheme continues to operate but as a charged service • Government provided funding for a second Schools WEEE collection initiative, which proved popular and successful
2.7: Demonstrate legislative compliance with the Waste Regulations (England & Wales) 2011 in terms of the separate kerbside collections of paper, glass, metals and plastics	<ul style="list-style-type: none"> • The DEFRA / WRAP steering group has launched the 'Harmonisation Vision', and Bromley's current collection methodology is compliant with one option
2.8: Following the trial waste treatment at the Southwark MBT plant, evaluate the financial and environmental benefits of formalising this disposal option	<ul style="list-style-type: none"> • To be evaluated to determine viability of this as a future disposal route option

Outcome 3	Enhancing Bromley's Parks & Green Spaces
Issues	Our parks and green spaces are valued by residents and have also ecological and recreational value but their management requires significant resources
	How to further develop community involvement and generate additional external funding to help care for our parks and green spaces?

Aim	To conserve and enhance Bromley's parks and green spaces through the Fully Managed Parks Service working in partnership with the volunteer community, including by securing external funding for improvements
In 2016/17 we will:	6-Month progress
3.1: Deliver Member-approved policies and actions to achieve specified project outcomes – as reviewed by the Joint Management Board and Parks, Greenspace & Countryside (PG&C) Stakeholder Panel	<ul style="list-style-type: none"> • JMB and Stakeholder PG&C Panel met July 2016 (also December 2016) • idverde have reviewed Action Plan • Ongoing surveys undertaken with Stakeholders, volunteers and Friends during the 2016 Conference • £366k generated by id verde & Friends groups

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<p>3.2: Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside provided by The Landscape Group and monitored through the Council's new Neighbourhood Management teams</p>	<ul style="list-style-type: none"> • Joint monitoring results produced and reviewed for the six months to 30 September 2016 • Prepared new park facility at Queen's Gardens (delivered on schedule December 2016)
<p>3.3: Work in partnership with volunteers, stakeholders (allotment holders and sports providers), and Friends of Parks groups to ensure local priorities are identified and delivered</p>	<ul style="list-style-type: none"> • idverde have reviewed the Action Plan: see idverde web page www.bromleyparks.co.uk • Volunteer H&S Handbook launched
<p>3.4: Raise public awareness about Parks, Greenspace & Countryside (PGC) including through the development of a dedicated website (summer 2016) providing on-line information e.g. for booking events in parks, and environmental classes at BEECHE etc</p>	<ul style="list-style-type: none"> • idverde Bromley parks website www.bromleyparks.co.uk went live during September 2016 (following pilot launched at the Friends Forum Conference in June 2016) • Improvements continue to be made including (once viable and approved) the online payment system for events, activities and the BEECHE
<p>3.5: Plant some 400 street trees, maintain Bromley's publicly-owned tree stock in a safe condition, and replace trees in parks and green spaces as appropriate. Investigate opportunities for income generation from Bromley's woodlands, with a view to making woodland management cost-neutral – benefitting biodiversity and public access</p>	<ul style="list-style-type: none"> • Phase 1 of planting programme includes 600 street trees. Phase 2 is near completion in the planning stage and will consist of 200-300 park trees. Phase 3 will consist of a mixture of street and parks trees numbering approximately 200 • Progress on the reactive element of this year's programme is currently 100%. The proactive/programmed element has been delayed owing to staffing issues. This will result in a completion date by February/March 2017 • Good progress being made with surveying programme. Programmed remedial works to be completed by March 2017
<p>3.6: Manage the Parks Security contract to reduce antisocial behaviour, illegal traveller incursion, adverse possession, dog attacks, and drug abuse – and equally ensure our parks and open spaces remain accessible and enjoyable places for recreation</p>	<ul style="list-style-type: none"> • Monthly operations with local police teams to combat / deter ASB in parks such as Crystal Palace Park, St Mary Cray Recreation Ground, Mottingham Recreation Ground, Goddington Park, Church House Gardens / Priory Gardens • Monthly updates on intelligence and action with Police off-road motorbike team to identify hotspot areas
<p>3.7: Develop and maintain paths, infrastructure and other hard landscaping features in parks, open spaces and the countryside so they remain safe and useable</p>	<ul style="list-style-type: none"> • Annual survey has been produced and is to be reviewed
<p>3.8: Maintain the borough's 67 equipped play areas so they provide good quality local facilities for all, potentially including improving Whitehall Recreation Ground and equipment for less-abled users at Chislehurst</p>	<ul style="list-style-type: none"> • The Annual Safety Survey 2016 was undertaken – subject to analysis in Q3. This will be subject to ongoing review within the operational year • Necessary repairs sanctioned either through Operational Property or directly from idverde resource as identified within the partnership framework chart for repairs to infrastructure
<p>3.9: Contribute to improving residents' health by supporting park users, sports activity providers, allotment holders and other partners – including the new Whitehall Recreation Ground Green Gym and working with Nash College at Brook Lane and BEECHE</p>	<ul style="list-style-type: none"> • idverde have reviewed the Action Plan: results on the Idverde web page www.bromleyparks.co.uk
<p>3.10: Implement the Events and Activities Strategy (2015-19) to promote and support public use of parks and green spaces especially for community events and activities</p>	<ul style="list-style-type: none"> • idverde provided a Strategic Plan for Events, which was adopted by the February 2016 PDS as Policy • idverde produce monthly events lists as e mails

	to the client, stakeholders and key staff. The list can be seen (larger events only) on the idverde Bromley Web www.bromleyparks.co.uk
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Outcome 4	Managing our Transport Infrastructure & Public Realm
Issues	Satisfaction with the condition of roads and pavements has a significant impact on residents' confidence in the Council, so we need to maintain their condition
	Utility works can cause disruption and congestion unless this activity is coordinated and inspected by the Council to protect the Council's asset
	Localised flooding may become more frequent and problematic and practical inter-agency solutions are needed

Aim	To continue to invest in timely and effective manner in our roads, pavements and street lighting to maintain the value of the highway asset	
In 2016/17 we will:	6-Month progress	
4.1: Integrate all highways management functions (planned and reactive works) within one highways team to provide a single point of contact and improve service effectiveness	<ul style="list-style-type: none"> • New management structure in place and operating • Proposals to provide an integrated highways / streetworks inspection function have been considered by the Commissioning Board. A further report will be submitted before consideration by ES PDS 	
4.2: Investigate potential capital investment opportunities to reduce revenue expenditure on reactive and planned highways maintenance by improving the condition of the highway asset	<ul style="list-style-type: none"> • Report submitted to Council October 2016 (Agreed) • Member Working Group to be arranged in November to consider maintenance options 	
4.3: Adopt the Highway Asset Management Plan (summer 2016) to help prioritise maintenance and investment decisions - helping to ensure the Council achieves value-for-money by balancing priorities including cost and quality	<ul style="list-style-type: none"> • Code of Practice published 28 Oct. 2016 • LBB working with other boroughs and LoTAG to ensure a consistent approach taken to meeting the Code's requirements • A report will be prepared for Env. PDS during Q1 2017/18 once the implications identified 	
4.4: Improve the condition of the highway network by completing the approved Planned Highways Maintenance Programme of road and pavement resurfacing	<ul style="list-style-type: none"> • Planned carriageway programme for borough roads was completed in September 2016 • Footway works to be completed in March 2017 	
4.5: Consider further opportunities for Street Lighting invest-to-save initiatives (e.g. through SALIX Carbon Management Fund)	<ul style="list-style-type: none"> • Invest-to-save project due to be completed November 2016, with accounts cleared December 2016 • No action on SALIX funding to date 	
4.6: Review the Winter Service's effectiveness and priorities in the light of experience gained in responding to past ice, snow and flooding incidents	<ul style="list-style-type: none"> • Winter service policy and plan have been updated to include changes in responsibilities following reorganisation of S&G 	
4.7: Undertake highway safety inspections and implement reactive works to ensure the borough's roads and pavements are maintained to an appropriate standard to protect the public and reduce insurance claims for personal injury and damage to property	<ul style="list-style-type: none"> • Highway safety inspections have been completed within required timescales 	

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<p>4.8: Implement the new UK Roads Board Code of Practice to deliver a risk-based approach to maintaining highway assets e.g. roads, street lighting, and highway structures</p>	<ul style="list-style-type: none"> • Code of Practice: published 28 October 2016 • LBB is working with other London Boroughs and LoTAG to ensure a consistent approach is taken to meeting the requirements of the Code • A report will be prepared for Env. PDS during Q1 2017/18 on the implications have been identified
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Aim	To coordinate and improve the standard of work carried out by the utilities	
In 2016/17 we will:	6-Month progress	
<p>4.9: Continue to monitor the progress of utility works, and take enforcement action when works are not completed within the agreed timescale (to reduce traffic congestion)</p>	<ul style="list-style-type: none"> • 6-month: 204 Fixed Penalty Notice issued to utilities • 6-month: 2,085 defects have been issued to utilities 	
<p>4.10: Continue to inspect at least 80% of utilities works (50% more than required by the national code of practice) to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets</p>	<ul style="list-style-type: none"> • 6-months: Activity levels continue to be met 	

Aim	To improve the borough's resilience to the risk of flooding	
In 2016/17 we will:	6-Month progress	
<p>4.11: Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role</p>	<ul style="list-style-type: none"> • Officers continue to attend South East London Flood risk partnership meetings. The Lead Local Flood Authority now has its own landing page on the Bromley website. Emails address floodrisk@bromley.gov.uk is now being used by residents to present surface water drainage enquiries to the team 	
<p>4.12: Continue to ensure surface water drainage is properly considered in the development process and that suitable plans exist to maintain sustainable drainage assets into the future</p>	<ul style="list-style-type: none"> • More than 600 planning applications have been reviewed over the last 6 months. • Approx. 80% required a surface water drainage condition to be applied, almost all of these incorporated sustainable drainage elements 	
<p>4.13: Deliver the Action Plan set out in the Local Flood Risk Strategy</p>	<ul style="list-style-type: none"> • A wet spring gave over to an exceptionally dry summer, a storm in late June produced some minor flash flood incidents which have been mainly attributed to Thames Water assets • The Environment Agency has 4 projects underway and is seeking local contributions to push funding score into the viable range for project to proceed (currently awaiting details). • Further surveys on OWC dependent on outcome of funding contributions considered above 	

Outcome 5	Improving Travel, Transport & Parking
Issues	Rising numbers of cars, as the number of residents and households increases, leading to congestion and parking issues
	Lack of connectivity and investment in transport preventing access to opportunities and services
	Managing on and off street parking to balance the needs of motorists, residents and businesses

Aims	To improve the road network and journey-time reliability for all users
	To improve 'connectivity' (getting to places you couldn't previously reach easily) and 'integration' (linking different modes of transport)
	To reduce congestion and greenhouse gas emissions by promoting cycling, walking and public transport journeys
	To promote safer travel, and reduce the number and severity of road accidents
	To provide accessible, affordable, fair and effective parking services
In 2016/17 we will:	6-Month progress
5.1: Look to decrease congestion and address journey times on priority routes, including at key junctions on the major road corridors across the borough	<ul style="list-style-type: none"> • Activity progressing at <ul style="list-style-type: none"> ○ Keston Mark ○ Keston to Biggin Hill ○ Crystal Palace Parade/Anerley Hill ○ Chislehurst Common ○ St Paul's Cray, Main Road/Sevenoaks Way. ○ Leasons Hill / A224 ○ Shortlands Station area ○ Orpington, Crofton Road/Station Road ○ Mottingham, William Barefoot Drive/Mottingham Road
5.2: Continue to improve transport and accessibility in our town centres to ensure they contribute to a thriving local economy by: <ul style="list-style-type: none"> <input type="checkbox"/> completing congestion relief schemes in Beckenham and Penge town centres <input type="checkbox"/> ensuring public realm schemes (inc. Beckenham town centre) contribute to improved transport infrastructure, and <input type="checkbox"/> ensuring building works at opportunity sites don't detrimentally impact local transport networks 	<ul style="list-style-type: none"> • Beckenham: <ul style="list-style-type: none"> ○ Advising Public Realm team on pedestrian crossing facilities ○ Albemarle/Rectory Rd junction improvement will be completed in October 2016 • Penge: <ul style="list-style-type: none"> ○ Detailed design is being finalised before safety audit can take place • Bromley, High Street/Westmoreland Road/Masons Hill <ul style="list-style-type: none"> ○ Junction improvements will be informed by the town centre modelling work currently underway with traffic surveys taking place in November
5.3: Improve rail connectivity, capacity and reliability to Bromley by lobbying for the Docklands Light Railway and the extension of London Overground (suburban rail services) plus engage with Network Rail's 'Kent Route Study'	<ul style="list-style-type: none"> • Officers have attended all stakeholder meetings with Network Rail and a presentation was given to Members by Network Rail at the Council's Public Transport Liaison meeting in June
5.4: Help to reduce avoidable delays to bus journeys by improved parking management, tackling pinch points, and making bus stops more accessible	<ul style="list-style-type: none"> • 61% of bus stops across the borough have now been brought up to current standards

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<p>5.5: Make transport interchanges safer and easier to use – including railway station access improvements (e.g. Orpington and Kent House)</p>	<ul style="list-style-type: none"> • Council wrote to Network Rail (NR) in June to lobby for these stations to be included in the Access for All programme, following NR's spending review • New cycle hubs at Beckenham and Orpington to be provided this financial year in partnership with South Eastern (dependent on improvements to the station forecourt at Orpington).
<p>5.6: Reduce traffic congestion, improve road safety, and encourage walking and cycling by supporting schools, developers and businesses to implement Travel Plan actions such as cycle parking and training, improving safety around schools, and encouraging car clubs</p>	<ul style="list-style-type: none"> • Direct Line are keen to encourage their staff to adopt more sustainable travel habits (inc. 'Liftshare' to make a presentation to staff) • Car Clubs across Bromley are performing well and it is still the intention to convert the existing pool car fleet to a corporate Car Club • 88 schools have been submitted to TfL for accreditation level approval • Continue to run annual walk to school campaigns
<p>5.7: Ensure parking is readily available across the borough especially near town centres, local shopping parades, railway stations and hospitals and that it balances the needs of residents, visitors and commuters</p>	<ul style="list-style-type: none"> • Q1: All Q1 sites implemented • Q2: Some Q2 sites have been delayed while objections are dealt with
<p>5.8: Lobby King's College Hospital NHS Foundation Trust to improve parking at and around Princess Royal University Hospital</p>	<ul style="list-style-type: none"> • With Planning as an enforcement issue • Officers met with Ward Members in to decide initial measures in Starts Hill related to the Bassetts

