

ENVIRONMENT AND COMMUNITY SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 18 June 2019

Present

Councillor Will Harmer (Chairman)
Councillor Kieran Terry (Vice-Chairman)
Councillors Julian Benington, Ian Dunn, Colin Hitchins,
Samaris Huntington-Thresher, Gary Stevens,
Harry Stranger and Michael Tickner

Also Present

Councillor William Huntington-Thresher

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies were received from Councillors Mark Brock and Melanie Stevens.

Councillors Gary Stevens and Julian Benington attended as respective alternates.

2 DECLARATIONS OF INTEREST

Concerning item 8g on the meeting agenda (*Appointments to the Countryside Consultative Panel and the Leisure Gardens and Allotments Panel 2019/20*), declarations of interest were made by the following Members:

- Cllr Julian Benington as a nomination to the Countryside Consultative Panel.
- Cllr Ian Dunn as a nomination to the Countryside Consultative Panel with his partner a nomination to the Leisure Gardens and Allotments Panel.
- Cllr William Huntington-Thresher (Portfolio Holder) as a nomination to the Countryside Consultative Panel.

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

A question had been received for the Committee Chairman. Details of the question and reply are at **Appendix A**.

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4 MINUTES OF THE ENVIRONMENT PDS COMMITTEE MEETING HELD ON 9TH APRIL 2019

The minutes were agreed.

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

Questions were received for Portfolio Holder reply. Details of the questions and replies are at **Appendix B**.

6 PETITION

This item was withdrawn from the agenda.

7 ECS PERFORMANCE OVERVIEW 2018/19 (END OF YEAR)

Members received the end of year monitoring overview including performance indicators, targets, and a performance RAG status against each indicator. For most indicators actual 2018/19 data was provided although for four indicators data was not yet available. The overview also provided a high/low assessment of good performance. Commentary against indicators provided further information as did performance for previous years (against indicator targets from 2016/17).

Concerning the indicator, *Number of Hours Worked by Friends of Parks Volunteers* (ES25), the Vice-Chairman indicated a feeling that contractors receive recognition rather than Friends Groups. He also noted that no indicator is provided for contractor performance on trees. Aware of issues related to the arboriculture team (see Minute 10 below), he questioned whether it might have been possible to address them with performance indicator material in place. The Portfolio Holder stated that indicator ES25 was formed as the contractor was required to support Friends Groups and that it was felt that the best measure of the effectiveness of the contractor's support to friends groups was the number of hours contributed by volunteers along with success of Friends' grant applications. He also indicated that a downturn in performance by the previous arboriculture contractor, Gristwood & Toms, only occurred when the company knew it was unsuccessful for a future contract with the Council (from April 2019). The new contract does have more performance indicators and the Committee could add items to the performance overview as required.

Referring to the indicators, *Streets Meeting Acceptable Cleanliness* (ES12) and *Defect correction notices issued to contractor* (ES13), a Member expected the number of Defect Correction Notices to increase if cleanliness was not acceptable for streets last year. However, streets not meeting standards are graded C or D (requiring issue of a defect notice to the contractor). With an A or B grading indicating acceptable cleanliness, a B

minus grade was previously used to indicate that only part of an inspected road was below standard (thereby being neither acceptable nor warranting a failure). For 2019/20 and moving forward, the B minus score would be removed so that inspectors must either score street cleanliness as acceptable or unacceptable (A,B or C,D) and the two indicators should add up to 100%.

The Chairman highlighted that the tonnage of *Total Waste Arising (refuse and recycling)* (ES16) was decreasing even though the borough's population is increasing. The Chairman also highlighted that the percentage of *Household Waste Recycled or Composted* (NI192) had increased in 2018/19 to 50% and the percentage of *Municipal Waste Landfilled* (NI193) had reduced to 13.07% in 2018/19.

For the indicator *Waste & Recycling collections - homes missed (per 000,000)* (ES6), performance on the number of missed bins per 100,000 households fell short of the 120 target in 2018/19 by 15 bins. With an extension of the former contract, the collection vehicle fleet for the contract was old but under the new contract with a new vehicle fleet more vehicle reliability was expected. A small number of missed bin collections might continue to arise as the new contract is rolled out but there is a rigorous contract management framework in place for Veolia to meet its targets.

