

## **ENVIRONMENT POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Minutes of the meeting held at 7.00 pm on 15 November 2017

### **Present**

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

### **Also Present**

Councillor William Huntington-Thresher and  
Councillor Nicholas Bennett J.P.

### **27 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies were received from Cllr Terence Nathan and Cllr Michael Tickner.  
Cllr Ellie Harmer also provided apologies for having to leave the meeting  
about 8pm.

### **28 DECLARATIONS OF INTEREST**

Cllr Sarah Phillips declared an interest as Treasurer of the Friends of Croydon  
Recreation Ground (item 7a).

Cllr Melanie Stevens declared an interest as Chairman of the Chelsfield  
Residents Society (item 6c).

### **29 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

There were no questions to the Committee.

### **30 MINUTES OF THE ENVIRONMENT PDS COMMITTEE MEETING HELD ON 5TH OCTOBER 2017**

The minutes were agreed.

Concerning the reply to the second question from Mr Gibbons at the previous  
meeting, the Chairman understood there had been a delay in being able to  
pull together data to provide a full response to the question. However, it was  
understood the information would soon be available.

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

Six questions had been received – three for oral reply and three for written reply. Details of the questions and replies are at **Appendix A**.

**32 PRE-DECISION SCRUTINY OF REPORTS TO THE ENVIRONMENT PORTFOLIO HOLDER**

**a BUDGET MONITORING 2017/18**

**Report FSD17086**

Based on expenditure and activity levels to 30th September 2017, the latest 2017/18 budget monitoring position for the Environment Portfolio showed an underspend of Cr £575k with the controllable budget projected to be underspent by £531k 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.

Concerning the Environment Commissioning Lots referred to at paragraphs 5.6, 5.11 and 5.13 of the report and at Appendix 1B, details of what the lots represent were tabled at the meeting and circulated in advance to Members.

Regarding a projected additional income of £390 for bus lane contraventions based on numbers to 30th September 2017, the increased contraventions could be attributed to a change in location of enforcement cameras and changed monitoring arrangements.

Concerning a projected deficit from parking enforcement, the parking contractor, APCOA, had challenges recruiting and training Civil Enforcement Officers (CEOs) during initial mobilisation of the contract. The position appeared to have stabilised in September - suitable staff had been recruited with more officers on the street and performance has improved in the past couple of months.

**RESOLVED that the Portfolio Holder be recommended to endorse the latest 2017/18 budget projection for the Environment Portfolio.**

**b RED LODGE ROAD JUNCTION IMPROVEMENTS**

**Report ES17078**

Identified as a congestion issue of medium severity by the Committee's Congestion Working Group in 2009, options had been investigated to reduce congestion and aid traffic movement at the junction of Station Road with

Beckenham Road, Red Lodge Road and Ravenscourt Crescent, West Wickham. Traffic volume had increased since 2009.

Following extensive traffic modelling, junction realignment and safety audit, two possible options were selected comprising Option A with various alterations to the junction (drawing no. 12376-102 appended to Report ES17078) and Option B with various alterations to the junction along with a ban of right turn movements from Beckenham Road into Ravenswood Crescent (drawing no. 12376-101 appended to Report ES17078). Details of the two schemes and alterations were outlined along with details of existing traffic flow at the junction and modelling representing current operations at the junction and results for Options A and B (capturing a typical weekday morning peak flow i.e. 8 a.m. to 9 a.m.).

In light of the information provided, Option A was recommended. Although Option B presented a slightly better traffic flow, it was considered that the necessity to ban right turn movements from Beckenham Road into Ravenswood Crescent posed too many potential negative implications e.g. increased delays at the Station Road/A232 junction.

It was also proposed to improve access to West Wickham station as a secondary aspect of the project, including dropped kerbs and a refuge close to the width restrictions on Red Lodge Road and widening the footway to form a shared facility with cyclists on Beckenham Road. The project also aimed to deliver some public realm benefits to help revitalise the shopping parade and improve the local streetscape.

Estimated to cost £300k, the scheme would be funded from the LIP budget for Congestion Relief 2017/18. Any additional costs to maintain the improved traffic signals over the next ten years would be capitalised within the overall scheme cost.

Councillor Nicholas Bennett JP attended the meeting for this item representing West Wickham Ward Councillors. Cllr Bennett supported Option A.

Taking extra (private) land to further improve the scheme i.e. provide sufficient width for a dedicated right turn lane from Beckenham Road was not considered viable due to cost (of the land). Cllr Bennett asked for details of the cost to be passed to West Wickham Ward Members. Using CPO powers to purchase private land could be investigated although extra costs might be added to the scheme. In recommendations to the Portfolio Holder, it was agreed to reflect the scheme cost being varied by plus or minus 30% to cover any CPO consideration. London Buses were also making a contribution to the cost of the scheme. The Chairman suggested that the consideration of a CPO to enhance the scheme should not, however, delay the scheme should it be concluded that the process would take many months.

Cllr Bennett was pleased the scheme included an informal crossing (tactile dropped kerbs and refuge) in Red Lodge Road. Cllr Bennett also suggested

public consultation on the scheme by way of a small exhibition in the foyer of West Wickham Leisure Centre. The opportunity would be taken to remove unnecessary street clutter and bollards and there would be much for public comment; no consultation would be a retrograde measure, particular in view of consultation afforded to yellow line parking control. A two-week consultation period was considered sufficient. Supporting consultation, another Member suggested it would be inappropriate to “pick and choose” schemes for consultation - consultation would also give advance information of what was being proposed.

The Head of Traffic and Road Safety confirmed that consultation could be arranged in the Leisure Centre with an officer present to answer questions. The consultation would be for a short period and to avoid it being delayed the Chairman suggested its style be more like a notification.