<p>Aim</p>	<p>To reduce road casualties</p>	
<p>In 2016/17 we will:</p>	<p>6-Month progress</p>	
<p>5.9: Continue implementing the Council's programme of accident reduction measures in key locations</p>	<ul style="list-style-type: none"> • Awaiting Safety Audit on additional pedestrian aspect of the Copers Cope scheme, prior to implementation • Awaiting final scheme designs for Penge High Street (once complete the scheme can be Safety Audited). 	
<p>5.10: Identify and prioritise locations for accident reduction measures in 2017/18</p>	<ul style="list-style-type: none"> • Due to the delay in receiving the accident data - works are still on-going. Further details in Q3 	
<p>5.11: Implement the Council's road safety education programme in schools and the wider community</p>	<ul style="list-style-type: none"> • Significant schools activity undertaken including: <ul style="list-style-type: none"> ○ Visited 38 schools to deliver Yr.6 transition involving 1,900 students ○ Delivered over 4,000 6-Up packs containing important information about moving to secondary school • Community activity included: <ul style="list-style-type: none"> ○ 'Parking with coincidence', 'bike maintenance', 'car seat checking', and 'cycling training' etc 	

<p>Aim</p>	<p>To provide accessible, affordable, fair and effective parking services</p>	
<p>In 2016/17 we will:</p>	<p>6-Month progress</p>	

Environment Portfolio Plan 2016/17: Six-Month Progress Report ES17016

5.12: Continue the successful Shared Parking Service with LB Bexley, including reviewing opportunities for developing and widening the scope of the shared service	<ul style="list-style-type: none"> • See 5.13
5.13: Tender in partnership with LB Bexley (Q2 - 2016), the Joint Parking Services Contract with award scheduled for Nov/Dec 2016 and contract commencement scheduled for April 2017	<ul style="list-style-type: none"> • ITT issued – Tenders returned, evaluation process commenced, award expected in Q3 with Implementation and Transition in Q4 • Commencement is Q1 2017/18 • Contract now awarded
5.14: Continue to improve the effectiveness and fairness of the Council's parking enforcement activities – including continuing to evaluate the impact of the Deregulation Act 2015 (effective April 2015) on CCTV and observation times	<ul style="list-style-type: none"> • At the six month marker, effects of actions are being reviewed
5.15: Investigate further developing 'smart solutions' to make the parking experience more seamless, simpler, and customer friendly through the use of Automatic Number Plate Recognition, pre-payment/booking, and smartphone apps etc	<ul style="list-style-type: none"> • Evaluating Tender to identify innovation etc. See 5.13 (Contract now awarded)
5.16: Ensure that parking facilities continue to meet the industry's Park Mark standard (cleanliness, lighting and accessibility) and that reasonable parking charges support the vitality of the borough's town centres	<ul style="list-style-type: none"> • Appropriate Car Park applications submitted and award achieved for 34 car parks (100% of those submitted)
5.17: Ensure the continuing development of the paperless parking permit solution and continue to develop public on-line access through controlled e-forms as part of the channel shift strategy away from emails.	<ul style="list-style-type: none"> • Evaluating Tender to identify innovation. / See 5.13 (Contract now awarded)
5.18: Replace the aging fluorescent lighting at the Council's three Multi Storey Car Parks with energy efficient LED lighting, by May 2016, to save ~66% of energy consumption, 250tCO ₂ e, and £55k on energy costs each year	<ul style="list-style-type: none"> • Fully achieved on time and on budget.

Outcome 6	Improving Customer Service & Business Management
Issues	How to best communicate our services, especially service changes
	How to meet residents' expectations regarding excellent service provision with progressively reduced resources?
	How to ensure the public understands the Council's ongoing commitment to maintaining a quality environment in an age of austerity?

Aims	To maintain high customer service and environmental quality standards
	To ensure services are contracted, monitored, reported, and provide value-for-money according to the Council's rules
	To uphold good governance and accountable decision-making
In 2016/17 we will:	6-Month progress
6.1: Sustain customer service improvements, including managing social media interactions, to ensure appropriate channels are used (e.g. through Fix My Street)	<ul style="list-style-type: none"> • Templated responses being given for social media queries, including Twitter but further work is needed • 'Report it' being promoted as part of the Council's routine communications messages and the proportion of 'missed bin' reports online

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	is approaching 100% on some days
6.2: Communicate strategic and borough-wide messages on-line and also by publishing news releases, public notices, the biannual <i>Environment Matters</i> newsletter	<ul style="list-style-type: none"> Waste collection disruption information published on the Council's website on a daily basis if needed, with a 'holding' message on the page if no disruption www.bromley.gov.uk/WasteCollectionDelays Distribution of <i>Environment Matters</i> is currently being planned
6.3: Communicate opportunities for increased public participation in keeping our streets and parks clean, safe and green by promoting the work of volunteers, stakeholders and Friends groups	<ul style="list-style-type: none"> Friends of Parks recruitment campaign is ongoing, with Friends of Parks publicity and related materials referring to recruitment Winter <i>Environment Matters</i> is actively seeking and referring to all the different 'Friends' groups 'We're watching You' fly-tipping campaign is continuing, with targeted distributions of post cards, with further enforcement activity being publicised as appropriate, including <i>Environment Matters</i>
6.4: Communicate service changes and opportunities directly to residents in a timely manner including Green Garden Waste Service, street cleaning schedules and bank holiday arrangements	<ul style="list-style-type: none"> e-mail sent to residents on the Council's 'known resident' e-mail list and this will continue in a more developed way over time Councillors informed about street works and opportunities in local media/social media have been used to outline what the Council is responsible for and what can be done etc.
6.5: Use Member and customer feedback to help improve service performance and respond effectively, and within agreed timescales, to customer complaints and information requests	<ul style="list-style-type: none"> Some common information requests are published on the Council's website but further work is required
6.6: Support Environment PDS Committee by: <ul style="list-style-type: none"> <input type="checkbox"/> ensuring decision-making is transparent and supported by sound procedures <input type="checkbox"/> presenting the Portfolio Plan for scrutiny and reporting on its progress twice a year <input type="checkbox"/> reporting the Forward Work Programme to each committee meeting – including updates on the Portfolio's main contracts <input type="checkbox"/> facilitating scrutiny powers over a range of public bodies, contractors, and the Council itself 	<ul style="list-style-type: none"> Environment Portfolio Plan 2016/19 presented to Committee: 7 June 2016 (ES16020) Six month update report to be presented to Committee: 24 January 2017 (ES17016) FWP report (inc. contract updates) presented to Committee: 7 June 2016; 29 September 2016; & 8 November 2016 Member Working Groups established and contractor scrutiny presentations arranged
6.7: Ensure that sound business practices are firmly embedded, including the further development of Contract Monitoring Summaries and performance monitoring data for Member scrutiny	<ul style="list-style-type: none"> Contract Monitoring Summaries are now being transferred into new Contract Management Database – to be used for all future reporting across the Council etc
6.8: Ensure compliance with governance, finance and procurement rules, including systems for recording waivers, service risks, and evidence for the Annual Governance Statement	<ul style="list-style-type: none"> Established appropriate governance systems for Environmental Services Programme Board including Risk Register, Team Site, Group Mailbox, Programme Plan, and Programme Board meetings Tendered Council Information Display Units in conformity with Contract Procedure Rules Monitored system for recording the Portfolio's waivers

Report No.
ES17015

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: Environment PDS Committee

Date: 24th January 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **PARKS, COUNTRYSIDE AND GREENSPACE MANAGEMENT - CONTRACT PERFORMANCE REPORT**

Contact Officer: Dan Jones, Assistant Director of Streetscene and Greenspace
Tel: 020 8464 3333 E-mail: dan.jones@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment and Community Services

Ward: All

1. Reason for report

- 1.1 At their meeting of 24th March 2015, the Council's Executive Approved the variation to the current Grounds Maintenance Contract with English Landscapes Maintenance Limited (formerly The Landscape Group) and have since changed their name to Idverde Limited. Henceforth in this report they are referred to as Idverde, to include the management function covering parks, recreation grounds, the countryside, sports, playgrounds, events, biodiversity, allotments and environmental education outlined, and extend the Contract to 31 March 2019.
 - 1.2 This report provides an annual review of the performance of the contract, valued at £36.59m, as required by CPR 23.3.
 - 1.3 The current performance of the contract is deemed to be satisfactory.
-

2. RECOMMENDATION(S)

The Environment PDS Committee is recommended to:

- 2.1 **Note the current level of performance and comment on this report.**

Corporate Policy

1. Policy Status: Existing policy. Existing Policy Context/Statements
 2. BBB Priority: Excellent Council. Quality Environment
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Parks, Countryside & Greenspace Management contract
 4. Total current budget for this head: £4.5m
 5. Source of funding: Existing revenue funding 2016/17
-

Staff

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Non-statutory - Government guidance.
 2. Call-in: Call-in is not applicable.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Potentially all Borough residents, stakeholders, volunteers, businesses and visitors
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments: n/a

3. COMMENTARY

Background to the commissioning of the current contract

- 3.1 At the meeting on the 24 March 2015 the Executive agreed (Report ES15021 – Minute 170) that the Grounds Maintenance Contract with the then English Landscapes Maintenance Landscape Group now *idverde* be varied to include Parks Management functions, at that time delivered 'in house', and the Contract extended to 31st March 2019.
- 3.2 All Parks Management and Grounds Maintenance functions would be included in the enlarged Contract, whose extension would enable the contractor to realise the necessary efficiencies. The extension would also align the end date of the varied contract with other contracts within the Environment and Community Services (ECS) portfolio - thereby permitting a more strategic commissioning approach for commencement in 2019.
- 3.3 As a result of this commissioning, initial savings would be released in 2015/16 with further savings released each year until the expiry of the contract in 2019. The 'Variation' would seek to maintain service levels and better integrate the management of operational and community engagement functions in the former Parks and Greenspace Service (P&GS). The final savings sum was estimated to be up to £1m by 2019.
- 3.4 Accordingly, a holistic Parks and Greenspace service would be designed based on a Neighbourhood approach with localised teams responsible for all aspects of the service – both community liaison and the delivery of maintenance duties. This would integrate the two aspects of service delivery previously managed by L B Bromley and English Landscapes Maintenance Limited as separate organisations. Additionally Bromley Parks Friends' Groups and stakeholders would be given a greater 'voice' in what occurs on the ground in their communities
- 3.5 The contractor, would work to a number of Key Performance Indicators, jointly agreed at the outset of the contract and would implement a transparent, real-time quality reporting system. L B Bromley would retain a contract management team which would be within the department's Neighbourhood Management unit.
- 3.6 A Partnership Board would oversee the strategic management of the contract with a proposed membership including: the Assistant Director, Street Scene and Greenspace, the Chief Executive of The Landscape Group/*idverde* and other key LBB and contracted management posts. The Board would manage strategic direction of the Parks and Greenspace service, review and set targets for performance and key deliverables, and establish freedoms to be allowed at local level in service choices, all within the Council determined Budget.
- 3.7 Accordingly, the Board would receive and agree an Annual Plan from The Landscape Group/*idverde* for achievement of performance and deliverables. The Board would maintain a contract monitoring function, assessing performance against an output based performance framework based upon agreed service standards, together with a set of key deliverables. Performance, as monitored by the LBB Contract Management Team would be linked to overall payment to the Contractor. In addition to the current KPIs for the Ground Maintenance contract, Key Performance Indicators and key deliverables would include:
 - Service response times to customer enquiries
 - Customer Satisfaction
 - Level of complaints
 - Delivery of annual action plan targets

- Delivery against key actions/milestones in key strategic documents.

3.8 To assist in strategic management of the former P&GS service it was proposed to establish a non-decision making Stakeholder Engagement Panel to work with interested local groups and organisations, such as The Friends Forum, delegated sport managers, allotment associations and other similar groups. The Panel would help inform development and delivery of the Annual Action Plan which would include actions related to the Biodiversity Plan and management plans for parks, SSSI, heritage sites, Woodland works. Sport and recreation, play, hard landscape, cemeteries, grants, leisure gardens and allotments and; environmental education.

3.9 Performance of the contract would be scrutinised in line with corporate procurement regulations, via an annual report presented to the Environment PDS and Executive.

3.10 The Partnership Board would manage the strategic direction of the Parks and Greenspace Service, with such direction flowing from the Portfolio Plan agreed by the Portfolio Holder for the Environment.

Recent Mergers

3.11 During February 2016 The Landscape Group/*idverde* acquired Quadron Services Ltd (another leading UK based landscape design and maintenance organisation) and from October 2016 the group now trades solely under the *idverde uk*, (phonetically pronounced 'eye-dee-verdee) umbrella.

Transfer of staff and the creation of a new management delivery structure

3.12 LB Bromley staff from the P&GS team were transferred to English Landscapes Maintenance Landscape Group/*idverde* on 8th June 2015. This was comprised of members of the countryside, woodlands, rangers, play, hard landscape, grants, allotments, sports, community friends & volunteering, events and senior and strategic management; including the previous Head of Service. The Council retaining a client team of monitoring, enforcement officers and the arboriculture unit – all of which were subsequently subsumed into the recently created Neighbourhood Management unit.

3.13 Staff, subject to TUPE transfer were interviewed during the summer of 2015 for the newly created structure which is more particularly illustrated in Appendix A. Specific attention was proposed by *idverde* to enhance certain key areas and accordingly the following new posts were created:

- Contract Director – to develop the fully managed service for the Authority, reduce bureaucracy, improve efficiency and benefit the customer experience, whilst simultaneously introducing commercial rigour..
- General Managers – to provide neighbourhood management broadly in align with those areas developed by the Council within Environment and Community Services.
- CRM Administrator – to create a post solely for dealing with customer issues, Confirm and Fix My Street issues
- Business Development Manager – to expand the events, concessions and activities offer for park users; in order to increase income as part of the new contractual arrangement.

- Systems and Compliance Manager – to develop a real time reporting system and quality assurance model.
- Biodiversity Manager and Biodiversity Advisor (2 posts) – to realise the importance of ecology and recognise the need to increase staffing commitment to rural and other areas of the Borough.