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

a PROVISIONAL OUTTURN 2018/19

Report FSD19052

The Portfolio Holder was asked to endorse the 2018/19 provisional outturn position for the Environment & Community Services Portfolio - the provisional final outturn showing an under-spend of £1.355m for 2018/19 against a controllable budget of £29.847m, representing a 4.5% variation. Excluding a carry forward net sum of £120k, the under-spend amounts to £1.235m. Variations were summarised in Report FSD 19052 with further details appended to the report.

The Portfolio Holder was also asked to approve draw-down of the £120k carry forward sum held in central contingency. This sum relates to development of a payment system for the Green Garden Waste service in 2019/20 (delayed due to mobilisation of the Environmental contracts).

A £378k shortfall in Parking Enforcement income (due to fewer parking contraventions) was partly offset by contract performance deductions of £113k (and a £24k under-spend for credit card charges and electronic appeal costs). The contract performance deductions related to a large default for poor on-street enforcement performance linked to the PCN issue rate. Officers were however in contact with APCOA concerning CEO deployment so that

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CEOs can be arranged across the borough in the best possible way and an update will be provided at the Committee's next meeting.

Although default notices had been issued to APCOA for their past year performance, it was highlighted that the Council is also losing income which could be more than the value of default income received. Although there were good reasons initially to make allowances for a new contract, the current position had now continued for too long. However, should conditions for issuing default notices and the penalty payments be too high in a contract, the Portfolio Holder indicated that this would not attract potential contractors. Contract monitoring should instead take place regularly and where a contractor fails to achieve its targets, regular meetings would be held which is the case with APCOA. The contractor should always be held accountable.

The Vice-Chairman referred to dissatisfaction amongst his ward residents to an apparent low level of PCNs being issued for parking infringements. This also amounted to lost income for the Council and it is necessary to ensure a higher performance from ACPOA in this regard.

A £94k decline in on-street parking income appeared more rapid than the level of reduced income for off-street parking at £27k; however, some machines were out of action and officers are working with APCOA to try and improve the position. It was also explained that advertisements on the reverse of parking tickets no longer became viable although it is something officers would be prepared to look at again. Alternatively, it was suggested that a road safety message could be included on the reverse of parking tickets.

Concerning income from highway repairs as a result of utility works, some of the work can be non-planned emergency works. There might also be defects with the repairs or the works might overrun. Prescribed rates for charges that local authorities can levy against utility companies in various circumstances are set by Government. L B Bromley has a high level of income from action against utility companies for defective repairs.

Concerning fly-tipping, it was confirmed there is no direct correlation between lower trade waste tonnage and fly-tipping.

RESOLVED that the Portfolio Holder be recommended to:

(1) endorse the 2018/19 provisional outturn position for the Environment and Community Services Portfolio; and

(2) approve drawdown of the £120k carry forward sum held in the Central Contingency, as detailed at para 6.4 of Report FSD19052.

b BUDGET MONITORING 2019/20

Report FSD19053

Based on expenditure and activity levels to 31st May 2019 (where available), the latest 2019/20 budget monitoring position for the portfolio shows an overspend of £151k with the controllable budget projected to be overspent by £138k at year-end.

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

RESOLVED that the Portfolio Holder be recommended to endorse the latest 2019/20 budget projection for the Environment & Community Services Portfolio.

**c ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO PLAN
2019 AND SCRUTINY OF THE PORTFOLIO HOLDER**

Report ES19038

Members considered the draft 2019 Environment & Community Services Portfolio Plan setting out the Portfolio's key service outcomes, associated issues (service drivers), aims, and performance measures.

The Plan includes indicators to measure performance against service outcomes and sets out actual 2018/19 performance along with performance details for the past three years (for comparison). It also sets targets for the next two years (to gauge ambition).

The Plan provides a yardstick against which achievements can be measured and a high level performance update (dashboard) is provided to each Committee meeting.