**RESOLVED that the Portfolio Holder be recommended to:**

**(1) approve Option A allowing modification of the traffic signal junction at an estimated cost of £300k, plus or minus 30% should any compulsory purchase of private land be required; and**

**(2) delegate the Executive Director of Environment and Community Services with authority, in consultation with the Portfolio Holder and Ward Members, to approve the scheme’s detailed design.**

**c WARREN ROAD/ COURT ROAD (A224) JUNCTION SAFETY IMPROVEMENTS**

**Report ES17091**

From June 2005 to August 2016, a total of 15 collisions had occurred at the junction of Warren Road and Court Road (A224), including one fatal collision and three serious collisions. In view of their number and pattern, as well as safety concerns raised by Ward Members, the construction of a roundabout was proposed at the junction to improve road safety

Four design options were considered with details outlined in Report ES17091. The options were at the stage of feasibility study. Design of the recommended option (if approved) would require vehicle tracking assessments to check if vehicles are able to carry out all movements at the junction. Further investigation would also be made into statutory undertakers’ equipment at the junction prior to construction.

The preferred option (Option C) comprised a compact roundabout layout, improving movement through the junction for vehicles on Warren Road with only one opposing traffic stream to manage before entering the junction. Vehicle speeds would also be reduced on Court Road to negotiate the junction. Some land take would be required on the north eastern (highway verge) and south western sides of the junction (land ownership unclear at present). The existing access into Rose Cottage might also need relocating

subject to the owner's agreement and a £20k allocation for the work had been included in the cost of the scheme. For the value of collisions saved compared to intervention cost, Option C offered the highest First Year Rate Return with a return of 117%.

A number of BT cables, EDF cables, and Thames Water pipes run under the carriageway. Initial assessments of the plans suggest the cables and pipes should not be an issue but more detailed analysis of the information (and trial holes) would be necessary at detailed design stage.

Estimated to cost £148k, the proposal would be funded from the Casualty Reduction allocation in the 2017/18 LIP budget of £262k.

In discussion, the Chairman highlighted that issues at the junction are more than speed related e.g. sight lines, visibility, and drivers taking chances crossing Court Road. The proposals were thought to have a limited effect on traffic flow.

To alleviate concern for access and egress from Rose Cottage, officers had two potential solutions which would be considered for the final scheme design.

A Member also asked for the extent of hard standing to be softened in view of access to Chelsfield Village forming part of a conservation area. The Head of Traffic and Road Safety confirmed there would be minimal impact for the grassed area and would bear in mind there should be as little hard standing as possible. Highlighting a nearby bus stop and to help avoid traffic queuing on the roundabout, the Member also observed that buses loitering can cause a backlog of traffic into Warren Road.

The compact roundabout design would reduce vehicle speeds along Court Road including speeds at night time. Such designs were safer and best for cyclists. Any collision would not usually result in serious injury. For a similar roundabout at the Heathfield Road/ Westerham Road junction, officers had received compliments from cyclists as traffic was forced to proceed slowly. Concerning Vehicle Activated Signs, the sign near the Court Road/Church Road junction would remain and the sign nearer the proposed roundabout removed. A Stage 3 Road Safety audit would be undertaken following scheme completion and further improvements could be made if necessary.

It was difficult to assess whether traffic will increase along Warren Road and through Chelsfield Village following the scheme. Count data did not suggest a significant change. However, it was highlighted that informal parking arrangements to the village for some 30 vehicles would soon be lost and if traffic increased this could impact the village.

The Chairman was pleased that a scheme to address problems at the junction had reached this stage. Members supported the recommendations with discretion for one or two Vehicle Activated Signs to be provided if desired.

**RESOLVED** that the Portfolio Holder be recommended to:

**(1) approve the construction of a roundabout at the junction of Warren Road and Court Road (A224) at an estimated cost of £148k with discretion for one or two Vehicle Activated Signs to be provided if desired; and**

**(2) delegate authority to the Executive Director of Environment and Community Services, in consultation with the Portfolio Holder and Ward Members, to approve the scheme's detailed design.**

**d ELMSTEAD WOODS CYCLE PARKING IMPROVEMENTS**

**Report ES17086**

Proposals were submitted to increase the quantity and quality of cycle parking at Elmstead Woods Station.

Existing cycle parking at the station was well used with some cycles also being locked to other street furniture. Southeastern had highlighted a number of bike thefts from the station in recent years possibly due to expensive bikes having to be chained insecurely given inappropriate facilities. Limited supply and poor facilities could also be suppressing cycle to rail demand at the station.

High quality cycle parking could contribute and support a predicted 70% increase in bike trips to the station over the next ten years, improving congestion and air quality, and reducing noise in the area. Approximately 70 covered two-tier cycle racks would be installed in a dedicated area with lighting and CCTV (an exact number of spaces and specification being determined by competitive tender).

The project was estimated to cost £50k with £12k from the Cycle Parking budget and £38k from Station Access Schemes within 2017/18 LIP funding.

The Head of Traffic and Road Safety briefly reported Ward Member views on the scheme.

The Committee supported the proposals.

**RESOLVED** that the Portfolio Holder be recommended to approve a proposed investment of £50k for improvements to cycle parking facilities at Elmstead Woods Station.

**33 PRE-DECISION SCRUTINY OF REPORTS TO THE EXECUTIVE**

**a ENVIRONMENT SERVICES COMMISSIONING PROGRAMME  
UPDATE**

**Report ES17088**

On 8<sup>th</sup> February 2017 the Executive agreed the lotting structure and procurement route for the main Environmental Services contracts:

Competitive Procedure with Negotiations

- Lot 1 - Waste Disposal
- Lot 2 - Waste Collection
- Lot 3 - Street Environment
- Lot 4 - Parks & Grounds Maintenance

Restricted Procedure

- Lot 5 - Arboriculture
- Lot 6 – Highways Major Works, Street Lighting and Professional Services
- Lot 7 – Highways Minor Reactive Works and Winter Services.