4. SERVICE PERFORMANCE / DATA ANALYSIS

Summary

- 4.1 Although a number of service issues regarding Grounds Maintenance were identified via the contact monitoring process, these were quickly rectified and the current overall performance of the contractor is good.

Parks Management

- 4.2 Under the new Variation the functions previously carried out by the LLB Parks Management Team are now delivered by idverde.
- 4.3 The performance of the contractor with regard to this element of the contract are highlighted below – the detailed summary of the agreed performance indicators and supporting commentary is included in Appendix B
- 4.4 A key measure of the new service was to create, invite comment, seek Committee approval and launch a strategic plan for the Borough's landholding within the Parks, Countryside and Greenspace portfolio. Almost 60 stakeholder groups and key Elected Members provided invaluable feedback and challenge to the draft which was subsequently adopted as policy by the Environment PODS Committee in November 2015.
- 4.5 As a direct consequence of the Parks, Greenspace and Countryside policy – an action plan has been created, again honed with stakeholder comment and observation – to expand each policy commitment into a direct series of actions and activities, identified outcomes, responsible manager and target dates - covering all areas of the service. There are currently in the order of 150 actions for delivery within the 12 month review period. A selection of current projects can be viewed at: <http://bromleyparks.co.uk/wp-content/uploads/2016/05/Action-Plan-Q3-update-2016.pdf>.
- 4.6 In addition to the Strategic Plan and accompanying Action Plan, the following plans and policies were completed and delivered within the agreed timescales (more detail can be found in Appendix xx):
- Biodiversity Action Plan
 - Forestry Annual Plan
 - Play Strategy and Annual Plan
 - Sports Annual Plan
 - Grants and Income Plan
 - Events Policy

Customer Relationship Management (CRM) and Confirm/Fix My Street

- 4.7 For added value idverde created a customer relationship management post. The primary objective is to provide Bromley's Parks, Countryside and Greenspace customers with highly effective and quality customer relationship management services, to increase trust and to channel Confirm/FMS enquiries.
- 4.8 On top of the data collected by the Contract Management Unit's Technical Support Team the contractor's CRM collate self-monitoring data in an effort to identify areas of concern and to use the data for continuous improvement.
- 4.9 The performance of the contractor against the key indicators is good with 99% of customer enquiries managed within service standards (target >95%) and only 7% of enquiries attracting an additional comment/escalation by the customer (target <10%). 11 reports have attracted a default penalty of £50 each.

Grounds Maintenance

- 4.10 Idverde continue to provide the grounds maintenance function to the Borough's land holding covering parks, commons, highway verges & amenity greens, libraries and some schools. The quality of the grounds maintenance is monitored monthly in the form of a Quality Assessment Inspection. The inspection is a joint assessment by idverde and the Bromley governing Board and is an overall assessment of idverde's performance in achieving the contract specification across the full range of features contained within the contract.
- 4.11 A 5% retention of the Grounds Maintenance Contract sum, which is at risk as part of the Quality Assessment Inspection is the primary method by which Bromley ensures value for money. The 5% retention is split over two equal parts paid in April for periods October to March and again in October for periods April to September. The overall performance of the service has been good and the most recent assessment, periods April to September, can be seen in Appendix C.
- 4.12 One of the key concepts under the new arrangement has been to offer more local choice for friends or other related interest groups. This simply allows the re-allocation of the existing resource provision, reflecting changing needs of the community. For example at some sites mowing regimes have been adjusted to better align with grass sports requirements; whilst at others the balance between various functions have been amended following local dialogue.

LBB Contract Management Team

- 4.13 In April 2016 the LBB Parks Contract Management function was included in the wider Neighbourhood Management, along with Waste, St. Cleansing, Trees and Highways Enforcement.
- 4.14 Naturally this led to a period of adjustment where staff were adapting to the change in monitoring regime. However, staff quickly settled into their new roles and feedback on the new structure and method of contract management is positive with staff relishing the versatility and additional responsibility and have forged good working relationships with each other and the different contractors..
- 4.15 Management are currently reviewing the changes that were put in place and have began to identify areas for improvement and further change that will help assist the Neighbourhood Officer and Managers better monitor and manage the contractors to achieve better outcomes for the customers.

- 4.16 The commissioning programme currently underway for a suite of Environment Contracts, including the Parks contract, will also consider the structure and resources needed to effectively manage the contracts to ensure LBB achieves value for money.

PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE AND VALUE FOR MONEY

- 4.17 The overall performance of the contractor is good, albeit there are areas for improvement on the Grounds Maintenance. Initiatives will be sought in 2017 for the improvement of grass cutting, hard surface sweeping and litter collection. idverde has prioritised a £115k asset capital expenditure in 2017 replacing existing machines in line with their improved service delivery strategies.
- 4.18 As part of the Variation an additional £15 and then £20k savings were identified for 2017/18 and 2018/19.
- 4.19 The LBB contract management team and the idverde management team continuously strive to identify improvements in service delivery efficiency through contract monitoring meetings. Significant advances have been made to increase income generation opportunities within the parks, which when the net figure (income minus directly attributable costs) reaches above £40k will see a financial benefit returned to LBB.

USER / STAKEHOLDER SATISFACTION & ENGAGEMENT

- 4.20 Informal feedback from key stakeholders from within the voluntary community has been positive towards the new management arrangements. A formal customer and stakeholder satisfaction survey is planned for the spring 2017.
- 4.21 The contract portfolio provides a raft of opportunities for community engagement and stakeholder liaison. These are summarised in some detail in Appendix D but include such activities as:
- Corporate Volunteering
 - Countryside Consultative Panel
 - Friends Forum
 - Friends Groups, Volunteers and Stakeholders
 - Leisure Gardens and Allotments Consultative Panel
 - Partnership Meetings
 - Sport and Recreation
 - Stakeholder Engagement Panel
 - Support for organisations
 - Volunteer Task Force

Web page and Twitter Account

4.22 During 2016, both a bespoke web page was created by idverde – for the benefit of the public, visitors, stakeholders and businesses. The site can be found at www.bromleyparks.co.uk and covers events, Bromley’s parks, volunteering and useful background information; including the Action Plan of activities and projects.

A ‘Twitter’ account for Bromley’s parks has also been created and can be followed at https://twitter.com/idverde_Bromley

SUSTAINABILITY / IMPACT ASSESSMENTS

4.23 Whilst there were some concerns raised by certain interest groups during the consultation carried out by LBB on the proposals to vary the contract, any remaining concerns have been addressed by the contractor and outstanding issues are being resolved within the constraints of the financial envelope of the contract.

4.24 Feedback from Friends groups and contract officers is that overall the change to the fully managed arrangement has had a positive impact on the overall appearance of LBB’s parks and countryside sites and the positive and can do attitude of the idverde staff is appreciated.

4.25 A number of contracts delivered by SMEs were novated to English Landscapes Maintenance Landscape Group soon after the Variation came in to affect in 2015. Idverde are now responsible for the continuation of the delivery of these services when they expire. LBB contract management officers will monitor the impact of the idverde decisions with regard these services and the impact they have on the service.

5. POLICY CONSIDERATIONS

5.1 The parks operations and management contract supports a number of ambitions expressed in the ‘Building a Better Bromley’ initiative, in particular the commitment to ‘provide a clean, green and tidy environment, meeting and maintaining standards of quality, which reflect service levels agreed between local communities and their Elected Members.

5.2 Enhancing Parks and Green Spaces is a key outcome set out in the Environment Portfolio Plan 2013 – 16, and supports the high standard of parks, countryside, commons and woodlands, and access to nature; which figure highly amongst the issues identified by residents as a vital part of making the Borough a good place to live in.

6. COMMISSIONING & PROCUREMENT CONSIDERATIONS

6.1 This contract is a variation to the original grounds maintenance contract let in 2008 for a 10 year term, but has also been extended until March 2019 to align with the larger over-arching Environment and Community Services contracts bundle – which permits the bulk of existing term environmental contracts in waste, streetscene and parks to expire at a co-terminus point at that time. Accordingly, the parks greenspace and countryside management and operational aspects have been subject to soft market testing during 2016 and will be advertise dto the market via the OJEU process in spring 2017.

7. FINANCIAL CONSIDERATIONS

7.1 The 2016/17 budget for The Landscape Group’s contracts is £4.522m. The table below sets out the budget and projected spend for the two contracts and adhoc work that has been undertaken this financial year: -

	Projected		
	Budget	Outturn	Variance
Current budget position for 2016/17	£'000	£'000	£'000
Grounds Maintenance budget	2,817	2,814	-3
Fully Managed Parks Service	1,705	1,704	-1
Other adhoc works *	175	175	0
Total	4,697	4,693	-4
Grant income to partly offset the adhoc works	-88	-88	0
Net Total budget	4,609	4,605	-4

7.2 The fully managed parks service has delivered the following savings: -

	Part Year	Full Year	Full Year	Full Year	Total
	2015/16	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000
Savings achieved	158	278	293	298	1,027

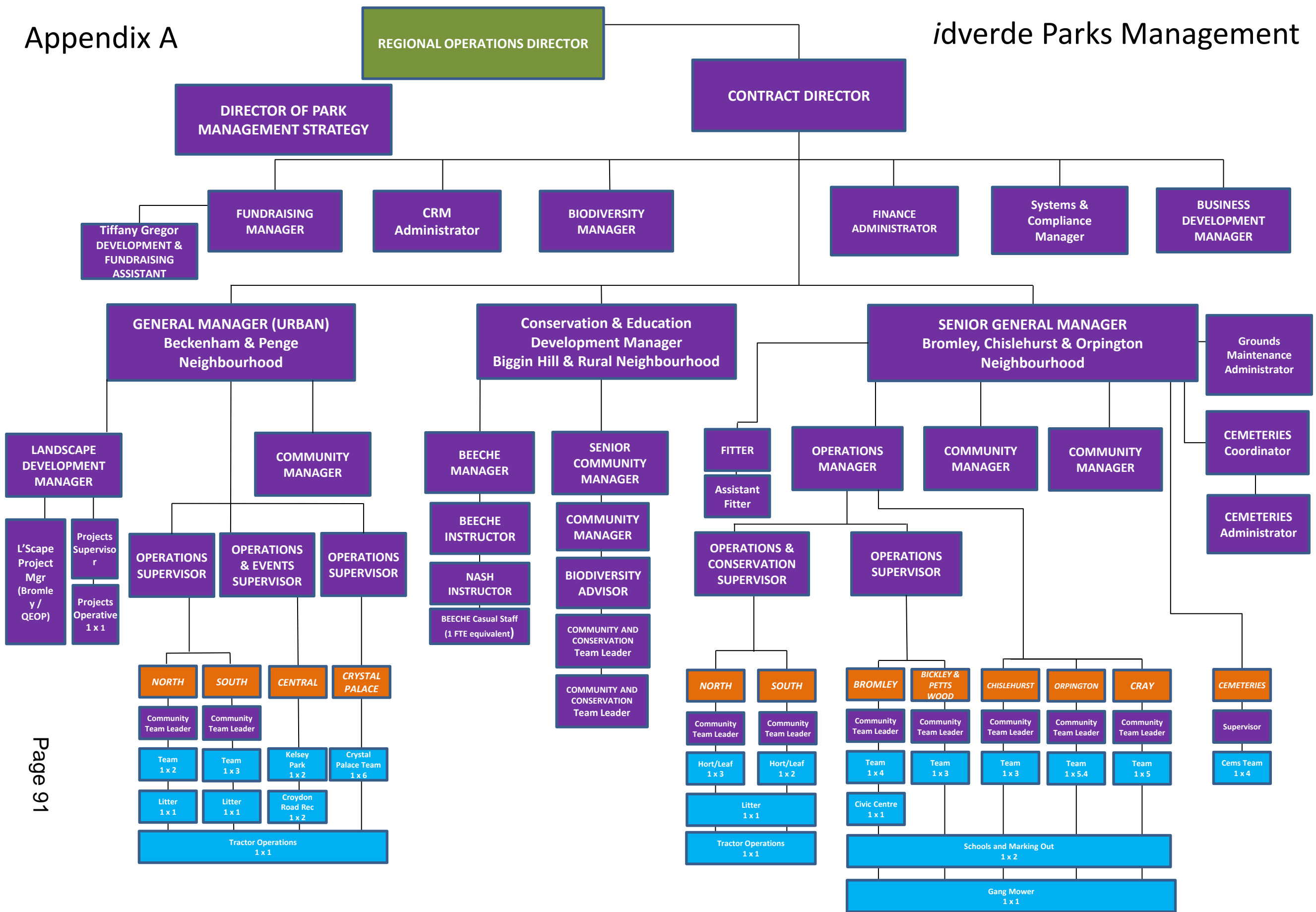
7.3 It should be noted that the table above shows that there are further savings of £15k for 2017/18 rising to £20k in 2018/19. In total, savings of over £1m will have been delivered by the end of 2018/19.

8. LEGAL CONSIDERATIONS

8.1 This report is an annual performance report required to be submitted to the Executive pursuant to the Contract Procedure Rules rule 23.3.