Addressing the Committee, the Portfolio Holder referred to the new contracts delivering services - services to protect the environment for future generations being a strong theme running through the Plan.

The new Environment contracts were let towards the end of 2018/19 and following an implementation period, changes where necessary can be considered to outcomes. The Council's Food for Thought campaign was also undertaken over the 2018/19 Christmas period and saw an 8% improvement in food waste recycling.

The Portfolio Holder also referred to the Council's new Local Implementation Plan (LIP3) now approved by the Mayor of London. LIP funding has supported road safety initiatives in the Ravensbourne/Shortlands area (amongst a number of schemes borough-wide) and two Cycleways will be delivered in the

borough (Greenwich to Kent House Cycleway in 2019/20 and the Lower Sydenham to Bromley Cycleway intended for delivery by 2022). Additionally, the Council and Metropolitan Police have worked co-operatively on measures to reduce incidents of vehicles passing close to cyclists.

The Penge Controlled Parking Zone (CPZ) will be reviewed as will the Bromley Town Centre CPZ; APCOA are also working with officers on a Civil Enforcement Officer (CEO) deployment plan.

On air quality, work has been taken forward to provide a number of Electric Vehicle charging points to supplement those provided by TfL.

Investment has also been funded for planned highways maintenance and more street light columns have been fitted with LED lanterns throughout the borough. So far about 50% of street lighting in the borough comprises LED lighting and a further percentage will be converted next year using Salix funding. Invest to save capital could also be needed.

The Portfolio Holder highlighted fund raising by Friends Groups and delivery of projects by Friends; a number of Friends Groups have welcomed working with iDverde. The Portfolio Holder also paid tribute to the hard work of the Environment and Community Services Department.

On station improvements, the Assistant Director, Traffic and Parking, indicated that Network Rail expect delivery of improvements/accessibility enhancements at Shortlands station to take place this year. However, it might be necessary to wait a further five years for improvements/accessibility enhancements at Petts Wood and St Mary Cray stations. Unfortunately, there is no assurance that the enhancements can take place sooner; officers will, however, continue to lobby for the improvements.

Concerning the Lime e-bikes trial, over 1,000 journeys had already been made since the scheme's launch on 20th May 2019. With only 50/60 e-bikes in the borough it is possible to track journeys made and routes most often used. These were shown to Members to highlight the highest demand - the Council can influence Lime on whether it expands the scheme in the borough. Lime expect the average time of an e-bike journey to be about ten minutes. The Assistant Director offered to provide further information on whether the e-bikes are increasingly used.

The e-bikes cannot be used without their battery and no service facility currently exists south of the River Thames. There were also a few communication issues with station staff moving e-bikes and residents had reported e-bikes left outside their home. However, residents are growing in understanding how the scheme works.

Although the Chairman considered the bike hire cost expensive, he supported the scheme suggesting a role for L B Bromley in generally advertising the

scheme and providing more information on the Council website. Members supported more being done to promote the scheme.

The Chairman also considered user feedback necessary and noted no requirement for riders to wear helmets; however, the Portfolio Holder highlighted a 15 mph maximum speed for a Lime e-bike. The Chairman felt that use of a Lime e-bike might be an entry point for some to take up cycling permanently.

Concerning the Performance Indicator, Municipal Waste Landfilled (%), (Outcome 2, Minimising Waste and Increasing Recycling), the Vice-Chairman highlighted a typographical error for the 19/20 and 20/21 targets. This would be corrected.

The Vice-Chairman also suggested having an indicator for arboriculture performance on trees on the borough. Tree planting is of interest in his ward and trees are removed but not replaced. A Member noted a number of indicators on parks and greenspace but there seemed a net loss of street trees. The Chairman also noted that trees can be planted but subsequently die.

The Portfolio Holder was open to Committee suggestions on a performance indicator for trees. He also understood that a newly planted tree is under guarantee to survive at least a year; should it subsequently die, the cause could be related to inappropriate planting by the contractor, though an element of new trees naturally not surviving is expected, hence the guarantee. Local residents are leafleted with a request to water a newly planted tree; however, it was suggested that a notice on the tree would be more effective. The Vice-Chairman highlighted an example where residents had not been notified to water a new tree; trees had also been removed some years previously and he enquired of the procedure to plant replacement trees. The Portfolio Holder referred to a need to adequately record trees that are removed.