The procurement timetable assumed that tender documents for Lots 1-4 would be advertised in April 2017 with Lots 5-7 in January 2018. However, the documentation had not been completed to a point where Notices can be issued and Report ES17088 outlined reasons for delay, reviewed the lotting strategy and considered the impact of the proposed Trust at Crystal Palace Park on Lot 4 (Parks Management and Grounds Maintenance contract). The report also outlined the proposed strategy for depots in the Borough, some of which would be retained for environmental services, with others potentially released for capital receipts. The report also considered any capital investment required at the sites.

A new timetable had been produced for issuing tender documents for Lots 1 - 4 to meet the April 2019 award date. In view of the Mayor of London's requirement for waste collection/disposal specifications to complement waste policies in the Mayor's draft Environment Strategy (including a vision for London being a zero waste city with 65% of municipal waste recycled), the earliest date on which Notices could be issued is 20<sup>th</sup> December 2019. Tenders would then be returned mid-April with the first round of negotiations to be completed in six weeks (although consultation on any changed service levels could impact the timetable). On completing early negotiations satisfactorily, a final bid would be received in June 2017 with sufficient time then allowed to evaluate and recommend to Members. In the six month period prior to 1<sup>st</sup> April 2019 both parties would need to complete due diligence; the service providers would also need to make arrangements for contract mobilisation.

With tendering for Lot 5 (Arboriculture Services) completed in sufficient time, a three-month lead-in period would provide for contract mobilisation prior to April 2019.

Lots 6 to 7 – comprising Major and Minor Highways Works – would be tendered for an August 2018 start date rather than April 2019. Extending current contracts for the services beyond their current term to align with an April 2019 start could potentially expose the Council to external challenge, partly due to additional Capital works included, as a modification, to the existing contract. With a two-month contract mobilisation, award would need to be in place by May 2018. With supporting officers already fully utilised on Lots 1- 4, external consultants would need to prepare contract documentation (funded from existing resources).

If value for money, other areas of service delivery could be later included in the contract lots, the OJEU Notice including provision for this e.g. CCTV, Pest Control, Stray and Abandoned Dogs, and Neighbourhood Officers.

With Crystal Palace Park being potentially managed by a Trust, a separate price would be obtained for the service.

It was also necessary to consider depot assets to offer to potential bidders for environmental services such as waste collection, disposal, fleet use and office use and whether any depots could be released. Accordingly, Cushman and Wakefield reviewed the 19 depots/sites held by the Council, proposing their number reduce to ten (including the two central depots), with remaining sites suggested for disposal, potentially raising a capital receipt in the region of £9.45m subject to planning permission (less the cost of realisation – environmental remediation, abnormal construction and planning).

A procurement timetable was tabled and circulated to Members prior to the meeting. It was confirmed that the Environmental Services Commissioning Board provided specific oversight for Environment Commissioning (the Board meeting weekly) and a Corporate Commissioning Board, chaired by the Director of Commissioning, provided high level oversight of commissioning within the Council. Should adherence to the procurement timetable not be possible at any point, the Environmental Services Commissioning Board would report to the Corporate Commissioning Board and then to Executive via PDS.

Support for environment commissioning had been identified and included in budget. Achieving the procurement on time would be particularly dependent on the number of bids received.

Confirmation was sought that the estimated capital receipt from released depots amounted to a some £9.45m. It was agreed that further information would be obtained outside the meeting and circulated to Committee Members. The potential Gross Capital Receipt of £3.5m for the site at Denbarn, High Elms Country Park was particularly questioned. The site is in green belt land with planning permission necessary for any conversion to residential on the

site and an additional two houses. The potential £2m Gross Capital Receipt - subject to planning permission - for the Beaverwood Depot was also highlighted being in the green belt and also subject to Conservation Areas policy. Rather than dispose of some of the other sites for a nominal amount it was suggested they might be useful to partner organisations. Should a contractor/provider wish to use any redundant properties, it was confirmed that terms could be agreed for their use subject to negotiation.

**RESOLVED that the Executive be recommended to:**

**(1) note and agree the proposed strategy for depots within the borough as set out at section 4 of Report ES17088; and**

**(2) note and comment on the revised timescale for issuing the Notices for the tendering of Lots 1 -7 as set out at Section 3 of Report ES17088.**

### **34 CUSTOMER SERVICE PRESENTATION**

Members received an officer presentation on a number of environment services for residents with a particular focus on improving customer service. The presentation covered:

- services
- contacts
- the customer journey
- understanding trends
- improving the experience
- reducing avoidable contact and
- improving efficiency.

Under these headings consideration was given to Neighbourhood Management services (Waste Collection, Street Cleansing including Graffiti and Drainage, Grounds Maintenance and Parks Management, Highways Enforcement and Trees) including numbers of customer contacts made in 2016/17 for waste and non-waste matters and a breakdown of contacts by channel. A comparison was also provided between reporting channels in 2012/13 compared to 2016/17.

Further detail outlined the quantity of 2016/17 customer reports received hourly over a 24hr period - most back office and Customer Service Centre reports being received between 9am to 5pm with online reports via Fix My Street (FMS) received more broadly during a 24hr period.

Following slides outlined the methodology of processing incoming reports. Details were also provided of Channel Shift and Channel 'add' for online waste and non-waste reporting from 2012. Levels of unjustified reports were highlighted for missed bin collections and street cleansing issues.

Further statistics highlighted reports of missed bin collections and non-waste matters by ward.