Non-Applicable Sections:	Customer Profile, Market Considerations, Personnel Considerations
Background Documents: (Access via Contact Officer)	March 24 th 2015 Executive meeting, (Report ES15021 – Minute 170) Parks, Greenspace and Countryside Strategy – adopted as policy by the Environment PDS 24 November 2015

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Appendix B						Performance Management Matrix 2015/17		
Section 1: Strategic Deliverables								
	Deliverable	How measured	Measure	Target	Performance	Client Monitoring Frequency	Rectification period	Default Charge
1.1	Parks & Greenspace Strategy a. Cemeteries Policy and Objectives b. Environmental Education c. Communities	Strategy Document presented by TLG to the November PDS Meeting.	<i>Pass/Fail</i>	24/11/15	Pass	Annual	n/a straight to default	£4,000
1.2	Biodiversity Annual Plan	Bio-diversity plan presented by TLG to February PDS Meeting. (provided item 1.2 approved)	<i>Pass/Fail</i>	02/02/16	Pass	Annual	Next meeting on 15/03/16	£2,750
1.3	Forestry Annual Plan	Forestry Annual Plan presented by TLG to February PDS Meeting. (provided item 1.2 approved)	<i>Pass/Fail</i>	02/02/16	Pass	Annual	Next meeting on 15/03/16	£2,750
1.4	Play Strategy and Annual Plan	Play Annual Plan presented by TLG to February PDS Meeting. (provided item 1.2 approved)	<i>Pass/Fail</i>	02/02/16	Pass	Annual	Next meeting on 15/03/16	£2,750
1.5	Sports Annual Plan	Sports Annual Plan presented by TLG to February PDS Meeting. (provided item 1.2	<i>Pass/Fail</i>	02/02/16	Pass	Annual	Next meeting on 15/03/16	£2,750

		approved)						
1.6	Grants and Income Plan	Grants and Income Annual Plan presented by TLG to February PDS Meeting. (provided item 1.2 approved)	<i>Pass/Fail</i>	02/02/16	Pass	Annual	Next meeting on 15/03/16	£2,750
1.7	Annual Plan for other Strategic Deliverables	Other Deliverables Annual Plan presented by TLG to February PDS Meeting. (provided item 1.2 approved)	<i>Pass/Fail</i>	02/02/16	Pass	Annual	Next meeting on 15/03/16	£2,750
<p>The above strategy and reporting structure may be subject to change by agreement between the parties up to 31 July 2015. In such instance the reporting arrangements and deadlines will be change by agreement. In the event of no such agreement by that date the above structure will prevail.</p>								
<p>Section 2: Outcomes for Stakeholders</p>								
	Deliverable	How measured	Measure	Target	Performance	Client Monitoring Frequency	Rectification period	Default Charge
2.1	Reduce number of justifiable customer escalations and additional comments	Data collected by LBB Technical Support Team	Monthly rolling average figure as a % of overall reports received.	< 10%	7.24%	Data gathered daily to create monthly figure	1 months	£100 per week whilst rolling average remains over threshold
2.2	Ensure >90% of customer enquiries managed within service standards	Data collected by LBB Technical Support Team	Monthly rolling average of LBB Amber and Green in RAG reports	>95%	99.17%	Bi-weekly reports used to create calendar month average.	1 months	£100 per week whilst rolling average remains over threshold

2.3	Ensure reports on FMS Oldest Open & Additional Comment Reports are managed within service standards	Data collected by LBB Technical Support Team	Daily collected data	ACR 10 Days OR 45 days	11 Red reports	Daily	1 working day	£50 per day if Red £100 per day if Purple £125 per day if Black
2.4	Attend stakeholder lead meetings	Data collected by customer service admin verified by returns from stakeholder groups	Expressed as no of meetings attended/number of invites received Monthly rolling average %	92%	100%	Quarterly	3 months	£200 per meeting missed whilst rolling average remains below threshold
2.5	Improve measured customer satisfaction	Independent Survey	% satisfied	Benchmark 2016 improve 2017 onwards	TBC			
2.6	Improve measured Stakeholder Satisfaction	Independent Survey	% satisfied	Benchmark 2016 improve 2017 onwards	TBC			
2.7	Improve Grounds Maintenance Service	Quality Assessment Inspections	Feature Quality Assessment System	73%	88.54%	Monthly	As required	n/a

Summary of key strategies, policies and initiatives undertaken by TLG/ idverde since the June 2015

Events Policy

At the November ENV PDS Committee, an Events Policy for the Authority's parks and open spaces was agreed. This sets out the rationale for charging and describes the criteria of how various charges are made to Friends Groups (free), the public and commercial hirers. In addition it sets out the scope of permitted activities, the agreed locations and confirms Member approvals required for those outside of the parameters.

Biodiversity Action Plan

The Biodiversity Plan, published just prior to the contract variation, has been re-evaluated, in conjunction with the Biodiversity Partnership, facilitated by idverde and converted into an 'Action Plan' – with projects and targets clearly identified within the 2015 – 2020 timeframe.

Cemeteries

The grounds maintenance contract let in 2008 included the requirement to operate and manage both the burial function on site and also the administration around cemetery bookings and administration. With the variation from 2015, idverde undertake this function from the High Elms offices within the southern tranche. Current management actions seek to resolve diminishing grave space against future demand. This is frequently achieved by recovering abandoned plots and by careful placing of new internments. A booklet detailing the rules and regulations around Bromley's cemeteries was updated in 2016 and can be viewed at: <http://bromleyparks.co.uk/wp-content/uploads/2016/05/2016-Cemetery-Rules-and-Regulations-IdVerde.pdf>

Countryside and Woodlands Management

The Southern Tranche of the idverde management structure has been specifically designed to support and lead on rural and countryside affairs. As a result the staffing structure reflects the unique needs of such areas; comprised of Local Nature Reserves,(LNR) Scheduled Ancient Monuments,(SAM) Sites of Special Scientific Interest,(SSSI) Sites of Importance to Nature Conservation (SNC) and of course large tracts of Green Belt.

In addition to better harnessing the vast expertise provided by a number of significant countryside volunteering groups; within the 'Friends' orbit - idverde have cast biodiversity, forestry management and conservation at the core of this service – with appropriately qualified staff and supporting resources.

Events and Concessions

In conjunction with the Events Policy an events officer role has been created. A traditional events programme has been undertaken since the contract variation and been increased in scope and extent; whilst simultaneously organised, managed and directed in align with the new policy.

With the introduction of the new Business Development Manager role a review of income generating activities has been undertaken to both increase the cultural offer and provide a stronger revenue stream to support Bromley's parks and green spaces. These have included both hot and cold food concessions, access licences; with further concerts and cinema screenings planned for 2017.

Fundraising and Grants

At the core of the contract, is the creation of a grants and fundraising team which seeks to build upon its success in leveraging in external funding – either directly, or in partnership with friends groups, allotment holders, sports providers and heritage groups. The principal project within the last 12 months was centred upon the restoration of the Edwardian bandstand at the Croydon Road Recreation Ground, following on from the successful memorial brick campaign to raise funds for its restoration. The project was enhanced by a 'Crowd-funding' campaign which recognised that this bandstand was where David Bowie performed a free concert in 1969 and where it is said he penned the seminal album, 'Life on Mars' in the early 1970. The campaign sought pledges towards the £128k requirement. In the event some £60k was raised - this will be built upon in 2017 in conjunction with local interest groups.

Additionally, another major project this year has been the funding towards a replacement for the Chislehurst Recreation Ground sports pavilion, following on from the earlier pitch renovation scheme.

The total value of funding to date is £348k.

Heritage

Current projects include the creation of a heritage and management master plan for the Scadbury estate in Chislehurst and supporting the conservation of works by others at Crystal Palace.

Parks Management

Following the publication of the Parks Policy document in November 2015 and subsequent Action Plan shortly afterwards – all activities are undertaken in align with this programme. As new projects come on line, the plan is amended and added to. This is visible online through the *idverde* Bromley webpage – see 7.12 below.

Play and Hard Landscape

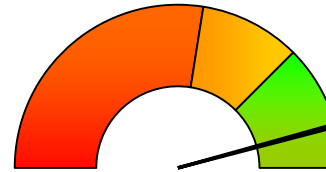
The play and hard landscape function of the Bromley parks service combines the design and management of the professional team with the practical ‘hands-on’ construction, previously undertaken by the LBB Rangers Service. This service includes landscape architecture, playground design, minor site maintenance issues and infrastructure repairs. In addition, during 2016, *idverde* commissioned and undertook its own Asset Condition Survey covering every park and hard landscape facility across the Council’s greenspace portfolio. This process enables a full and comprehensive forward maintenance plan and lifecycle cost plan to be developed.

The BEECHE – Environmental Education

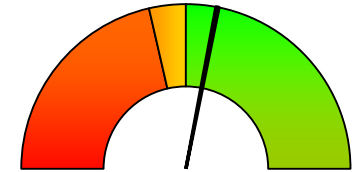
Significant resource is currently being directed at the BEECHE (Bromley Environmental Education Centre at High Elms) in order to better promote the facility; in addition to a profound expansion of the programme and activities. The new programme include recognised environmental award schemes such as the John Muir Award. This has been achieved in part by the recruitment of new teaching staff with a wider vision for taking the facility towards a cost neutral position in future years. The 2017 BEECHE programme of activities can be found at <http://bromleyparks.co.uk/wp-content/uploads/2016/05/BEECHE-Events-Guide-2017.pdf>

Show results for: Year 2016-17

Performance & Quality Monitoring



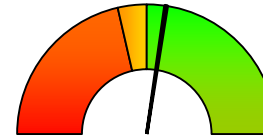
FEATURE QUALITY ASSESMENT



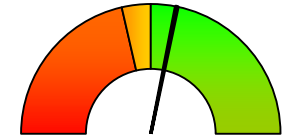
COMBINED KPI

Period
April
May
June
July
August
September
October
November
December
January
February
March

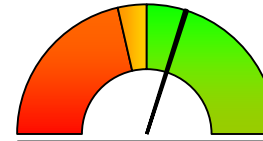
	Box Mowing	Dog Bins	Facilities	Flowers	Gang Mowing	Grass Rough	Grass Verge	Gullies	Hard Surface	Hedges	Leafing	Litter	Playground	Roses	Shrubs	Soft Surface	Sports	Trees	Water Feature	Woodland
April	3.40	4.00	3.50	3.91	3.67	2.86	3.38	3.26	3.30	3.35	3.74	3.92	3.67	3.33	3.72	3.50	3.50	3.88	3.00	4.00
May	2.88	4.00	3.00	3.83	2.89	3.31	3.33	2.87	2.92	3.63	4.00	3.75	3.00		3.60	3.00		3.83	4.00	3.86
June	3.90	4.00		3.50	3.17	2.86	3.14	2.88	3.33	3.50	3.55	3.75	4.00		3.29		3.00	3.20		2.00
July	4.00	4.00		4.00	3.00	3.00	3.40	2.33	2.00	3.60	3.87	2.00	4.00		3.17			4.00		3.00
August	4.00	4.00	3.25	4.25	3.67	3.50	3.91	3.56	3.31	3.54	4.00	3.75	3.50	3.50	3.71	3.25		3.89	4.00	3.83
September	4.21	4.08	3.30	4.19	4.45	3.88	4.08	3.45	3.35	3.97	4.07	3.86	3.60	3.80	3.82	3.67	4.00	3.61	2.00	4.13
October	3.83	4.53	4.50	4.00	4.65	4.50	4.34	4.08	4.13	3.90	4.20	4.05	3.60	4.00	4.28	3.75	5.00	4.19	3.00	4.50
November	4.40	4.48	4.17	4.68	4.22	4.08	4.55	3.87	4.11	4.25	3.86	4.12	3.82	4.50	4.39	4.50	5.00	4.33	4.25	4.38
December	4.60	4.13		4.67	4.67	4.38	4.45	4.32	4.67	4.62	4.48	4.38	4.50	4.00	4.86	3.00	4.00	4.89		4.20
January																				
February																				
March																				



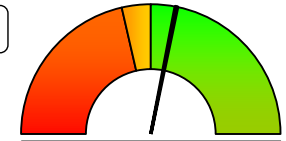
Cleansing - 3.85



Grass Verge - 3.96



Flowers - 4.2



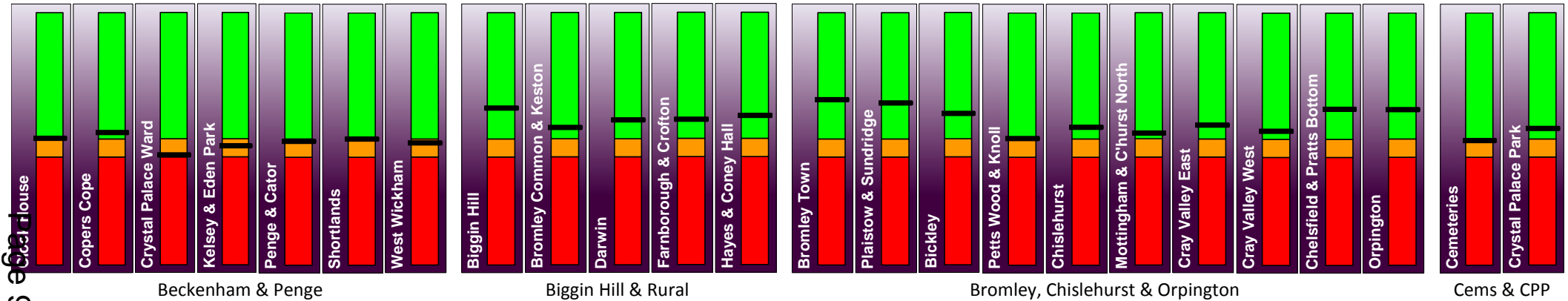
Shrubs Hedges - 3.95

KPIs

Annual Quality by Feature

3.98	4.24	3.59	4.20	4.08	3.75	3.96	3.96	3.54	3.69	3.88	4.00	3.86	3.68	3.83	3.99	3.68	4.13	4.04	3.60	4.07
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

KPI Summary for each Ward



Features Inspected =	2645
Features Passed =	1853
Amber Features =	628
Features Failed =	164
Pass Rate =	91.87%

Current Limit of Accuracy
1.2%
Current Pass Range
90.7% TO 93.1%

Samples required per period for a 95% confidence (+/- 5%) given the current pass rate.
120

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Appendix D

Summary of user/stakeholder engagement

Corporate Volunteering

Recent project growth during late 2016 saw the development of corporate volunteering within the parks service. Locally based, Direct Line Insurance provided 100 hours of not only voluntary input in clearing brambles and other activities, (outside the standard maintenance programme) but also provided revenue income to further fund park development. A similar exercise has also been undertaken by The Glades staff to the former 'Darwin Bed' within Queens Gardens, Bromley.

Countryside Consultative Panel

The Countryside Consultative Panel was completely revised by *idverde*, in conjunction with the Chairman – Councillor Buttinger. The revised format has been established to now meet at the Civic Centre; holding two meetings per annum and with a site visit each summer to a site of relevance to Panel members. The inaugural meeting under the new format was launched in December 2016 with its initial aim of reviewing bridleways, fly tipping and biodiversity in 2017. The Panel comprises a broad membership including: Elected Members, Bromley Biodiversity Partnership, Orpington Field Club, Bromley Bridleway Action Group, Bromley Ramblers association, Kent Wildlife Trust, Environment Bromley, Allotments, Friends of Chislehurst Common and an officer from the Authority's Town Planning team. Panel Agendas, Minutes and administration are provided by *idverde*, who also attend the Panel meetings.

