
Decision Maker:	ENVIRONMENT AND COMMUNITY SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE		
Date:	9 September 2020		
Decision Type:	Non-Urgent	Non-Executive	Non-Key
Title:	ENVIRONMENTAL SERVICES CONTRACTS LOT 1, 2 AND 3 - 2019/20 ANNUAL CONTRACT PERFORMANCE UPDATE		
Contact Officer:	Peter McCready, Assistant Director of Environment E-mail: peter.mccready@bromley.gov.uk		
Chief Officer:	Colin Brand, Director of Environment and Public Protection		
Ward:	(All Wards);		

1. Reason for report

- 1.1 Bromley Council awarded the Waste Disposal (Lot 1), Household Waste Collection and Recycling (Lot 2), and Street Environment (Lot 3) Environmental Service Contracts to Veolia ES UK Limited for an eight-year period with the potential to extend for a further eight years. Contract commencement was the 1 April 2019. Whilst managed as three distinct contracts, the Lot 1 to 3 contracts use a shared governance model.
- 1.2 The Council's Corporate Performance Rules (CPR) requires that an annual performance review for contracts with an annual value that exceeds £1 million is provided to Members. An interim annual performance report for waste disposal, waste collection and street environment reporting on 9-months of performance data was shared with the Environment and Community Services Portfolio Decision Scrutiny (PDS) for the committee meeting on 17 March 2020. This report provides an update on the performance of the three contracts to cover performance across 2019/20.
- 1.3 The current performance of each of the contracts is deemed to be satisfactory.

2. **RECOMMENDATION(S)**

- The Environment and Community Services PDS Committee is recommended to:
- 2.1 Review and comment on the contents of this contract performance report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The waste collection and street cleansing services affect all residents including vulnerable adults and children. Consideration of any additional impacts on specific groups of residents is taken when making changes to these services. To mitigate the impact of the schedule changes in September 2019, LBB worked closely with Veolia to reduce any service disruption to households receiving the assisted collection (Special Requirements List) and ensure that the service change communications was clear.
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Corporate Policy

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

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Waste Services (Lots 1 & 2) & Street Environment (Lot 3)
 4. Total current budget for this head:
Waste Services (Lot 1 and 2): £19.1 million & Street Environment (Lot 3): £5.5 million
 5. Source of funding: Controllable revenue budget for 2019/20
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Personnel

1. Number of staff (current and additional): Not Applicable.
 2. If from existing staff resources, number of staff hours: Not Applicable
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Legal

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

1. Summary of Procurement Implications: Not Applicable
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All borough residents (circa 330,000), local businesses and people that work and visit Bromley.
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Ward Councillor Views

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

3. COMMENTARY

Background

- 3.1 On the 28 November 2018, the Executive awarded the following contracts from the suite of Environment Services Contracts to Veolia ES UK Limited (Veolia):
- Lot 1 – Waste Disposal
 - Lot 2 – Waste Collection
 - Lot 3 – Street Environment
- 3.2 The contracts commenced on 1 April 2019 for an eight-year period with an option to extend for a further eight years. Under Section 23.3 of the Council's Corporate Procurement Rules, a report on the annual review of contract performance is required for all contracts that have an annual contract value above £1 million. An annual review report is required for each of the contracts managed by Veolia with their indicative Annual Contract Value of each contract exceeds £1 million.
- 3.3 The [Interim Annual Contract Performance Report](#) for the three contracts managed by Veolia was prepared for the Environment and Community Services PDS Committee on 17 March 2020. Detailed information about contract governance, benefits and innovation was provided within this interim report. The report also summarised nine months of performance data (April 2019 to December 2020) and recommended that an update on performance was presented to the Committee at the September 2020 Committee to consider performance across the first year of the contracts. Therefore, the purpose of this report is to provide an update on the annual performance of the contract.
- 3.4 Mobilisation of the three contracts is complete, with management of parks security becoming part of the Street Environment Contract from 1 April 2020. The transition between the old and new Environmental Services Contracts was a complex operation but was achieved with minimal impact on the level of service provided.

Contract Performance Update for 2019/20

- 3.5 Performance of the Lot 1 to 3 contracts is scrutinised monthly at the Strategic Operations Board in line with Contract Procedure Rules and the Contract Monitoring Framework. The information that follows provides the annual performance achieved against Key Performance Indicators (KPIs) for each of the three contracts during the first year of the Contract, 2019/20. Veolia's Annual Report covering the same period is presented in Appendix A.
- 3.6 The global pandemic, COVID-19, and the restrictions imposed by the Government to control it have had an impact on the March 2020 contract performance. Actions that are being undertaken to reduce that impact in 2020/21 include:
- Preparing, reviewing and continually improving a specific COVID-19 response
 - Updating the COVID-19 Business Continuity Plan to capture lessons learned in preparation for a potential second wave
 - Regular meetings to discuss impacts of COVID-19 on the services and potential solutions
 - Complying with best practise guidance on social distancing and Personal Protective Equipment
 - Providing COVID-19 related health and safety training to staff
 - Preparing communications materials to provide updates on services