How reports and data are used for management and service improvement was also outlined along with details of how ICT is used. FMS and eForms are used by the public to report online and each Neighbourhood Officer has an iPad for mobile working with access to CONFIRM Connect, Nautoguide, and CRM Mobile software. Management also used officer feedback from the review of Neighbourhood Management.

Details of the PowerPoint presentation are at **Appendix B**.

Information additional to material in the PowerPoint slides was also conveyed in the presentation including points briefly summarised below:

- other services also use FMS e.g. Street Lighting;
- Grounds Maintenance, Street Cleansing, and Waste services are all covered by three local Neighbourhood Management teams (West Area, Central Area, and East Area);
- the high number of waste contacts received during 2015/16 can be attributed to a change in collection rounds and collection dates;
- FMS was not available in 2012/13 (having been introduced at a later date) and the numbers of reports received per channel that year reflect this;
- the majority of contacts are now made online;
- more online coverage has seen an increase in the number of contacts and this can pose challenges for staff;
- reports are now received every hour of the day through 24/7 online contact;
- to report a waste matter (e.g. missed bin collection), a resident can complete an appropriate eform which feeds into the Council's CRM system. The contractor then investigates and if the report is valid, the contact is classified a justified report (rather than unjustified);
- FMS reports are directed to the Council's CONFIRM system with the report then investigated and an online update provided to the reporter;
- the 'Hot Spot' analysis slide identifies where two or more reports of missed bins have been received;
- officer feedback from a review of Neighbourhood Management indicates a preference for one software package rather than three and this is an aspiration of Departmental management;

- from a SWOT analysis, strengths are considered to be the receipt of much information from online reporting which is seen as user friendly and accounts for a significant channel shift;
- weaknesses include the overall system being somewhat reactive rather than proactive and FMS enabling people to blog and go “off-topic” causing extra work for staff involved – the issues here being about gatekeeping and the level of unjustified reports;
- opportunities included making online selection a little more intuitive and preventing miscategorisation – it was about making the system slicker and there would be opportunity with the new environment contracts to improve in this area and the extra resources approved by Executive in August (three additional posts to deliver a dedicated Performance Monitoring and Business Support function) would also help;
- on threats, the position in regard to channel add and whether it was necessary to employ more staff was being monitored - a wider CRM deployment in the Council was also highlighted.

Following the presentation a number of comments were made and questions asked.

Highlighting complaints in the Bickley Ward about missed bin collections, the Vice-Chairman recounted a personal experience where a missed bin had been reported on three or four occasions with the bin not emptied by the following Friday. A resident whose paper collection had been regularly missed reported the matter by phone and was advised to report online; after three to four days the paper had not been collected. It was difficult to understand why the matter could not have been reported by phone, particularly as income is received from paper recycling. The Director of Environment asked for details of the resident and the particular case and investigations would be made. The resident was wrongly advised to report online (and the matter could have been accepted as a report by phone).

Noting the annual number of contacts received, statistics were sought on reports successfully actioned (Members usually hearing of adverse reports). However, data on successful outcomes was difficult to obtain from current systems and this would be a matter to consider in new contracts.

To help prevent online reporting as a blog, a limit on the number of words was suggested. However, a different software system might be used in the future where all reports are handled back-office, including online progress enquires; comments could also be added and all would be contained back-office. A “quick win” could well involve amending the missed collection e-form reporting facility to ensure customers saw details of delayed collections first before reporting.

To select an appropriate category when reporting and ensure a report is sent to the correct location first time, more categories were suggested. Officers

were looking to stop misdirection and there were opportunities to have broad top level headings and more detailed categorisation at the next level. This could also be taken forward with the new environment contracts.

In some cases, reports were received by phone and online. Such duplicate reporting accounted for 13% of reports received.

Although FMS increased reporting and work, there were no constraints in the system to limit the number of reports. To highlight underperformance, it was useful to measure percentages and monitor other aspects; much more data was now available to officers since 2012 and the amount of data used daily had increased significantly. With better data to use more reports were coming through. It was also possible to compare missed bin performance with other authorities.

In some cases with street cleaning, reports had been received from prolific reporters before a street was due to be cleaned. Although there was no gatekeeping facility in the software, officers were looking to roll out a holding status for street cleansing to advise customers it was due on a forthcoming scheduled sweep.

The three systems used by Neighbourhood Officers (CONFIRM Connect, Nautoguide, and CRM Mobile software) were historical LBB systems, also used by the Council's contractors. Using three systems was not ideal and officers had recently started a review toward using one system. Much would be predicated by the future environment contracts; if one contractor the software could be used – with a number of contractors, it would be necessary to invest in new systems. It would be necessary to use the existing systems until 2019.

All software systems would be reviewed for the future and officers were starting the process to look at new software for waste. FMS was introduced in 2012 and more detail would be provided in the next level of systems.

## **35 RECOVERING DEBTS FROM UTILITY COMPANIES**

### **Report ES17080**

The Committee had been asked to look at utility debt and BT debt in particular following concern expressed by the Executive and Resources PDS Committee.

The New Roads and Streetworks Act (NRSWA) and Traffic Management Act (TMA) gave the Council authority to manage activities of utility companies in the borough and to minimise congestion through the London Permit Scheme (LoPS) scheme. Additional repair costs for any defective reinstatement work by the companies are borne by the Council as Highway Authority. The Council charged utility companies for:

- permits;
- sample inspections (during works, following completion, and at the end of a two year guarantee period);
- defects/ defective reinstatements (the Council charging utility companies for up to three additional inspections - a joint site inspection to agree the defect, works in progress, and works completion);
- other Fees (e.g. Fixed Penalty Notices for contravening permit conditions, charges for works exceeding the agreed programme and materials or traffic signs/barriers left on site).

In recent years most utility companies paid monies owed within the 30 day due period. However, BT Openreach had outstanding debt related to defective reinstatements and officers and BT Openreach had been working to resolve the issue.