Friends Forum

idverde support the Friends Forum (the umbrella organisation for all 'Friends of' park and countryside groups. The Forum has two major events each year – a conference in June and an AGM during November. *idverde* provide updates and presentations to the membership on the latest developments on the Bromley contract.

Friends Groups, Volunteers and Stakeholders

Bromley's friends' groups spectrum continues to increase with the inauguration of the recently formed Friends of Norman Park. To further support the volunteer stakeholders borough-wide, *idverde* have drafted and published a Volunteer Handbook, covering all aspects of health and

safety that individuals may need whilst working on the Authority's landholding. In addition, following concerns over previous levels of public liability insurance, idverde established and corporately funded independent cover; which is directly accessible by individual groups. This also includes a new 'event' cover; which allows groups to put on public events with appropriate levels of protection and compliance.

idverde delivered a series of training programmes beyond their annual target. Training programmes included, first aid, hedge laying, using power tools, handling small mammals and running a group/working with families, further enhancing the volunteer sustainability and expertise.

idverde attended all stakeholder lead meetings exceeding their annual target.

Leisure Gardens and Allotments Consultative Panel

The Panel continues to meet three times a year with an annual tour of sites in the summer and a reception for competition winners during the autumn. The Panel is chaired by Councillor Cooke with representation from the Bromley Leisure Gardens and Allotments Federation (BALGF). Panel Agendas, Minutes and administration are provided by idverde, who also attend the Panel meetings.

Partnership Meetings

The Friends Forum executive committee and idverde, meet on a regular three monthly basis to address current issues regarding the management and volunteer support for the Borough's parks, countryside and greenspace holding; with a particular tenor regarding stakeholder intervention.

Sport and Recreation

Under the wholly managed parks service, idverde continue to champion the self management of sports provision, covering bowls, cricket, football, rugby and tennis. Major works over the review period include both the renovation of pitch drainage at Chislehurst Recreation Ground and supporting the club in the relaying of the Southill Wood bowling green. It is proposed to create a 'forum' of interest groups in 2017 – most likely as a web based concept.

Stakeholder Engagement Panel

The Stakeholder Engagement Panel has met every four months since the inception of the variation. The Panel is

comprised of stakeholders from the countryside, biodiversity plan, allotments, Chislehurst Commons Trustees, bowls, sports and heritage groups. Under Elected Member scrutiny and chaired by the Assistant Director of Streetscene and Greenspace, *idverde* are held to account and performance challenged by the various groups. This positive interaction and dialogue has helped hone services further in align with changing customer aspiration, whilst simultaneously providing an appropriate vehicle to explain service nuances and new proposals.

Support for organisations

idverde continue to financially support, the Leisure Gardens and Allotments Reception, The Friends Forum Conference and Bromley Stars. A Christmas tree is also gifted and decorated for the Mayor each year - for display in the Old Palace.

Volunteer Task Force

idverde has established a Volunteer Task force, comprised of key stakeholders and Community Managers from *idverde* to find a sustainable method of ensuring succession of volunteers for the future benefit of 'Friends Groups' – many of whom have a high proportion of retired members. During 2017, a report will be circulated to interest parties identifying viable methods of bringing younger members and 'new blood' to backfill and ensure a positive future for this valuable voluntary resource.

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Report No.
FSD17012

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Environment PDS Committee

Date: 24th January 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: DRAFT 2017/18 BUDGET

Contact Officer: Claire Martin, Head of Finance
Tel: 020 8313 4286 E-mail: claire.martin@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment and Community Services

Ward: Boroughwide

1. Reason for report

- 1.1 The prime purpose of this report is to consider the Portfolio Holder's Draft 2017/18 Budget which incorporates the full year effect of savings agreed as part of the 2016/17 Council Tax report and any further savings approved during the year which have resulted in considerable reductions in the Council's medium term "budget gap". Members are requested to consider the initial draft budget savings proposed and also identify any further action that might be taken to reduce cost pressures facing the Council over the next four years.
 - 1.2 Executive are requesting that each PDS Committee consider the proposed initial draft budget savings and cost pressures for their Portfolio and the views of each PDS Committee be reported back to the next meeting of the Executive, prior to the Executive making recommendations to Council on 2017/18 Council Tax levels.
 - 1.3 There are still outstanding issues and areas of uncertainty remaining. Any further updates will be included in the 2017/18 Council Tax report to the next meeting of the Executive.
-

2. **RECOMMENDATIONS**

The PDS Committee are requested to:

- (a) Consider the update on the financial forecast for 2017/18 to 2020/21;
- (b) Consider the initial draft 2017/18 Budget as a basis for setting the 2017/18 Budget;
- (c) Provide comments on the initial draft 2017/18 Budget for the February meeting of the Executive.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The draft 2017/18 Budget reflects the Council's key priorities which includes, for example, supporting vulnerable adults with children and being ambitious for all our children and young people.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council Quality Environment
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Recurring Cost
 3. Budget head/performance centre: Environment Portfolio Budgets
 4. Total current budget for this head: £37.03m
 5. Source of funding: Draft revenue budget for 2017/18
-

Personnel

1. Number of staff (current and additional): full details will be available with the Council's 2017/18 Financial Control Budget published in March 2017
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Statutory Requirement The statutory duties relating to financial reporting are covered within the Local Government Act 1972; the Local Government Finance Act 1998; the Local Government Act 2000; the Local Government Act 2002 and the Accounts and Audit Regulations 2015.
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The 2016/17 budget reflects the financial impact of the Council's strategies, service plans etc which impact on all of the Council's customers (including council tax payers) and users of the services.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillor comments: Council wide.

3. COMMENTARY

Approach to Budgeting, Financial Context and Economic Situation which can impact on public finances

- 3.1 Forward financial planning and financial management is a key strength at Bromley and this has been recognised previously by our external auditors. This report continues to forecast the financial prospects for the next 4 years and includes the Government's provisional core funding allocations for 2017/18 to 2019/20. At the time of writing this report, further details on various grant funding is awaited and it is important to note that some caution is required in considering any projections for 2018/19 to 2020/21.
- 3.2 The overall national debt stands at £1.7 trillion and is expected to increase to £1.9 trillion by 2019/20. The Autumn Statement 2016 identified that public sector net borrowing is expected to be £68.2bn this year which is planned to move to a deficit of £21.9bn from 2019/20 (previously planned to achieve a surplus of £10.1bn in 2019/20). The Chancellor has said that he is committed to returning public finances to balance 'as soon as practicable'. This highlights that austerity for local government is likely to continue beyond 2019/20. Departmental spending plans set out in the Spending Review 2015 remain in place. Therefore, the fiscal squeeze will continue and with ongoing protection of health, education and recently police and other security services. The disproportionate cuts in direct funding to local government will continue over the remainder of the four year spending review period. The impact of funding reductions translates to a reduction in the Council's Settlement Funding Assessment of 36% by 2019/20 compared with the England average of 21.6% for the period 2016/17 to 2019/20. An update on the economic situation which can impact on public finances is provided in Appendix 1.
- 3.3 Although there are significant funding cuts facing local government, the Chancellor repeated the aims of devolution, as part of the Autumn Statement 2016, which includes transforming local government, enabling it to be more self-sufficient. The Government views the new flexibilities such as the future growth forecasts from business rates, to be fully devolved to local government by 2020 combined with scope for an increase in council tax for the adult social care precept and the ongoing ability to increase council tax as methods which can significantly mitigate against the impact of grant reductions.
- 3.4 The Budget Strategy has to be set within the context of a reducing resource base, with Government funding reductions continuing beyond 2020 – the on-going need to reduce the size and shape of the organisation to secure priority outcomes within the resources available. There is also a need to build in flexibility in identifying options to bridge the budget gap as the gap could increase further. The overall updated strategy has to be set in the context of the national state of public finances, with austerity continuing given the level of public sector debt, and the high expectation from Government that services should be reformed and redesigned with devolution contributing to the transformation of local government. There is also an on-going need to consider "front loading" savings to ensure difficult decisions are taken early in the budgetary cycle, to provide some investment in specific priorities, to fund transformation and to support invest to save opportunities which provide a more sustainable financial position in the longer term. Any decisions will need to consider the finalisation of the 2017/18 Budget as well as the longer time frame where it is now clear that the continuation of the period of austerity remains for local government.
- 3.5 Bromley has the lowest settlement funding per head of population in the whole of London. Despite this, Bromley has retained the second lowest council tax in outer London (other low grant funded authorities tend to have higher council tax levels). This has been achieved by having one of the lowest costs per head of population in outer London. Despite being a low cost authority, Bromley has achieved general savings of over £80m since 2011/12 but it becomes more challenging to achieve further savings with a low cost base. Further details

are provided in Appendix 2.

- 3.6 One of the key issues in future year budgets will be the balance between spending, council tax levels, charges and service reductions in an organisation starting from a low spending base. It is important to recognise that a lower cost base reduces the scope to identify efficiency savings compared with a higher cost organisation.

Changes that could impact on longer term financial projections

- 3.7 The 2016/17 Council Tax report reported to Executive in February 2016 identified a significant “budget gap” over the four year financial planning period. The forecast was updated to inform the public meetings held in November 2016. Some key changes are summarised below.
- 3.8 There continues to be upward pressure on inflation and the 2017/18 Draft Budget and financial forecast assumes increased costs of 2.7% per annum for 2017/18 and 2018/19 reducing to 2.5% per annum from 2019/20. The inflation mainly relates to contract price increases. The main measure used for contract price increases is RPIX which is currently 2.5%. The Autumn Statement 2016 reported that inflation (RPI) is expected to be 3.2% in 2017, 3.5% in 2018, 3.2% in 2019 and 3.1% in 2020. A separate provision has also been reflected in the Draft 2017/18 Budget to meet the future increase in costs of the National Living Wage. Action will need to be taken by Chief Officers to fund increasing costs through alternative savings in the event that inflation exceeds the budget assumptions.
- 3.9 Following a newly elected national government, the Chancellor’s Summer Budget 2015 introduced a new national Living Wage with significant cost implications to the Council over the next few years. As previously expected in the financial forecast, the Chancellor announced, as part of his Autumn Statement 2016, further increases in the National Living Wage from 2017.
- 3.10 Despite the range of initiatives being taken to help reduce the increase in temporary accommodation pressures, the financial forecast assumes additional costs in 2017/18 of £2.25m rising to £6.0m per annum by 2020/21. The roll out of universal credit, reduction in housing benefit cap and changes to local housing allowances arising from welfare reform changes have contributed towards these increasing costs.
- 3.11 At its meeting on 18th October 2016, Executive considered the ‘Highways Investment’ report and approved capital funding for investment in planned highway maintenance to be funded by capital receipts. This will result in a reduction in the Council’s revenue budget for highways works of £2.5m per annum for the period 2017/18 to 2021/22 which will be partly offset by a reduction in treasury management income (£167k over a five year period). The funding also helps partly mitigate against future cost pressures on the highways budget. This funding was subsequently approved by full Council.
- 3.12 At its meeting on 14th September 2016, Executive considered the “Ofsted Inspection of Children’s Services” report and approved additional revenue funding of £949k in 2016/17 with a full year effect of £1,471k for Phase One and Phase Two. Funding for Phase Three of £141k in 2016/17 and £795k in the full year was also considered and any release of Phase 3 funding will be subject to a report to the Executive. The cost for Phase 3 has been included in the 2017/18 Draft Central Contingency Sum. Overall funding of £2,314k in 2017/18 and £2,266k in the full year has been included in the Draft 2017/18 Budget and the financial forecast.
- 3.13 There are further cost pressures relating to children’s social care which were reported in the ‘Budget Monitoring 2016/17’ report to Executive on 30th November 2016 and the full year effect of £2,093k has been included in the Draft 2017/18 Budget. Action is being taken by the Deputy Chief Executive & Executive Director for Education, Care and Health Services to provide a fundamental review of the placements budget which could potentially provide a corresponding

reduction of £2,093k by 2018/19. However, a prudent approach has been adopted and an equivalent sum of £2,093k will be set aside as a financial risk reserve from 2018/19, at this stage.

- 3.14 In addition, there have been overspends identified in the last 2016/17 Budget Monitoring report to Executive on 30th November 2016 relating to adult social care and SEN transport. Details were provided in the report to the Executive. The full year effect of these items is currently estimated at £2,200k. In view of the need to address the cost pressures and the uncertainty on the final financial impact, a sum of £2,200k has been included in the Draft 2017/18 Central Contingency Sum at this stage. The Deputy Chief Executive & Executive Director for Education, Care and Health Services will be seeking to establish the extent of the ongoing cost pressures and any measures to mitigate against such cost.
- 3.15 The Government previously announced additional funding for the Better Care Fund (currently combined funding with Bromley CCG of £21.6m) and the financial forecast assumes that these monies may be required to meet future new burdens on social care at this stage. The additional funding is back-loaded with lower funding available to Bromley from 2018/19 increasing to an estimated £4.6m per annum by 2019/20. This position will be reviewed prior to finalising the 2018/19 Budget. The Government announced one off funding of £1,196k for Adult Social Care as part of Local Government Finance Settlement 2017/18. The Draft 2017/18 Budget assumes that this funding is not ring-fenced. Details of the grant conditions are still awaited and this position may change once the final details are known.
- 3.16 The Spending Review and Autumn Statement 2015 included reference to Councils being allowed to have a council tax precept of up to 2% per annum to specifically fund adult social care (a 2% increase in council tax equates to £2.7m additional income per annum). Councils were able to levy the precept on top of the existing freedom to raise council tax by up to 2% without holding a referendum. Therefore, the Council could potentially have a council tax increase of just below 4% without the need for a council tax referendum. The Government introduced this change in recognition of the cost pressures facing social care authorities. As part of the Local Government Finance settlement the Government announced that the annual Social Care Precept of 2% can be applied at 3% in 2017/18 and 2018/19 subject to a maximum of 6% across the period 2017/18 to 2019/20. The financial forecast assumes an ongoing increase of the precept of 2% per annum. The Government recognise that the precept can also include, for example, funding the additional cost of the new Living Wage. Members will be requested to consider applying the precept as part of the 2017/18 Council Tax report to the Executive on 8th February 2016.
- 3.17 The additional funding for the Better Care Fund and the higher proportion of funding cuts in core grant to the Council now take into account the amount that can be raised locally through council tax and the adult social care precept. Therefore, there is an inherent assumption that local authorities will be increasing council tax and utilising the adult social care precept to mitigate against the loss of grant funding and towards meeting the cost of social care. For Bromley, this change does not take into account any need to address low funding levels for the Council raised previously with the Government. Therefore the starting point relating to funding levels remains unchanged, despite the Council's concerns. Councils can still choose locally the level of council tax increase required, subject to referendum options. In calculating the Council's spending power, the Government has assumed that social care authorities will have an average council tax increase applying both the social care precept and general council tax increases every year. For financial planning purposes, the financial forecast assumes a council tax increase of 3.99% per annum over the next four years to compensate for the higher proportion of funding reductions, to reduce the level of social care savings and provide funding to meet social care costs, demographic cost pressures and to meet the ongoing "budget gap".