Noting that a newly planted tree is supported by a stake and band, a Member highlighted that some trees can grow over the band if it is not removed and she asked what process the contractor has to trigger the band's removal when appropriate to do so. Should residents be concerned that a newly planted tree might be neglected in this way the Portfolio Holder indicated that the problem can be reported via Fix My Street on the Council's website. Advice would also be provided to Members on how the contractor might record tree related matters and decide when to replace trees. Additionally, advice would be circulated on any facility for residents to request space outside of their home for a tree(s) to be planted. A scheme was also suggested to adopt a tree pit in an area thereby encouraging residents to adopt a tree and improve the street scene. It was also confirmed that the Council has no contractor to remove growth from the base of a tree protruding over a footway; instead, the Council looks to the co-operation of Street

Friends with residents asked to trim the base of trees where the problem occurs.

Resident complaints had also been received on grass cutting and the length that grass has been allowed to grow before cutting. Locations in some grassed areas had also been missed during grass cutting. The Member suggested that some grassed areas might need more frequent cuts. Enquiries would be made of the contractor to try and define working practices for matters related to grass cutting schedules and standards. The Member referred to problems most years with grass cutting and suggested the service is reported in the Performance Overview dashboard to each Committee meeting. The Portfolio Holder was aware that grass can sometimes be too wet and ground too soft during spring and there has also been a staff turnover issue for the contractor.

Noting a 98% service standard target in 2019/20 and 2020/21 for the contractor to Enhance Bromley's Parks and Green Spaces, a Member asked about action to deal with issues such as wild growing sycamores which he noticed when walking through Kelsey Park. However, it is necessary to be mindful of how idverde undertakes maintenance and the company could be asked to provide a presentation to the Committee on such issues.

In summarising discussion, the Chairman felt the Portfolio Plan should have a little more coverage on tree maintenance, tree planting and grass cutting.

RESOLVED that the Portfolio Holder be recommended to endorse the outcomes, aims and performance measures set out in the draft 2019 Environment & Community Services Portfolio Plan, taking into account the 2019 budget and the views of the Environment and Community Services PDS Committee including those related to the Plan having more coverage on tree maintenance, tree planting and grass cutting.

d HIGHWAY INVESTMENT

Report ES18011

On 12th December 2016, Council approved £11.8m capital funding for investment in planned highway maintenance, allowing the condition of the borough's non-principal and unclassified roads and footways to be improved and reducing the demand for reactive maintenance. As a result, annual revenue savings of £2.5m are made totalling £12.5m over a five-year period from 2017/18, partly offset by reduced treasury management income estimated at £167k over the period.

Works related to the previous five phases of the project have progressed well, the estimated cost of completing the schemes being £7.0m for carriageways and £3.5m for footways.

The further recommended schemes of planned carriageway and footway maintenance represent the sixth and final phase of the project. The schemes were identified as highest priorities in latest survey results, having an estimated cost value of £1.3m. Any on-going maintenance will be funded from revenue budgets for routine and reactive highway maintenance as and when required. Any schemes not completed within the approved budget will form priority schemes upon the availability of further funding.

RESOLVED that the Environment Portfolio Holder be recommended to agree the schemes listed at Appendix A to Report ES18011 as the next phase of the Council's investment programme of planned highway maintenance for 2017/19 to be undertaken by the Council's existing highway term maintenance contractors.

**e LOOP ROAD, CHISLEHURST - COLLISION REDUCTION
SCHEME**

Report ES19033

Approval was sought to construct a raised table at the mini-roundabout junction of Loop Road and Ashfield Lane, Chislehurst in response to a number of collisions at the junction and their pattern. The mini-roundabout has been a particular safety concern for many years; the carriageways of Ashfield Lane and Loop Road at their intersection in the middle of Chislehurst common are narrow, carrying a reasonably high volume of traffic, including buses. Vehicles are often seen over-running corners or being driven close to the edge of the carriageway.