For individual invoices in dispute, payments are delayed until outstanding disputes can be resolved. Officers met BT Openreach in March 2017 and reasons identified for the delayed payments were summarised as:

- non-attendance of BT Openreach at joint site meetings, resulting in 'repeat defects' issued by LBB – 1147 charges;
- dates on paperwork and EToN (electronic transfer of notices) not aligning – 1652 charges;
- non-attributable works not being agreed – 1118 charges; and
- duplicate charges issued in error – 193 charges.

Draft invoicing introduced with utility companies in 2014 allows utilities to dispute any charges before a final invoice is raised thereby avoiding unnecessary invoice cancellation and payment delays. This resulted in significant improvement with most utility companies and agreed defect charges have been paid in a timely manner. BT had engaged with the process since April 2017 and charges related to the current financial year had to date been agreed and paid.

Although initially slow on progress with historic debt BT Openreach had made significant improvements since September 2017 when 46% of outstanding disputes had been agreed and BT would be making part payment to reflect this. BT Openreach and officers would also work through remaining historic charges within the next three months and a full breakdown of these was shown in Report ES17080 along with progress made to date.

Other utility debt (defects, inspections, permits and other fees) was also highlighted in the report as was the following table summarising total debt outstanding for all utility companies:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total
	£	£	£	£	£	£	£
BT Debt	4,736	69,777	53,533	39,995	25,223	21,837	<b>215,101</b>
Other	95	0	8,678	4,898	5,233	294,870	<b>313,774</b>
<b>Total</b>	<b>4,831</b>	<b>69,777</b>	<b>62,211</b>	<b>44,893</b>	<b>30,456</b>	<b>316,707</b>	<b>528,875</b>

The majority of outstanding debt for 2017/18 related to invoices raised during the previous two months. Two of the utility companies had recently notified they had settled invoices totalling £150k, reducing the total debt owed by non-BT companies to £164k. BT Openreach had also recently agreed to settle amounts totalling £70,662, leaving an outstanding balance of £144,439 which it was hoped to resolve by the end of December 2017. An enquiry was made on whether some of this outstanding amount might need to be written off and Members were advised that the sum would first need to be agreed with the company. There was also a bad debt provision built into the accounts.

**RESOLVED that the progress of debt recovery be noted.**

## **36 FORWARD WORK PROGRAMME AND MATTERS ARISING**

### **Report ES17079**

In considering the Committee's future Work Programme 2017/18, Members asked for the Council's parking and street cleansing contractors to be invited to the Committee's meeting on 30<sup>th</sup> January 2018 for scrutiny.

For the working group (agreed at the previous meeting) to consider efficiency savings and income generation, the Chairman highlighted a preference for the Group to meet as soon as possible before Christmas so that opportunity can be taken to feed ideas into tender specifications for the Environment Commissioning Programme. A meeting soon would also link to the presentation on customer service provided earlier in the agenda.

Concerning contracts, Report ES17079 advised that material under Part 2 proceedings outlined progress related to previous Audit recommendations concerning Street Works and Waste Services. Reference was also made in the Part 2 material to a brief update on matters related to the Parking Service and the issue of Penalty Charge Notices (PCNs).

**RESOLVED that:**

**(1) the Forward Work Programme be agreed subject to the Parking and Street Cleansing Contractors being invited to the Committee's meeting on 30th January 2018 for the Contractor Scrutiny item;**

**(2) progress concerning Committee requests be noted; and**

**(3) comments on the content of Appendix 3 to Report ES17079, provided under Part 2 proceedings, be noted.**

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

**38 EXEMPT MINUTES OF THE ENVIRONMENT PDS COMMITTEE MEETING HELD ON 5TH OCTOBER 2017**

The exempt minutes were agreed.

**39 FORWARD WORK PROGRAMME AND MATTERS ARISING**

Members received details on progress related to audit recommendations on Street Works and Waste Services. Reference was also made to a brief update on matters related to the Parking Service and the issue of Penalty Charge Notices.

The Meeting ended at 9.30 pm

Chairman

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### **QUESTIONS TO THE ENVIRONMENT PORTFOLIO HOLDER FOR ORAL REPLY**

#### **From Richard Gibbons**

1. Agenda 6c: would the Chair note that the junction is on a popular cycle route (evidenced by Strava heatmap and TfL's Local Cycle Guide), that roundabouts are generally considered hazardous for cyclists and pedestrians, and ensure that detailed design provides safe and efficient crossings for vulnerable road users on carriageway and shared-use path?

#### **Reply**

I would be interested in seeing the information you have as it does not correspond to my personal observations. The principal of the scheme is to reduce speeds at this junction which will benefit the safety of all road users. During the detailed design stage officers will most certainly be considering the needs of cyclists and pedestrians at this location, in respect to both routes (Warren Road and Court Road), and in respect to the shared path that the Council previously introduced along Court Road.

#### **Supplementary Question**

In his supplementary question, Mr Gibbons highlighted correspondence he had emailed to the Committee Chairman earlier in the day which included comments on the proposed Warren Road/Court Road scheme. Mr Gibbons referred to vehicle speed contributing to accidents and that soft warnings are ignored by flagrant speeders.

#### **Reply**

The Portfolio Holder highlighted that the junction has visibility issues. In the vicinity of the Church Road junction where there had also been accidents, speed activated signage had been installed and the Portfolio Holder thought that accidents had reduced (as a result). A combination of factors such as site layout lines also contributes to safety.

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2. Agenda 7a: would the Chair note that Priory Gardens Depot (formerly The Priory kitchen garden) is included in Historic England's Register of Historic Parks & Gardens Grade II listing for Priory Gardens, and borders the Orpington Priory Conservation Area; and therefore ensure that any works undertaken are subject to aesthetic and planning considerations?