- 3.18 Details of various grant allocations for 2017/18 are still awaited at the time of writing this report. These include, for example, Better Care Fund. Details of the grant conditions for the Adult Social Care Support Grant is also awaited which may impact on the 2017/18 Draft Budget.
- 3.19 Given the scale of savings identified and any inherent risks, the need for longer term financial planning, the significant changes that may follow with a new Government relating to new burdens (there were many changes introduced by the previous coalition Government that resulted in net additional costs for the Council), effect of ongoing population increases and the potential impact of other public agencies identifying savings which impact on the Council's costs, a prudent approach has been adopted in considering the Central Contingency Sum required to mitigate against these risks. If the monies are not required during the year the policy of using these resources, in general, for investment to generate income/savings and provide a more sustainable financial position should continue. To illustrate the benefit of the investment approach the Council has potential income in 2017/18 totaling £12.7m from a combination of treasury management income and rents from investment properties. Without this income, equivalent service reductions may be required. Investment in economic growth (Growth Fund) will also be key to generate additional business rate income.
- 3.20 The latest forecast indicates that despite having a balanced budget in the next two years there remains a significant budget gap in future years that will need to be addressed.

Latest Financial Forecast

- 3.21 The report to Executive in January 2017 identified a budget gap rising to over £23.6m by 2020/21 which is broken down in the table below. The gap rises steeply from 2019/20: -

Variations Compared with 2016/17 Budget

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Cost Pressures				
Inflation	4.6	9.9	15.2	20.7
Grant Loss (net of Adult Social Care Support Grant)	8.8	18.4	24.7	29.4
Potential Impact of Chancellor's 2015 Summer Budget on Future Costs (eg. welfare reforms and new living wage)	0.7	4.5	7.7	8.5
Review of Children's Services following Ofsted Report	2.3	2.3	2.3	2.3
Children's Placements - full year effect of 2016/17 overspend	2.1	2.1	2.1	2.1
Review of Children's Placements	0.0	-2.1	-2.1	-2.1
Provision for Cost Pressures - Children's Social Care	0.0	2.1	2.1	2.1
Full Year Effect of Additional Costs re. Adult Social Care and Education SEN	2.2	2.2	2.2	2.2
Impact of Reduction in Bank Base Rate	0.6	0.6	0.6	0.6
Commissioning Programme (one-off funding)	0.5	0.0	0.0	0.0
Real Changes (see Appendix 5)	-0.1	1.3	1.3	2.1
Total Additional Costs	21.7	41.3	56.1	67.9
Income / Savings				
Full Year Effect of Savings Agreed as part of 2016/17 Budget	-3.3	-4.2	-4.3	-4.3
Impact of Highways Investment Report	-2.5	-2.5	-2.5	-2.5
Acquisition of Residential Properties to Accommodate Homeless and "Gifting" of Scheme to Pension Fund	-2.2	-3.7	-4.1	-4.1
Reduction in Council's Central Contingency Sum	-0.7	-2.4	-2.5	-2.5
Additional Income from Business Rate Share	-0.3	-0.6	-0.9	-1.2
Additional Income Opportunity (TFM Contract)	0.0	-0.5	-0.7	-0.9
Total Income / Savings	-9.0	-13.9	-15.0	-15.5
Other Proposed Changes				
New Homes Bonus - Support for Revenue Budget	-6.0	-3.2	-2.5	-1.0
New Homes Bonus - Reallocation	2.2	-2.2	0.0	0.0
Impact of Pension Fund Triennial Valuation (Provisional)	-1.5	-1.5	-1.5	-1.5
Collection Fund Surplus 2014/15 and 2015/16 (set aside to meet funding shortfall in future years)	0.0	-6.9	-4.4	0.0
Total Other Proposed Changes	-5.3	-13.8	-8.4	-2.5
Council Tax				
Increase in Council Tax Base to reflect additional properties and increased collection rates	-2.0	-2.7	-3.3	-4.0
Impact of 3.99% Increase in Council Tax (including Adult Social Care Precept)	-5.4	-10.9	-16.6	-22.3
Total Council Tax	-7.4	-13.6	-19.9	-26.3
Remaining "Budget Gap"	0.0	0.0	12.8	23.6

The above table shows, for illustrative purposes the impact of a council tax increase of 3.99% in 2017/18 (including adult social care precept). Each 1% council tax increase generates on-going annual income of £1.4m.

- 3.22 The table shows that the Council, on a roll forward basis, has a “structural deficit” as the on-going budget has increasing costs relating to inflation and service pressures as well as the on-going loss of Government grants. These changes are not being funded by a corresponding growth in income. The above projection includes savings previously agreed to reduce the “budget gap”.
- 3.23 Although it has been possible to achieve a potential balanced budget for the next two years through a combination of front loading savings in previous years, proactively generating investment income and prudent financial management, there remains a “budget gap” of £12.8m in 2019/20 rising to £23.6m in 2020/21. The projections in later years have to be treated with some caution.
- 3.24 The Council has to continue to plan for a very different future, i.e. several years of strong financial restraint. It is important to recognise that, given the current ongoing period of austerity for local government, the downside risks remain significant and that the budget gap in future years could widen substantially.
- 3.25 In considering action required to address the medium term “budget gap”, the Council has taken significant action to reduce the cost base while protecting priority front line services and providing sustainable longer term solutions. Significant savings were identified as part of the 2016/17 budget (£15.7m in 2016/17 rising to £20.0m by 2019/20) and the full year effect of these savings is reflected in the table at para. 3.8.

Growth Pressures & Real Changes

- 3.26 A breakdown of the growth pressures included in the four year forecast for the Environment Portfolio is shown in the table below:-

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Absorption of inflation increases for PCNs	76	153	232	312
Absorption of inflation increases for parking fee income	157	318	481	648
Increase in landfill tax above inflation	20	71	122	173
Increase in refuse/recycling collection to reflect additional units	46	92	138	184
Increase in refuse/recycling disposal to reflect additional units	72	144	216	288
	371	778	1,189	1,605

Saving Options

- 3.27 A summary of the new savings relating to this Portfolio is shown below: -

Saving	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Impact of Highways Investment report	2,500	2,500	2,500	2,500
Parking Contract	453	453	453	453
Mail Delivery Savings	58	58	58	58
Total additional savings in 2017/18	3,011	3,011	3,011	3,011

Impact of Highways investment report

- 3.28 Council on 12 December 2016 approved capital funding of £11.8m for investment in planned highway maintenance. This will allow the condition of the borough's non-principal and unclassified roads and footways to be improved, which will also reduce the demand for reactive maintenance. This will enable annual revenue savings of £2.5m to be made, a total of £12.5m over a period of 5 years from 2017/18, which will be partly offset by a total estimated reduction in treasury management income of £167k over the five year period.

Parking Contract

- 3.29 On the 30 November 2016, Executive agreed to award the Parking Services contract to APCOA for a period of 10 years from 3 April 2017. This will result in annual savings of £453k.

Mail Delivery Savings

- 3.30 The Gateway report for commissioning a Total Facilities Management Contract that was presented to the Executive Committee on 23 March 2016 highlighted that the Council spends £58k on a mail courier service for schools and other sites which is no longer required.
- 3.31 Appendix 1 includes the draft estimate summary sheet, budget variations (including the full year effect of saving options agreed for 2016/17), notes on the budget variations and the subjective analysis.

Comments from the Executive Director of Environment and Community Services

- 3.32 Expenditure pressures and service risks in relation to services in the Environment Portfolio, particularly from unpredictable demand such as waste, parking, highways and winter maintenance, are detailed in Appendix 2.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The draft 2017/18 Budget reflects the Council's key priorities which includes, for example, supporting vulnerable adults with children and being ambitious for all our children and young people.

5. POLICY IMPLICATIONS

- 5.1 The Council launched the updated "Building a Better Bromley 2016-2018" and the budget proposals reflect the Council's priorities. "Building a Better Bromley 2016-2018" identifies key priorities as follows

- Ensure financial independence and sustainability;
- Invest in our business and our people
- Ambitious for all our children and young people
- Enhance our clean and green Borough.

- 5.2 Ensure financial independence and sustainability priorities include:

- Strict management of our budgets to ensure we live within our means
- Working to achieve the benefits of the integration of health and social care
- Early intervention for our vulnerable residents

6. FINANCIAL IMPLICATIONS

6.1 The financial implications are contained within the overall report.

7. PERSONNEL IMPLICATIONS

7.1 Staff, departmental and trade union representatives will be consulted individually and collectively on any adverse staffing implications arising from the Draft 2017/18 Budget. Managers have also been asked to encourage and facilitate staff involvement in budget and service planning.

8. LEGAL IMPLICATIONS

8.1 The adoption of the budget and the setting of the council tax are matters reserved for the Council upon recommendation from the Executive. The Local Government Finance Act 1992 (as amended) requires the Council to set an amount of Council tax for each financial year and provides that it must be set before 11th March in the financial year preceding that for which it is set. Sections 73-79 of the Localism Act 2011 amended the calculations, billing and precepting authorities need to make in determining the basic amount of Council tax. The changes included new sections 31 A and 31 B to the Local Government Finance Act 1992 which has modified the way in which a billing authority calculates its budget requirement and basic amount of Council Tax.

8.2 Schedule 5 to the Localism Act 2011 inserted a new section 52ZB in the 1992 Act which sets out the duty on billing authorities, and precepting authorities to each determine whether their relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive, the provisions in relation to the duty to hold a referendum will apply.

8.3 The Education Act 2005 introduced the concept of a funding period, which allows for the introduction of multiple year budgets rather than the setting of financial year budgets.

8.4 Executive is being requested to delegate the setting of the schools budget funded through the Dedicated Schools Grant to the Education Portfolio Holder.

8.5 The making of these budget decisions at full Council is a statutory responsibility for all Members. Members should also have regard to the changes from the Localism Act relating to council tax increases and the recent introduction of the Adult Social Care precept. The Council has a number of statutory duties which it must fulfil by law – although there can be an element of discretion on level of service provision. The Council also discharges a range of discretionary services. The Council is not bound to carry out such activities in the same way as it is for statutory duties – although it may be bound contractually to do so. A decision to cease or reduce provision of a discretionary service must be taken in accordance with sound public /administrative law decision making principles. The Council must also comply with the Public sector Equality Duties in section 149 of the Equality Act 2010. In doing so, the Council must have due regard to elimination of discrimination, harassment and victimization, advance equality of opportunity and foster good relations with persons who share a protected characteristic.

8.6 The Local Government Act 2003 included new requirements to be followed by local authorities, which includes the CIPFA Prudential Code. This includes obligations, which includes ensuring adequacy of future years reserves in making budget decisions and section 25 of that act requires the Director of Finance to report on the robustness of the estimates made for the purposes of calculating the Council Tax and the adequacy of the reserves. Further details to support these obligations will be reflected in the 2017/18 Council Tax report to be reported to the February meeting of the Executive.

Non-Applicable Sections:	Procurement implications
Background Documents: (Access via Contact Officer)	Finance Monitoring, Estimate Documents etc all held in Finance Section

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ENVIRONMENT PORTFOLIO**DRAFT REVENUE BUDGET 2017/18 - SUMMARY**

2015/16 Actual	Service Area	2016/17 Budget	Increased costs	Other Changes	2017/18 Draft Budget
£		£	£	£	£
	Street Scene & Green Space				
5,445,445	Parks and Green Spaces	5,109,300	106,250	Cr 22,720	5,192,830
417,132	Street Regulation and Enforcement incl markets	386,140	2,200	Cr 24,120	364,220
17,598,423	Waste Services	17,205,380	346,250	136,630	17,688,260
3,890,767	Street Environment	4,180,970	81,990	Cr 3,120	4,259,840
807,516	Management and Contract Support	781,150	9,530	0	790,680
628,706	Transport Operations and Depot Management	811,190	11,000	Cr 148,480	673,710
280,860	Trees Maintenance	682,710	12,720	38,050	733,480
29,068,849		29,156,840	569,940	Cr 23,760	29,703,020
	Parking Services				
Cr 7,454,768	Parking	Cr 7,041,440	Cr 149,330	Cr 220,000	Cr 7,410,770
Cr 7,454,768		Cr 7,041,440	Cr 149,330	Cr 220,000	Cr 7,410,770
	Transport & Highways				
111,771	Traffic & Road Safety	205,950	16,630	Cr 7,580	215,000
10,035,001	Highways (including London Permit Scheme)	8,881,300	139,240	Cr 2,293,160	6,727,380
10,146,772		9,087,250	155,870	Cr 2,300,740	6,942,380
31,760,853	TOTAL CONTROLLABLE	31,202,650	576,480	Cr 2,544,500	29,234,630
8,074,754	TOTAL NON CONTROLLABLE	5,299,010	16,450	312,520	5,627,980
2,429,589	TOTAL EXCLUDED RECHARGES	2,041,280	0	121,930	2,163,210
42,265,196	PORTFOLIO TOTAL	38,542,940	592,930	Cr 2,110,050	37,025,820

ENVIRONMENT PORTFOLIO

APPENDIX 1B

SUMMARY OF BUDGET VARIATIONS 2017/18

Ref		VARIATION IN 2017/18	ORIGINAL BUDGET 2016/17
		£'000	£'000
1	2016/17 BUDGET	38,543	
2	Increased Costs	593	
	Full Year Effect of Allocation of Central Contingency		
3	Lead Local Flood Authorities Grant	<u>213</u>	0
	Movements Between Portfolios/Departments		
4	Transfer of SEN transport client team	Cr 67	67
5	Transfer of resources for the mail delivery driver post	<u>Cr 23</u> Cr 90	23
	Real Changes		
6	Absorption of inflation increases for PCNs	76	Cr 3,787
7	Absorption of inflation increases for parking fee income	157	Cr 7,863
8	Increase in landfill tax above inflation	20	3,524
9	Increase in refuse/recycling collection to reflect additional units	46	6,980
10	Increase in refuse/recycling disposal to reflect additional units	<u>72</u>	12,654
	<i>Savings identified for 2017/18 as part of the 2016/17 Budget process</i>		
11	Car Allowance Savings	<u>Cr 28</u> Cr 28	143
	<i>New Savings Identified for 2017/18 (subject to approval)</i>		
12	Impact of Highways Investment report	Cr 2,500	3,429
13	Parking contract	Cr 453	2,369
14	Mail Delivery Savings	<u>Cr 58</u> Cr 3,011	Cr 81
15	Variations in Capital Charges		52
16	Variations in Recharges		122
17	Variations in Insurances		301
18	Variations in Rent Income	Cr 40	
19	2017/18 DRAFT BUDGET	<u><u>37,026</u></u>	

ENVIRONMENT PORTFOLIO**Notes on Budget Variations in 2017/18****Ref Comments****Full Year Effect of Allocation of Central Contingency****3 Lead Local Flood Authorities Grant (Dr £213k)**

This reflects the permanent release of £213k from the Central Contingency for the local flood risk management, as approved by Executive on 7 June 2016.