The mini-roundabout was originally implemented to reduce collisions and speed at the junction but personal injury collisions have continued even though further alterations have been made e.g. realignment to the kerbs for increased deflection and buff surfacing on approaches.

The general arrangement for the proposed table was outlined in draft drawing 12893-01 Rev B appended to Report ES19033. Although the Council has a preference for non-vertical schemes to reduce speed, following past implementation of a number of schemes and with no viable new alternative apparent to reduce injury collisions at the junction, consistent with policy one was proposed in this instance. A raised table would slow vehicles at the mini-roundabout and afford drivers increased time to assess whether a manoeuvre is safe. A "virtual" speed table (coloured road surface through the junction) was considered but assessed as less likely to sufficiently improve driver behaviour. Changing priorities at the junction to give way lines on Ashfield Lane was also considered as was a priority give way feature on the Eastern arm (or both arms) of Ashfield Lane to reduce traffic speeds approaching the junction. Closing a section of Ashfield Lane was additionally considered. However, the proposals would create additional congestion on the common, particularly during busy times of day.

Bollards will be required to deter vehicles from over running the footway given a very low upstand between the kerb and carriageway from a raised table. With the bollards needing to be 450mm from the kerb edge, the footways will need widening slightly at the junctions to allow pedestrian access, particularly pedestrians with mobility issues and push chairs. Initial approval has been received from the Trustees of Chislehurst Common to use small amounts of Common Land for the footway widening. Before the scheme is implemented, the detailed design will need to be approved by the Trustees.

The proposal is estimated to cost £60k funded from the £574k allocation for casualty reduction and road danger reduction in the 2019/20 LIP budget agreed by TfL. Future maintenance costs would be contained within existing highway maintenance budgets.

Cllr Kieran Terry (Chislehurst Ward) provided a short PowerPoint presentation supporting the proposed scheme. Details are at **Appendix C**. The Assistant Director, Traffic and Parking, indicated that no other cost effective solutions can be provided - cost benefit being taken into account. Supporting the proposed solution, including slightly extending the roundabout into the junction road arms, a Member indicated that drivers can be in the position of not realising the junction comprises a mini-roundabout.

Reminding the Committee of Council policy to avoid vertical deflections, unless for exceptional circumstances, a Member suggested give-way stops at the junction instead of a mini-roundabout. However, there were doubts on whether give-way lines would have any (positive) effect and might be a backward development - the junction having originally been changed from give way lines to a mini-roundabout to improve safety. Cllr Terry also felt that give-way lines would not be workable, envisaging a tendency for drivers to speed when exiting the junction towards Green Lane and Heathfield Lane. Cllr Terry also referred to queuing on short arms of the junction.

Concerning views from emergency services on the scheme, no feedback had been received from the London Ambulance Service and the Metropolitan Police raised no objections. Bus companies also raised no objections.

Cllr Terry indicated that the roundabout would be too small for rumble strips and the scheme would be sited in a conservation area. The Assistant Director also indicated that nearby housing is not sufficiently distanced from *bona-fide* rumble strips; rumble strips are required by regulation to be a certain distance from housing given noise concerns from vehicles traveling over the strips.

It was suggested that signage at the roundabout needs to be reviewed as mini-roundabouts can be easy to miss when driving; some drivers might also be tempted to deliberately drive fast over them. Advice was also sought on whether the signs are too close to the roundabout and whether consideration had been given to changing the roundabout's colour. It was confirmed that the signs are required to be placed at the roundabout and a permanent advance warning of the raised table would also be provided to help reduce speeds. It was also explained

that different materials can be used for the roundabout providing a different colour. These are also longer lasting although some materials/colours need more maintenance than others. Reference was made to a buff colour for the roundabout which the Assistant Director supported if it draws the attention of drivers to the roundabout.