### **Reply**

Any works or changes undertaken will take into consideration Historic England's Register and planning considerations detailed in the report.

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3. Agenda 6d: would the Portfolio Holder agree that prioritising safe and attractive walking and cycling routes to stations would induce more people to choose active travel as part of their commute, and in so doing reduce car dependency, congestion and pollution?

### **Reply**

As your question implies where economically viable we look to provide options for residents and visitors to choose between, whether commuting or for leisure. The Council already has a number of projects to improve and introduce new cycling and walking routes to stations in a number of areas of the Borough. We will continue to develop these routes alongside high quality cycle parking at key stations.

### **Supplementary Question**

Referring to the cycle hubs in the borough, serving different levels of cycling, Mr Gibbons suggested they were located next to poor quality cycle routes and he referred to public Sustrans information supporting cycle lanes.

### **Reply**

The Portfolio Holder highlighted that space is limited on the borough's roads. Hubs were the beginning of the Council's approach to cycling in the borough and the Council would do what it can (to support cycling) where economically viable. It would look to prioritise routes across the borough based on where people want to go. In this regard (quieter) residential areas were not such a high priority. The Council also encouraged greenways as well.

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## **QUESTIONS TO THE ENVIRONMENT PORTFOLIO HOLDER FOR WRITTEN REPLY**

### **From Colin Willetts**

1. With regard 3rd question 5/10/17, are you now in a position to clarify i) the public right of way issue?, leading onto ii) the repair of insitu cycle barriers at both ends of alley? to include iii) issuing an Enforcement notice to cutback branch overhang to alley from 45 Ravensbury Road?

**Reply**

i) This alleyway and area of land is privately owned and appropriate action will be taken by officers.

ii) Officers have confirmed that these barriers have been vandalised on several occasions in the past, and are currently consulting Ward Councillors as to whether these should be repaired again or removed completely.

iii) A letter will be sent to the resident of No 45 Ravensbury Road.

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2. Could you address the ongoing noise disturbance to local residents via drumming manhole covers outside 251 Chipperfield Road, 74 Leasons Hill & Station Approach SMC( inc trip hazard - adjacent recycling banks) & pass onto the relevant body for urgent rectification?

**Reply**

These are the responsibility of Thames Water, who have been informed of the issue.

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3. Due to vehicle parking bang on frontage of box lane(299 Chipperfield Road) bus manoeuvrability hampered hence pulling up short of insitu tarmac, could you remove this small section of grass(5'long) over to tarmac (outside 297 Chipperfield Road) to allow residents 'sure footing' on/off bus services?

**Reply**

We are happy to consider the improvement of this bus stop and once the necessary site investigation has taken place we will ensure that you are updated along with Ward Councillors; if it is possible to proceed, we will formally request that we consult with the local residents as there may be a potential impact on car parking.

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Environment PDS – 15 November 2017

Improving the Customer Journey



## The Scope

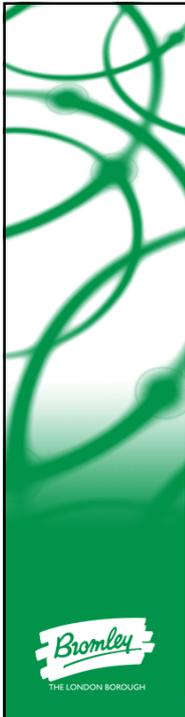
- The Services
- The Contacts
- The Customer Journey
- Understanding the trends
- Improving the experience
- Reducing avoidable contact
- Improving efficiency





# Neighbourhood Management - Services

- Waste Collection
- Street Cleansing
  - Graffiti
  - Drainage
- Grounds Maintenance & Parks Management
- Highways Enforcement
- Trees



# Neighbourhood Management - Structure

N.O.	WEST AREA	N.O.	CENTRAL AREA	N.O.	EAST AREA
1	Crystal Palace	4	Hays & Conroy Hall	8	Clay Valley West
2	Fringe & Cator	5	Bromley Common & Weston	9	Clay Valley East
3	Clack House	6	Sharnford	10	Frith Wood & Knoll
	Copers Cope	7	Bromley Town	11	Farnborough & Crofton
	Killey & Ellen Park		Pladdon & Sunridge		Orpington
	West Wickham		Stony		Chislehurst & Frith Bottom
			Mottingham & Chislehurst North		Darenth
			Chislehurst		Biggin Hill



## Neighbourhood Management - Contacts

2016/17:

- 97,460 contacts made
  - (74% relate to Waste )
- Equivalent to 267 contacts per day



## Neighbourhood Management – Waste Contacts

	2014/15	2015/16	2016/17
<b>Total</b>	<b>62,535</b>	<b>86,307</b>	<b>71,768</b>
Missed Collection	31,208	42,358	33,583
Recycling Container Request	14,256	16,907	13,320
GGW Container Request	7	5,860	7,472
Service Instruction	8,252	9,800	7,521
Other	1,382	1,678	1,349
General Enquiries	7,430	9,704	8,523



## Neighbourhood Management – Non-Waste Contacts

	2014/15	2015/16	2016/17
<b>Total</b>	<b>27,571</b>	<b>24,548</b>	<b>25,692</b>
<b>Street Cleansing</b>	<b>18,397</b>	<b>15,584</b>	<b>15,812</b>
<i>Of which Graffiti</i>	1,244	1,286	941
<i>Of which Drainage</i>	1,059	821	790
<i>Of which Street Sweeping</i>	6,522	5,081	5,519
<i>Of which Dumped Rubbish</i>	4,863	5,100	5,090
<i>Of which Litter Bins</i>	1,996	1,021	1,189
<i>Of which Leafing</i>	212	405	316
<i>Of which Weeds</i>	405	171	254
<b>Enforcement</b>	<b>3,500</b>	<b>3,749</b>	<b>4,328</b>
<i>Of which Abandoned Vehicles</i>	1,511	2,001	2,370
<i>Of which OHV</i>	879	674	873
<b>Grounds</b>	<b>2,475</b>	<b>2,230</b>	<b>2,413</b>
<i>Of which Grass Cutting</i>	519	423	646
<b>Trees</b>	<b>3,199</b>	<b>2,985</b>	<b>3,139</b>