Movements Between Portfolios/Departments**4 Transfer of SEN Transport Client Team (Cr £67K)**

Transfer of resources to the Education Portfolio to manage the SEN transport contract.

5 Transfer of resources for the mail delivery driver post (Cr £23k)

Transfer of £23k to Office Resources for the mail delivery driver post. This was subsequently passed to Amey as part of the TFM contract.

Real Changes**6 Absorption of Inflation increases for PCNs (Dr £76k)**

Estimates are prepared on the basis that inflation is added to both income and expenditure. As penalty charge notices (for parking and bus lane contraventions) are set by the Mayor of London and therefore statutory, savings have to be found to absorb the inflation rate.

7 Absorption of Inflation increases for parking fee income (Dr £157k)

Estimates are prepared on the basis that inflation is added to both income and expenditure. As the parking fees were increased significantly in 2015/16 and are not expected to rise again for another 3 years, savings have to be found to absorb the inflation rate.

8 Increase in landfill tax above inflation (Dr 20k)

This represents the expected cost of the Government increasing the landfill tax above inflation built into the 2017/18 budget.

9 Increase in Refuse/Recycling Collection (Dr £46k)

The current refuse and recycling collection contract is based on the number of premises rather than bins. The additional costs reflect the anticipated increase in new properties for 2017/18.

10 Increase in Refuse/Recycling Disposal (Dr £72k)

The additional costs for the disposal contract reflect the anticipated increase in tonnage generated from new properties for 2017/18.

- 11 Car Allowance Savings (Cr £28k)
This reflects the full year effect of the car allowance savings.
- 12 Impact of Highway Investment report (Cr £2.5m)
Annual revenue savings of £2.5m as a result of a one-off investment of £11.8m from capital receipts that will be used for planned highway maintenance works.
- 13 Parking contract (Cr £453k)
Annual saving of £453k as a result of awarding the new parking contract, agreed by the Executive on 30 November 2016.
- 14 Mail Delivery Savings (Cr £58k)
This reflects the full year effect of the Mail Delivery savings as part of the TFM contract.
- 15 Variations in Capital Charges (Dr £52k)
The variation in capital charges is due to a combination of the following:
- (i) Depreciation – the impact of revaluations or asset disposals in 2015/16 (after the 2016/17 budget was agreed) and in the first half of 2016/17;
 - (ii) Revenue Expenditure Funded by Capital Under Statute (REFCUS) – mainly due to variations in the value of schemes in our 2017/18 Capital Programme that do not add value to the Council’s fixed asset base.
 - (iii) Government Grants – mainly due to variations in credits for capital grants receivable in respect of 2017/18 Capital Programme schemes, which are used to finance expenditure that is treated as REFCUS.
- These charges are required to be made to service revenue accounts, but an adjustment is made below the line to avoid a charge on Council Tax.
- 16 Variations in Recharges (Dr £122k)
Variations in cross-departmental recharges are offset by corresponding variations elsewhere and therefore have no impact on the overall position.
- 17 Variations in Insurances (Dr £301k)
Insurance recharges to individual portfolios have changed between years, in some cases significantly, partly because we have factored in an extra year of claims experience since the 2016/17 budget was finalised. Despite the increase in Insurance Premium Tax from 9.5% to 10% which takes effect from February 2017, as well as the take-up of Terrorism cover for the first time, the overall variation across the Council is Cr £1k as a result of the savings achieved by tendering the insurance policies with effect from August 2016.
- 18 Variations in Rent Income (Cr £40k)
This relates to the reallocation of rental income budgets across departments/portfolios. There are corresponding adjustments in other portfolios and these net out to zero in total.

**ENVIRONMENT PORTFOLIO
DRAFT REVENUE BUDGET 2017/18 - SUBJECTIVE SUMMARY**

Service area	Employees	Premises	Transport	Supplies and Services	Third Party Payments	Income	Controllable Recharges	Total Controllable	Capital Charges/ Financing	Repairs, Maintenance & Insurance	Property Rental Income	Not Directly Controllable	Recharges In	Total Cost of Service	Recharges Out	Total Net Budget
	£	£	£	£	£	£		£	£				£	£	£	£
Street Scene & Green Spaces																
Parks and Green Spaces	76,360	3,138,720	4,420	38,820	2,237,140	Cr 42,630	Cr 260,000	5,192,830	501,000	515,330	Cr 310,110	706,220	536,580	6,435,630	Cr 730,580	5,705,050
Street Regulation and Enforcement incl markets	629,780	5,120	20,630	187,310	0	Cr 478,620	0	364,220	0	1,290	0	1,290	176,870	542,380	Cr 650,700	Cr 108,320
Waste Services	206,090	17,660	18,300	411,300	22,422,330	Cr 5,330,820	Cr 56,600	17,688,260	61,000	430	0	61,430	913,280	18,662,970	Cr 87,280	Cr 18,575,690
Street Environment	185,040	26,310	16,430	407,390	3,632,650	Cr 7,980	0	4,259,840	36,000	6,540	0	42,540	856,150	5,158,530	Cr 354,160	4,804,370
Management and Contract Support	775,370	0	4,980	10,330	0	0	0	790,680	0	700	0	700	74,730	866,110	Cr 818,960	47,150
Transport Operations and Depot Management	355,560	245,170	27,280	180,170	0	Cr 134,470	0	673,710	37,000	157,600	Cr 128,280	66,320	260,620	1,000,650	Cr 1,115,700	Cr 115,050
Tree Maintenance	211,750	98,230	4,790	418,710	0	0	0	733,480	0	404,420	0	404,420	56,440	1,194,340	Cr 626,850	567,490
	2,439,950	3,531,210	96,830	1,654,030	28,292,120	Cr 5,994,520	Cr 316,600	29,703,020	635,000	1,086,310	Cr 438,390	1,282,920	2,874,670	33,860,610	Cr 4,384,230	29,476,380
Parking Services																
Parking	634,280	952,270	2,050	819,510	1,891,650	Cr 11,754,570	44,040	Cr 7,410,770	190,000	29,010	Cr 51,310	167,700	367,960	Cr 6,875,110	431,570	Cr 6,443,540
	634,280	952,270	2,050	819,510	1,891,650	Cr 11,754,570	44,040	Cr 7,410,770	190,000	29,010	Cr 51,310	167,700	367,960	Cr 6,875,110	431,570	Cr 6,443,540
Transport & Highways																
Traffic & Road Safety	1,475,180	0	14,580	33,930	0	Cr 112,300	Cr 1,196,390	215,000	0	2,850	0	2,850	473,600	691,450	Cr 134,530	556,920
Highways (Including London Permit Scheme)	1,465,050	1,571,050	117,630	4,788,110	288,690	Cr 1,359,460	Cr 143,690	6,727,380	3,698,000	495,500	Cr 18,990	4,174,510	2,687,320	13,589,210	Cr 153,150	13,436,060
	2,940,230	1,571,050	132,210	4,822,040	288,690	Cr 1,471,760	Cr 1,340,080	6,942,380	3,698,000	498,350	Cr 18,990	4,177,360	3,160,920	14,280,660	Cr 287,680	13,992,980
	6,014,460	6,054,530	231,090	7,295,580	30,472,460	Cr 19,220,850	Cr 1,612,640	29,234,630	4,523,000	1,613,670	Cr 508,690	5,627,980	6,403,550	41,266,160	Cr 4,240,340	37,025,820

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RISK AREAS WITHIN ENVIRONMENT PORTFOLIO FOR 2017/18 ONWARDS

Environmental Services Contracts

There is the potential for the price for the suite of Environmental Services being commissioned for March 2019, to increase, particularly the waste disposal and highways maintenance contracts.

At this time the financial impact is not known. The potential increase will become more apparent during the commissioning process starting in April 2017.

Waste Services

Landfill Tax

Landfill Tax currently stands at £84.40 per tonne. The Government has confirmed that this Tax will continue to increase annually by RPI inflation until further notice.

The Government has not published any plans for introducing an Incineration Tax, but remains unwilling to rule it out. Until recently Waste tonnages were continuing to fall; and nationally, since 2003, municipal waste to landfill has fallen by 60%, and in 2015/16 was down to 5.1 million tonnes, down from 8.5m tonnes in 2014/15. This has the effect of reducing government Landfill Tax income, which suggests that alternative income may yet be sought.

Increasing property numbers

Growth in the number of properties incurs additional expenditure, as extra collections are required and additional waste is generated. Currently each new property attracts a cost of £50 per year for collection (refuse, recycling and food waste), and an average of £78 per year for waste disposal. Each new property thus cumulatively increases costs by about £153 per year. On average, the number of properties in the borough has increased by about 500 each year, although the increase in the last year was 721 properties. This continues to add pressure to Waste budgets; not only for the collection and disposal of the waste, but also for the provision of recycling containers - the average cost to equip a property with recycling containers, including delivery, is £22.

The average additional cost per property is thus $£50 + £78 + 22 = £150$. At an average increase of 500 properties per year, this represents an additional annual cost of £75,000 to the Waste budget. This year's increase of 721 properties added a cost of £108,150.

Municipal Waste Tonnages

After a long period of falling tonnages, the quantity of municipal waste collected in Bromley is rising again:

2007/08	163,981
2008/09	157,225
2009/10	149,720
2010/11	144,890
2011/12	139,836
2012/13	138,400
2013/14	145,150
2014/15	144,337
2015/16	145,866

In the first 8 months of 2016/17 tonnages have increased by 2.92%, which suggests waste could increase by 4,260 tonnes over the full year compared to 2015/16. DEFRA figures suggest the average annual increase in total municipal waste arisings was 1.2%. This is partly due to the easing of the recession. Whilst the impact of Recycling for All and local and national waste minimisation campaigns will contribute to restraining increases in waste, there is a substantial risk that tonnages will continue to rise as the economy revives.

The average cost of waste disposal for 2016/17 will be £78 per tonne. Each 1% increase in waste tonnage would increase disposal costs by £114k per annum. However, elements of the increased tonnage are due to commercial waste for which a charge is made, which would mitigate this slightly.

Recycling Income

The fall in overall waste tonnages can also impact on the quantity of recycling materials available for collection.

Paper is sold to UK paper mills through Veolia at a fixed rate of £67 per tonne. 15,690 tonnes of paper were recycled in 2011/12, 15,877 tonnes in 2012/13, 14,436 in 2013/14, 12,940 in 2014/15. This fell to 12,004 tonnes in 2015/16, although this was in part due to issues with difficulties in finding a reliable reprocessor following the closure of Aylesford Newsprint. Tonnages have recovered this year, and the current projection for 2016/17 is 13,600 tonnes. Each 1% fall in paper tonnage will reduce income by £9k. It appears that the ongoing fall in recycled paper tonnages (due to lower sales of printed media. In effect, the influx of tablets, laptops and smartphones was reducing the role of printed newspapers and magazines), has eased, possibly balanced by additional cardboard and paper packaging from internet shopping deliveries).

Similarly, the trend of falling income from textiles is easing. The trend of the public taking advantage of 'cash for clothes' shops and similar charity outlets appears to have stabilised. However, market prices for textiles continue to be relatively poor, largely due to poor export markets.

Alternative disposal options

The pricing schedule in the Waste Management Contract specifies a set minimum tonnage each year to be sent for incineration. Patently, Landfill Tax costs mean it would be beneficial to send more of Bromley's waste to incineration. However, with all disposal authorities facing similar pressures current incineration capacity is at a premium. Officers have explored additional incineration capacity, both through Veolia and independently, but this has not yet proved successful. However, Veolia are now delivering some of our waste to the Veolia MBT plant at Southwark, which has the benefit of diverting an element of our waste from landfill. Conversations continue with Viridor (Croydon), Lewisham Council and Kent County Council to establish whether further tonnage can be diverted.

Street Environment Contracts

The Street Environment Contracts were re-let in 2012 and saw expenditure on Street Cleansing services reduce by about £1m per annum. This was a significant reduction (26%) in contract costs, achieved through variations in operational methodology and reductions in the frequency of carriageway and footway cleaning in a number of roads across the borough.

Officers revised the frequency of cleaning based on their experience and operational knowledge of local circumstances across the borough. However it was recognised that, given the significant budget reduction and reductions in the frequency of cleaning some roads, it might be necessary to review cleaning schedules in the light of any concerns about standards of cleanliness. This could result in a need to change operational methodology and/or the frequency of scheduled cleaning in some areas.

To manage this risk a budget of £200k is held in the street cleaning revenue budget to address any need to provide additional targeted cleans or to revise operational methodology. This budget provides flexibility to add non-scheduled programmes of works (e.g. weekend sweeping, additional litter picking and bin emptying), whilst retaining budget capacity to manage risk.