RESOLVED that the Portfolio Holder be recommend to:

(1) approve construction of the raised table at the roundabout junction of Loop Road and Ashfield Lane due to the ongoing incidence of injury accidents, notwithstanding previous interventions at or around the junction;

(2) authorise allocation of £60k from the LIP casualty and road danger reduction budget to enable completion of this project during 2019/20; and

(3) 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.

f KENT HOUSE STATION CYCLE PARKING

Report ES19042

It was proposed to upgrade cycle parking at Kent House Station, Penge to increase the quantity and quality of cycle parking on the station approach side of the station.

The existing cycle stands would be removed and replaced with two sets of 24 covered two tier racks either side of the station entrance, providing a total of 48 cycle parking spaces. The spaces would be monitored by high quality CCTV controlled by Southeastern Railways with enhanced lighting to improve safety and security.

Cycle parking at the station is already well used and the project compliments the Greenwich to Kent House Cycleway that will terminate at the station. The project should also increase numbers cycling in the area and be delivered alongside construction of the Cycleway (intended for completion by late summer 2019).

As part of managing the project, Southeastern Railways have recommended project award to Lockit Safe, the cheapest of three supplier bids on a price per space basis. Officers support the recommendation and the sum paid to Southeastern includes the price charged by Lock it Safe with an amount to Southeastern for project management fees and small improvements to lighting, CCTV and signage to the facility. A small contingency is also included in the project. In managing procurement and delivery, Southeastern will provide regular updates to L B Bromley.

Portfolio Holder approval was sought to award a £33k contract (expected project cost) to Southeastern based on exemption to competitive tendering under the Council's Contract Procedure Rules - the value being within the Chief Officer's delegated authority, subject to Portfolio Holder approval for the project. The station forecourt, as site for the cycle parking, is the responsibility of Southeastern, leased from Network Rail. Although a Council transport infrastructure investment, the works need to be managed by Southeastern as leaseholder including procurement to deliver the project.

The expected project cost of £33k will be funded from the TfL Public Transport Interchange & Access programme.

Members were advised that the current cycle parking offer is not high quality and not secure. The new provision would be more sheltered. Increased demand for cycle parking can also be expected in view of the nearby Cycleway to be delivered. Although Cycleways should be able to attract cyclists, there is no intention to introduce 20 mph speed limits to accommodate Cycleways.

It was highlighted that Cllr Kathy Bance MBE (Penge and Cator) fully supported the project.

RESOLVED that the Portfolio Holder be recommended to approve:

**(1) the proposed new cycle parking at Kent House Station Approach;
and**

(2) award of contract to Southeastern Railways, via an exemption to competitive tender, for £33k funding to complete the project.

**g APPOINTMENTS TO THE COUNTRYSIDE CONSULTATIVE
PANEL AND THE LEISURE GARDENS AND ALLOTMENTS
PANEL 2019/20**

Report CSD19094

Members supported nominations to the Countryside Consultative Panel and the Leisure Gardens and Allotments Panel for 2019/20.

Administration for the Panels is undertaken by idverde, the Council's contractor for Parks, Countryside and Greenspace Management.

RESOLVED that the Portfolio Holder be recommended to confirm the following appointments:

(1) Councillors Graham Arthur, Julian Benington, Mike Botting, Ian Dunn, William Huntington-Thresher and Alexa Michael to the Countryside Consultative Panel for 2019/20; and

(2) Councillors Vanessa Allen, Mary Cooke, Will Rowlands, Harry Stranger, and Stephen Wells to the Leisure Gardens and Allotments Panel for 2019/20.

9 UPDATE: WASTE COLLECTION AND STREET CLEANSING SCHEDULE CHANGES

Report ES19034

In line with procurement and commencement of the new Environment Services Contracts for Waste Collection (Lot 2) and Street Environment (Lot 3), the following changes to the waste collection and street cleansing services will be introduced:

- revision to the waste collection schedule to enhance service efficiency;
- revision to the street cleansing schedule to align with the waste collection service;
- expansion of the recycling service (black box recycling, green box recycling, and food waste) to around 800 narrow access properties alongside an every other week collection of non-recyclable refuse; and,
- a new kerbside collection service for textiles, household batteries and small waste electrical and electronic items for houses.