## Customer Journey

- Channels – for 2016/17:
  - Online: 51,823 contacts
  - Phone: 32,980 contacts
  - Email: 3,638 contacts
  - In Person: 217 contacts
  - Letter: 184 contacts

## Customer Journey

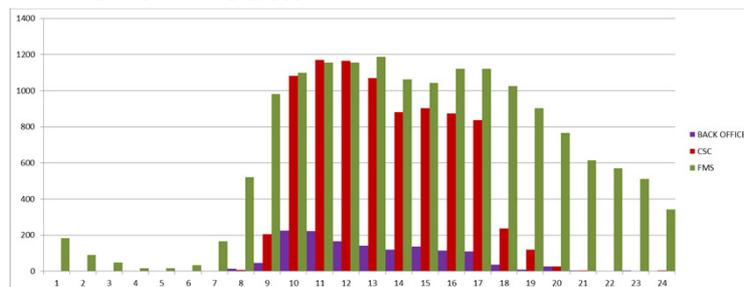
Reporting Channel (excluding Internal channel)	2012/13 Contacts	2016/17 Contacts
Online	17,666 (23.6%)	51,823 (51.2%)
Phone	43,712 (58.3%)	32,980 (32.6%)
Email	6,490 (8.6%)	3,638 (3.6%)
In Person	368 (0.5%)	217 (0.2%)
Letter	916 (1.2%)	184 (0.2%)



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## Reporting Time (non-Waste)

- Back Office and CSC between core hours 9am – 5pm
- Online is 24 hours
- 2016/17 data:



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# Customer Journey - Waste

The image shows two overlapping screenshots. The background is a screenshot of the 'MyBromley Account' website. The foreground is a screenshot of a CRM system window titled 'Mixed Collections CRM-142312-84708'. The CRM window shows customer details, collection type (Paper, Plastic & Cardboard), and a list of collection dates.

# Customer Journey - FMS

The image shows a web report on the left and a CRM case log on the right. The report is titled 'About six black binbags filled with builders rubble dumped in the hedge of Bucks Cross Farm'. The CRM case log details the investigation and resolution of the issue.

No.	Effective	Status	Officer	Follow up Date
6	04/09/2017 14:52:25	Contractor completed job	Thomas Garmham	
Notes: 5/ Rubbish removed 05/09/17				
No.	Effective	Status	Officer	Notes
5	05/09/2017 08:30	Failed to Clearing Supervisor	Thomas Garmham	Failed to BT
4	05/09/2017 07:29	Dumped Rubbish Passed to Ker	Thomas Garmham	Subject changed from 'Highways Inspector - Spillage on Road' to 'Highways / Inspection - Dumped Rubbish on HIGHWAY' - please check 'Roads H/Ten' as per the email sent.
3	04/09/2017 13:25	To be Inspected	Thomas Garmham	Subject changed from 'Highways Inspector - Dumped Rubbish on HIGHWAY' to 'Highways / Inspection - Spillage on Road' (04/09/17)
2	04/09/2017 12:11	To be Inspected	Mark Crawley	Mark - looks like private land from photo - please could you verify if there is any case as per the email sent.
1	03/09/2017 17:56	To be Inspected	Thomas Garmham	Initial report received via email - please refer to the report on the website.

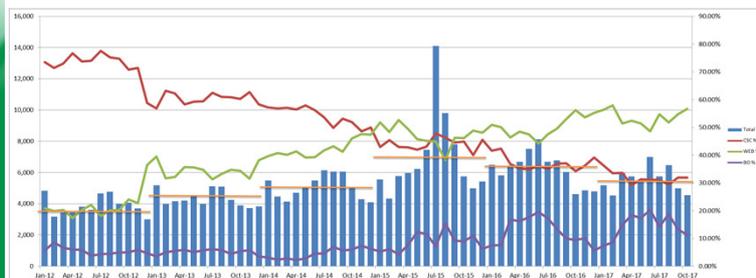
## Customer Journey

- Waste is property based
  - Requires exact location not an estimated location
- Non Waste is location based
  - Using FMS the map pin and subject determines where the report is directed to.



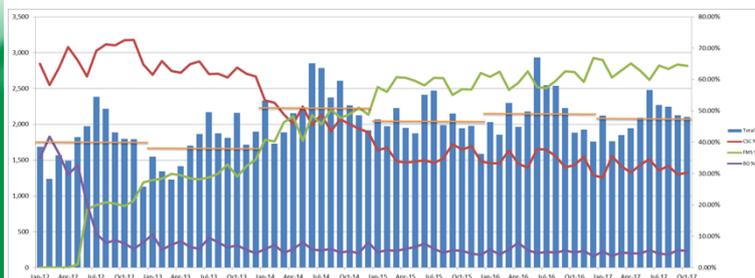
## Statistics – online (Waste)

- Channel Shift: 20% 2012 to 55% 2017
- Channel 'add': ~45% increase in contact volume: 3.8k average to 5.5k