Street works

LB Bromley has a responsibility under the New Roads & Street Works Act to monitor the works of Statutory Undertakers (SUs) which affect highway infrastructure. When defects are identified in road or footway reinstatements, a defect notice is issued and a charge made on the SU concerned to cover additional inspections. Charges are also raised when works over-run their approved programme (S74) and when other issues are found on site (FPN's)

Income levels have fluctuated during recent years in line with the performance of utility companies. The quality of works undertaken by Thames Water Utilities (TWU) for example had deteriorated, which led to additional income for the Council between 2007/8 and 2010/11. However TWU have been working hard in

recent years to improve their performance, and have introduced new contracts to minimise defective works in the future.

Income from defect notices peaked at £903k in 2010/11, reducing to £793k in 2011/12 and £452k in 2012/13. Although income increased to £872k in 2013/14 this reduced to £446k in 2014/15 it is estimated to drop to £250k in 2016/17 as SU performance improves. At the same time income from S74 has reduced from £222k to £30k, and FPN's from £77k to £30k due to improved performance and changes in regulations.

LB Bromley also administers the London permit Scheme for all road and streetworks, with permit fees received being ring-fenced to cover administration of the scheme. As the number of permits issued depends on actual work on the network, income will vary year on year. Income peaked in 2011/12 at £1.021m, reducing to £0.814m in subsequent years, and is estimated to drop to £0.760m in 2016/17 in line with the reduced defects, each of which requires a permit.

Winter service

2010/11 and 2011/12 saw a significant increase in expenditure on the winter service, following several years with little or no snow. Budgets have historically been based on patterns of spend for precautionary salting, primarily for frost or ice, with relatively little actual snow clearance. As a result of the protracted snow, ice and sub-zero temperatures during the winter of 2010/11 winter maintenance budgets were overspent by £706k, with extra costs incurred for tree maintenance of £35k as well as for waste collection costs of £77k.

It is unclear at this stage whether this is a permanent shift in weather patterns or a one-off. The Government has commissioned research into this issue. In the meantime there continues to be a significant risk of incurring additional

Highways Contracts

The Highways contracts have price fluctuation clauses based on actual cost indexing, whereas budget increases are based on the Consumer Price Index. Although the budgets are cash limited, over time the variation between the two will lead to a reduction in spending power in real terms.

The recently approved highway investment budget will provide £12.4m during the next two years, which will allow a protective maintenance programme to be completed prior to the new Environment Contracts being let in 2019. From recent benchmarking it is likely that costs will increase by 25% from 2019, which will impact on the volume of maintenance works completed within cash-limited budgets.

Street Lighting Contract

The street lighting invest to save programme is nearing completion, and future savings from reduced energy and maintenance will be used to repay the 'loan'. With the intense investment period, future expenditure on maintenance will not

follow historic spend profiles, i.e. electrical safety inspections are required every six years, which has required one sixth of the stock being tested each year. However, there will be no testing of the LED units during the next five years, although they will all require testing in year six. A similar situation will apply to cleaning and maintenance.

During the last 12 months the performance of the street lighting contractor has been very poor, and despite intervention from senior officers and Members there is a possibility that an alternative supplier will need to be employed, which would likely increase the cost of the service.

Parking

Charges and tariffs for on- and off-street parking places are set by LB Bromley. A fundamental review of the Council's charging policy took place during 2011/12, leading to Member agreement to increase prices and simplify the tariff structure. A review of these charges was agreed in Feb 2015 to cover the period 2015/19. Members are aware of the potential impact of a further increase in charges, whilst recognising the pressure on the service to meet its budgeted income in the light of fluctuating demand and inflationary pressures.

It should be noted that the parking service operates in a restricted legal environment which cannot include "maximisation of revenue from Penalty Charge Notices as one of the relevant considerations to be taken into account in securing the...movement of traffic" (Traffic Management and Parking Guidance for London).

For a number of years there has been a general decline in 'paid for' car parking in the borough. The introduction of new on-street parking schemes and restricted zones has prevented the reduction from being even greater. Although new schemes will continue to be implemented to meet localised traffic and parking needs, there is no reason to suspect that the downward trend will be reversed, particularly in regard to off-street parking. Again this puts greater pressure on the service to meet its financial obligations. In the changing economic climate it is difficult to make reliable estimates of parking demand in the short to medium term, or forecast the longer term effects on parking behaviour.

The Executive agreed a proposal to extend pay & display parking around shopping centre and railway stations which is being rolled out and is improving management of parking in these areas, with associated income.

The Shared Service is continuing to perform well and lead on a joint Tender exercise with Bexley for the provision of all parking functions, with a go live date of April 2017. The results of the Tender process have been reported to the Executive. The tender process has resulted in a change of primary contractor. The evaluation process included close scrutiny of the Method Statement returns to ensure all risks were minimised including matters such as CEO deployment and ICT systems.

In April 2015 Government banned the use of CCTV for the majority of Parking Contraventions. Proposals for management action with mitigation measures were agreed by Executive in December 2015 and have been implemented.

Pressures from Public Demand

Apart from the identifiable financial pressures arising from such items as budget reductions, contract costs and price increases, there are other pressures due to growing public expectations, social change and legislation. Increased public expectations of local services may be difficult to respond to during a period of tight restraints on resources.

Past surveys of public opinion have shown that four issues were consistently recognised as making Bromley a good place to live. These were low levels of crime, good health services, clean streets and public transport. The Environment and Community Services department leads for the Council on clean streets and on crime issues, particularly enviro-crime and anti-social behaviour; and the department has an input to TfL and others on public transport. There is continued public demand for high service standards in all these areas.

In terms of what needs most improvement in the local area, activities for teenagers, traffic congestion, road and pavement repairs, the level of crime and clean streets were regularly mentioned by residents. All of these service areas are either the lead responsibility of the Environment and Community Services department (clean streets, road & pavement repairs) or ones to which the department makes a significant contribution.

Report No.
ES17003

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: Environment Policy Development and Scrutiny Committee

Date: 24th January 2017

Decision Type: Non-Urgent Non-Executive Non-Key

Title: **FORWARD WORK PROGRAMME, MATTERS ARISING AND CONTRACTS REGISTER**

Contact Officer: Alastair Baillie, Environmental Development Manager
Tel: 020 8313 4915 E-mail: Alastair.Baillie@bromley.gov.uk

Chief Officer: Nigel Davies, Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

This report deals with the Committee's future business and contract reporting including:

- developing the Forward Work Programme
- progressing requests made at previous meetings and
- updating the Environment Portfolio Contract Register

2. **RECOMMENDATION(S)**

2.1 **That Committee reviews and comments on:**

- (a) **Forward Work Programme (Appendix 1);**
- (b) **Progress concerning Committee requests (Appendix 2); and**
- (c) **Corporate Contract Register extract and commentary (Appendix 3).**

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Quality Environment
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Environment Portfolio 2016/17 approved budget
 4. Total current budget for this head: £31.6m and £5.551m of TfL funding
 5. Source of funding: 2016/17 revenue budget and TfL funding
-

Personnel

1. Number of staff (current and additional): 143 fte
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications: Each department is required to maintain a register of contracts having a total contract value of greater than £50k (Appendix 3) and for Members to be aware of the procurement status of contracts within their Portfolio
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Whole Borough
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Forward Work Programme

- 3.1. **Appendix 1** sets out the Environment Portfolio's Forward Work Programme including: the provisional report title (or activity); the lead division; and Committee's role. Committee is invited to comment on the proposed schedule and suggest any changes it considers appropriate.
- 3.2 Other reports may come into the Work Programme as schemes may be brought forward or there may be references from other Committees, the Portfolio Holder or the Executive.

Previous Requests by the Committee

- 3.3 **Appendix 2** provides a progress update on requests made by the Committee at previous meetings. This list is checked after each meeting so that outstanding issues can be addressed at an early stage and timely progress made.

Contracts Register Summary

- 3.4 **Appendix 3** deals with Environment Portfolio contracts with a total contract value greater than £50k. The Appendix comments on changes (since Committee last met / production of the previous Corporate Contract Register) to the status of these contracts.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Environmental Services affect the daily lives of all Bromley residents and tend to be universal in nature - rather than being directed at particular groups within our community. Where vulnerable adults or children may be affected by a proposal or a contract, the issues would be covered in that particular report and not in this overview report unless specific to a new contract.

5. POLICY IMPLICATIONS

- 5.1 PDS Committees are responsible for developing their own Forward Work Programmes and Committee's work programme is set out in Appendix 1.
- 5.2. The activities in this report reflect the priorities and aims set out the Environment Portfolio Plan 2016/19 and Building a Better Bromley's 'Quality Environment' aspiration.

Non-Applicable Sections:	Financial, Personnel, Legal, Procurement
Background Documents: (Access via Contact Officer)	Environment PDS Committee agendas and minutes: 2006/07 to 2016/17

APPENDIX 1

ENVIRONMENT PDS COMMITTEE FORWARD WORK PROGRAMME: FUTURE MEETINGS

Environment PDS: 7 March 2017	Division	Committee's Role
Forward Work Programme, Matters Arising from Previous Meetings and Contracts Register	E&CS	PDS Committee
Budget Monitoring 2016/17	Finance	Pre-decision scrutiny
Street Lighting: Invest-to-Save Out-turn	T&H	PDS Committee

APPENDIX 2

ENVIRONMENT PDS COMMITTEE PROGRESS REPORT ON PREVIOUS REQUESTS

Date	Committee Request	Progress
7 June 2016	<p>Committee agreed to establish three Member Working Group covering:</p> <ul style="list-style-type: none"> • Environmental Services Contract (Dan Jones) • Traffic Congestion (Angus Culverwell) • Highway & Footway Repairs (Garry Warner) 	<p>Proposals were made at the 29 September PDS meeting.</p> <ul style="list-style-type: none"> • First meeting held: 11 October 2016 • Potential dates for Q4: being discussed with Chairman • First meeting held: 7 December 2016
7 June 2016	<p>The Chairman requested that The Landscape Group (now known as <i>id verde</i>) should attend Committee for scrutiny in respect of their activity</p>	<p>Scheduled in Forward Work Programme: 24 January 2017 PDS meeting</p>
8 November 2016	<p>Noting that revenue and capital expenditure on the use of consultants for 2016/17 only covered the first quarter, Members resolved to consider the matter again after the end of the current financial year.</p>	<p>Scheduled in Forward Work Programme for the first meeting of the 2017/18 Council Year.</p>

APPENDIX 3

ENVIRONMENT PDS COMMITTEE CONTRACTS REGISTER SUMMARY

1. Contract Register

- 1.1. Council services are underpinned by contracts and, as a Commissioning Council, it is important these are tendered in accordance with LB Bromley's newly revised (1 September 2016) Contract Procedure Rules and government regulations as appropriate.
- 1.2. A new Council-wide approach to contract reporting has been agreed which involves the entire (£200k plus) Corporate Contract Register being reported to Contracts Sub-committee and for Portfolio extracts of that register being reported to each PDS committee (see appendix).
- 1.3. The appended spreadsheet sets out all relevant Environment Portfolio's contracts and will form part of the Corporate Contract Register presented to Contract Sub-Committee on 31 January 2017. The table below provides a commentary on the current status certain of these contracts where there has been a recent development to be reported to Members.
- 1.4. The Contract Monitoring Summaries pioneered by E&CS and the Corporate Contract Register are currently being merged to form a Corporate Contract Database. This Database will be at the heart of the Council's future Commissioning and Procurement activity and will generate alerts and reports, as required, to ensure timely procurement and clear Member reporting.

Status	Contract	Update
Totals	<ul style="list-style-type: none"> • Environment Portfolio: 25 contracts on Corporate Register • E&CS Department: 44 contracts on Corporate Register 	<ul style="list-style-type: none"> • Environment Portfolio Ragging • Red ragging: 0 (urgent action required) • Amber ragging: 1 (attention required) • Green ragging: 24 (procurement action satisfactory)
	<ul style="list-style-type: none"> • On-street Poster Sites (ECS5) • Expires: 31 January 2017 	<ul style="list-style-type: none"> • Contract Award Report: ES16065 - 24 Nov. 2016 (Replaces ESC5 ecm_40608): • New contractor JC Decaux • New term: 10 + 5 (commences 1 February 2017)
	<ul style="list-style-type: none"> • Street Works Consultancy (ECS7) 	<ul style="list-style-type: none"> • Proposal to bring service in-house (subject to approval at Env. PDS 24 January 2017) from 1 April 2017 to 31 March 2019 to become co-terminous with the Environmental Services Commissioning Initiative (would form part of next Highways Contract)
	<ul style="list-style-type: none"> • Depot Security (ECS9) 	<ul style="list-style-type: none"> • A new contract will be awarded for the period 1/4/17 to 31/03/19 (to become coterminous with the proposed Environmental Services Contract) using an ESPO Framework
	<ul style="list-style-type: none"> • Vehicle & Plant Maintenance (ECS10) 	<ul style="list-style-type: none"> • Two year extension to 5 April 2017 – 4 April 2019 using powers delegated to ED E&CS (£177,040) • Waiver reviewed by Commissioning Board: 26 September 2016
	<ul style="list-style-type: none"> • Highways Consultancy (ECS21) 	<ul style="list-style-type: none"> • Consideration being given to extending the contract term to expiry of HCA Framework (November 2018) subject to a further Executive report
	<ul style="list-style-type: none"> • Arboricultural Maintenance (ESC22) 	<ul style="list-style-type: none"> • Environment PDS meeting: 29 September 2016 (ES16049) Executive meeting: 18 October 2016 • Contract extended from 18 July 2017 to 31 March 2019 (to become coterminous with other contracts)

Amber Ragging	<ul style="list-style-type: none"> • Coney Hill Landfill Site Monitoring (ECS23) 	<ul style="list-style-type: none"> • Procurement Strategy Gate Report (ES16054): 8 November 2016 Environment PDS & 30 November Executive Decision • Tendering activity required to ensure new contract commences on 28 July 2017
	<ul style="list-style-type: none"> • Parking (ESC16) • Parking ICT (ESC17) • Parking Bailiff Services (ESC18) • Parking Mobile Phone Bookings (ESC19) 	<ul style="list-style-type: none"> • Current contracts extended to 2 April 2017 • New contract award report (ES16066): 30 Nov. 2016 • 10 year contract awarded to: APCOA • New contract commences: 3 April 2017 • New contract expires: 2 April 2027

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