With Lots 1 to 3 of the environmental services contracts awarded to Veolia ES UK Limited (Waste Disposal, Household Waste Collection & Recycling, and Street Environment), L B Bromley will be enabled to reach virtually zero waste to landfill during the contract period and will continue to be one of London's top recycling boroughs. Within Lots 2 and 3 are proposals to maximise the efficiency of waste collection and street cleansing services by reviewing existing schedules and methodologies. New vehicles will also support a more reliable collection service and enable the new recycling services.

The changes will deliver environmental services that:

- are operationally efficient and cost-effective;
- keep Bromley's streets clean;
- ensure waste crews are able to work together to complete scheduled collections, where unplanned events occur i.e. breakdowns;
- improve the response to missed collections;
- provide in-cab technology for real time information to customer services by the end of 2019;
- are resilient and provide scope for future operational efficiencies; and,
- encourage greater recycling and reduce non-recyclable refuse.

To help mitigate pressure from an expected increase in resident enquiries during implementation, additional resources will be provided by Veolia and within different Council service teams.

The optimised approach to waste collection (maintaining the existing frequency, containers and types of materials collected) means residents continuing to receive the same waste and recycling collection services with the same number of vehicles and crews. However, dedicated, narrower, vehicles for each material type will enable additional properties to be reached for the full range of recycling collections. With a change also to a 'wave collection' methodology, all collections will take place in one area of the borough on one day, enabling crews to support each other to complete scheduled collections, to improve response to any missed collections, and to enable targeted communications. A comparison between historic and proposed collection maps was appended to Report ES19034.

Waste and recycling materials will be collected from individual households on the same collection day except for garden waste which remains on existing collection schedules (due for review in early 2020). Some 74% of household collection days will be altered.

On street cleansing, Veolia created a schedule that follows waste collection so that the majority of residential roads will be swept afterwards in accordance with required street cleansing frequencies.

The communications plan for the changes includes a full range of communication channels including a direct mail letter and leaflets as well as adverts, and online and social media activity. Residents experiencing a day change will receive two separate notifications and all residents will be provided with updated calendars showing the improved recycling services and the correct collection day, including details of what recycling container to present each week. Information on the new services and collection days will also be available in detail on the Council's website (www.bromley.gov.uk/wastenews) - this data being updated a month before the new service goes live.

Report ES19034 also provided an indicative timeline for implementing the changes with a timeframe for each key activity leading to service change in September 2019. From a risk analysis on impact, likelihood, and mitigation for a range of risks related to implementing the changes, the report also provided details of key risks and their mitigation.

The Chairman highlighted the importance of a good communications plan for rolling out the changes. All residents affected by the changes would be contacted by letter and this would be followed up with a communication to the whole borough confirming arrangements. As such, those affected by a change in collection day will receive two separate notifications. Details will also be on the Council website and social media. Communications will outline key messages such as efficiency, reliability of collections, provision of new recycling collection services and improvements to the borough's recycling rate. For the new recycling services, new vehicles will have a cage to transport the materials.

To help reduce enquiries, the Vice-Chairman felt that communications should explain that recycling and food waste will be collected at different times on the same day due to the use of the dedicated vehicles for each material type. The Chairman and another Member suggested personalising each envelope to increase the likelihood of it being opened. However, it was intended to generically address envelopes although the subject would be highlighted; such an approach would remove any risk of the communication being forwarded on should a resident have changed address. The L B Bromley logo and 'important information about your waste and recycling services' would also be included on the envelope.

A British manufacturer had produced the new vehicles which are narrower and are more environmentally friendly. For battery recycling, as one of the new recycling collection services, residents should leave them in a clear bag next to their containers on their collection day. Advice would also be given by newsletter on the new recycling services with communication including examples of small electricals that can be collected. A more comprehensive list of electrical items would be provided on the Council's website.

A date of 16th September 2019 was indicated for implementing the new service although this was largely driven by the Communications Plan for the service change. The new rollout proposed no change in collections from flats which is an area officers would like to review with Veolia, particularly flats above shops. However, all flats would receive a communication on the new service.