## Statistics – online (non-Waste)

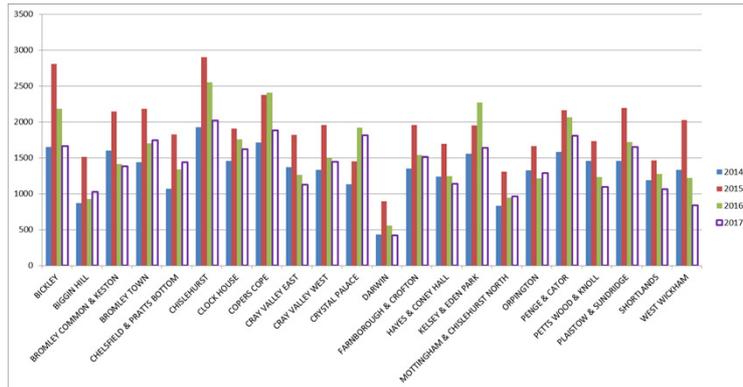
- Channel Shift: 20% 2012 to 60% 2017
- Channel 'add': ~25% increase in contact volume: 1.7k average to 2.1k



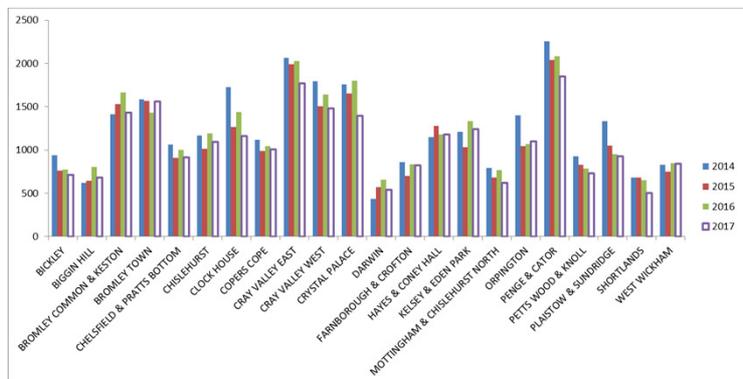
## Statistics – the reporting 'noise'

- On average around 30% of missed bin collections are unjustified.
  - That equates to ~10, 000 reports per year
  - The collection delay information page only has 4% of the traffic of the missed collection eform
- On average around 25% of street cleansing issues are deemed private land/not requiring action
  - That equates to ~3,500 reports per year

## Statistics – Wards (Waste – Missed Collection)



## Statistics – Wards (Non-Waste)





## Statistics - Wards

- FMS Prolific reporters in:
  - Bromley Common (top reporter 30% of all reports)
  - Bromley Town (top reporter 3% of all reports)
  - Cray Valley East (top reporter 7% of all reports)
  - Cray Valley West (top reporter 10% of all reports)
  - Crystal Palace (top reporter 9% of all reports)
  - Penge & Cator (top reporter 2% of all reports)
- The top reporters in these wards account for 6% of **all** reports received



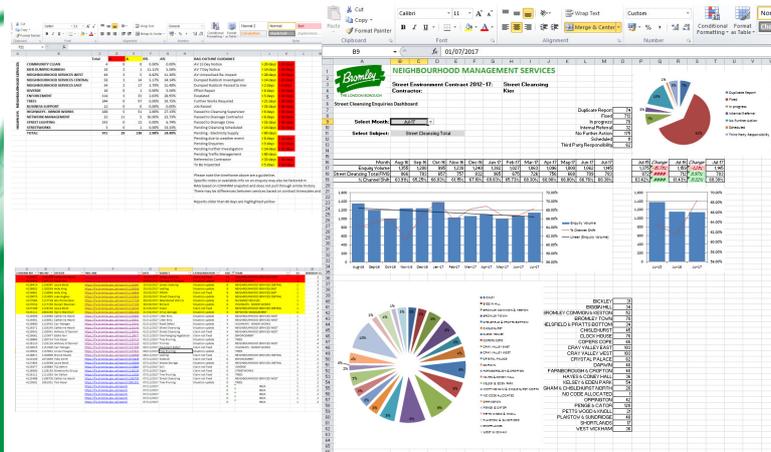
## What do we do with it?

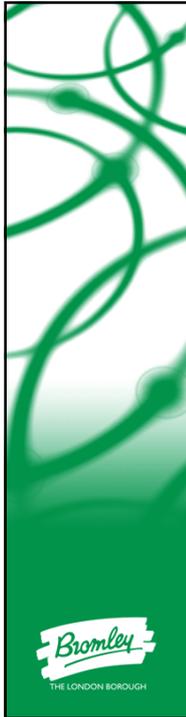
- Contract Management
- Client/staff Management
- Service Improvement
- Hot spot analysis

# Hot Spot Analysis



# What do we do with it?



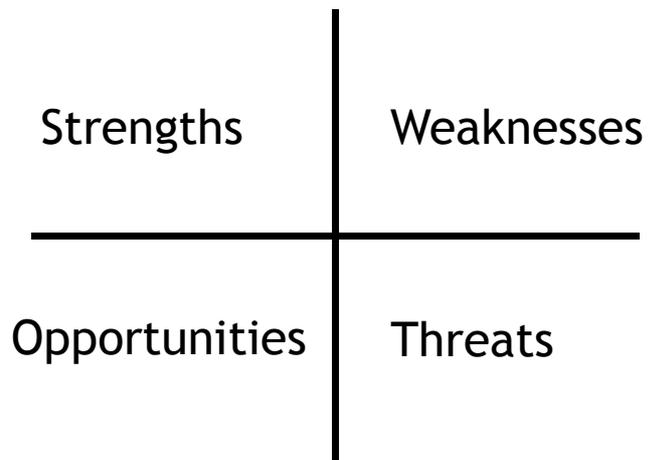


## Use of ICT

- iPad for mobile working
  - CONFIRM Connect
  - Nautoguide
  - CRM Mobile
- FMS and eForms for online reporting
- Officer feedback from review of Neighbourhood Management.



## SWOT Analysis





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Thank you

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