An explanation was also provided on the facilities destination for collected waste, recycled materials and paper. This included a brief outline of processes undertaken at certain facilities. Veolia finds markets for materials to be recycled and where possible sells to UK markets; however, this was not always possible as there is only demand in the UK for some materials. Officers receive a list from Veolia of the destination for materials along with confirmation of Veolia's compliance with legislation. Materials go to a range of destinations depending on demand. For plastics, there is insufficient manufacturing in the UK to take all plastic recycling. Some plastics are recycled in the UK but the UK does not deal with others; for some plastics there might be limited UK capacity. However, all recyclables collected in L B Bromley are sent to facilities in either the UK or abroad and destinations for the materials are accredited.

Concluding the item, the Chairman emphasised a need to land a positive message on the changes. He also referred to cleaning after collections.

RESOLVED that:

(1) the plans to increase recycling, and preparations for the waste collection and street cleansing schedule changes, be noted and supported; and

(2) the principles outlined be supported i.e. the project plan.

**10 ARBORICULTURAL SERVICES CONTRACT: REVIEW AND
UPDATE OF AUDIT FINDINGS**

Report ES19043

Following an internal audit of the Arboriculture Services Contract during the third quarter 2018/19, the subsequent audit report made four priority 1 recommendations and six priority 2 recommendations. As the contract was due to end in March 2019 audit sought to highlight areas of weakness and to improve management and monitoring of a new contract from April 2019.

The arboriculture team had significant resourcing issues at the time of the audit; the Service Manager had recently left L B Bromley employment and in January 2019 a further post became vacant leaving three tree officers, one of whom became Interim Service Manager (ISM). With limited time for a formal handover of responsibilities, the ISM had managed exit of the old contract and mobilising of the new contract. Recruitment was currently underway to fill the vacancies.

Report ES19043 summarised each recommendation along with a progress update on delivering them. The findings are outlined in further detail in [Audit Report ECS/7/2018/AU](#) considered by the Audit Sub-Committee at their meeting on 4th June 2019.

Members were updated on progress and reference was made to implementation of a contract and performance management framework from 1st April 2019. The Head of Performance Management and Business Support was confident that measures are now in place to ensure that similar problems do not re-occur. Reference was also made to recruitment issues and the current Interim Service Manager was commended for stepping up to the role. The Head of Performance Management and Business Support had also met with the auditor. Having detailed the financial processes now in place, the auditor was happy with progress made. The matter would be considered again at the Committee's November meeting (when considering the new Glendale Arboriculture contract).

The Head of Performance Management and Business Support also referred to the position on defaults which should have been issued and payment recovered. As the final invoice had yet to be submitted by the outgoing contractor for payment, the (total) default is yet to be applied, but would be deducted from the final contract payment to the Service Provider. A default figure had been agreed. The Head of Performance Management and Business Support also confirmed that the Council holds a bond from the contractor should they not pay the default sum.

RESOLVED that the report be noted.

11 FORWARD WORK PROGRAMME AND MATTERS ARISING

Report ES19037

Members considered the Committee's Forward Work Programme and progress on previous Member requests.

With reference to Audit's Priority 1 and Priority 2 recommendations for Arboriculture Services and an audit opinion that the level of assurance was 'Limited', an update on the matter was requested for the Committee's meeting on 13th November 2019.

It was also agreed to:

- move scrutiny of Glendale's performance on Arboriculture to the Committee's meeting on 13th November 2019; and
- consider the performance of idverde on greenspace and parks at the Committee's meeting on 29th January 2020.

RESOLVED that:

(1) the 2019/20 Forward Work Programme (appended to Report ES19037) be agreed subject to –

- **an update being provided to the Committee's meeting on 13th November 2019 concerning Audit's Priority 1 and Priority 2 recommendations for Arboriculture Services**
- **moving scrutiny of Glendale's performance on Arboriculture to the Committee's meeting on 13th November 2019 and**
- **the performance of idverde being considered at the Committee's meeting on 29th January 2020; and**

(2) progress concerning other Committee requests (appended to Report ES19037) be noted.

The Meeting ended at 9.25 pm

Chairman