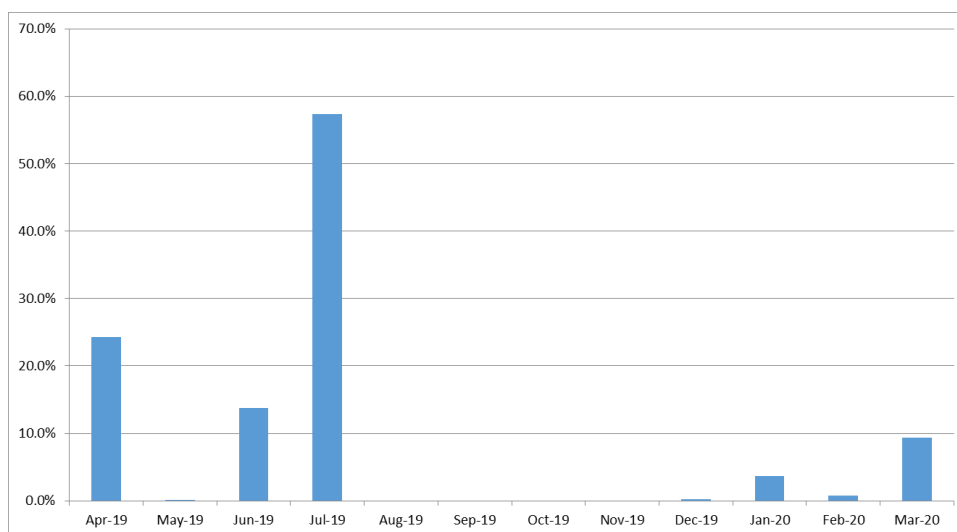
Lot 1 – Waste Disposal

- 3.7 One of the benefits of the new waste disposal contract is that it will enable Bromley to reach virtually zero waste to landfill by 2020/21 with a contractual target¹ in 2019/20 to landfill just 14% of non-recyclable refuse and 2% from 2020/21 for the duration of the contract period. In 2018/19, 30% of non-recyclable refuse was sent to landfill.
- 3.8 Graph 1 shows the proportion of non-recyclable refuse sent to landfill in 2019/20. Veolia exceeded 2019/20 target by sending just 9% of non-recyclable refuse to landfill and as a result received a share of the financial saving made by the council through the reduction in disposal costs.

¹ The contractual target is set out in Schedule 4 Part 5 Pricing Document. However, it is worth noting that the 2019/20 target within the Performance Management Framework is to send no more than 24% of non-recyclable refuse to landfill. This target has been adjusted to be in line with the contractual target of 2% for 2020/21.

- 3.9 The amount of refuse sent to landfill was highest in July 2019 during the annual maintenance closure of the South East London Combined Heat and Power facility in Lewisham. Veolia have secured capacity in alternative energy recovery facilities to ensure that during the 2020 closure the reliance on landfill is further reduced and the 2020/21 is target achieved.

Graph 1 – Monthly Percentage of Non-Recyclable Refuse Disposed of in Landfill in 2019/20



- 3.10 The Council is also responsible for the management of the closed landfill site in Coney Hill located in Tandridge. This forms part of the contractual requirements with Veolia. This element of the service is reported as operating satisfactory with Veolia conducting regular monitoring of site emissions and infrastructure and manage site emissions appropriately.
- 3.11 COVID-19 influenced the amount of refuse managed through the waste disposal contract from 23 March 2020. However, there was limited impact on haulage and disposal facilities and Veolia continued to deliver the 59 KPI's set out in the Lot 1 Contract and the contract specification requirements.

Lot 2 – Waste Collection

- 3.12 There are 102 Key Service Objectives (KSOs) and KPIs that are tracked through the Lot 2 Performance Management Framework (PMF) to ensure that the waste collection service is delivered in accordance to the contract specification. The Council's Environment and Community Services Portfolio Plan measures the performance of the waste collection service on the number of missed collections and how quickly they are resolved, the household recycling rate and the total amount of waste.

Table 1 – 2019/20 Monthly and Annual Data for the Lot 2 Missed Collection KPI's

DESCRIPTION	2019-20 ACTUAL	2019-20 TARGET	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Missed Bins Per 100,000	147	<120	107	114	90	146	118	CRM Data 1st September to 15th: 45 Echo Data 16th September to 30th: 397	336	213	165	170	146	162
Daily Average Unreconciled Missed Bins	This KPI has been superseded by improved gate checks	<130	127	134	188	162	141	CRM Data 1st September to 15th: 76						
Daily Average Reconciled Missed Bins	92	<100	76	80	64	103	83	CRM Data 1st September to 15th: 32	191	151	88	108	77	83
Missed Bins Rectified within SLA	88%	99%	96%	94%	93%	98%	96%	67%	57%	78%	85%	92%	99%	98%
Missed Bins Reconciled (Special Requirements List) as % of Total Validated Missed Collections	6%	<5%	6%	5%	5%	4%	5%	4%	9%	7%	7%	6%	6%	5%

- 3.13 Table 1 shows the 2019/20 monthly and annual data for each missed collection KPI against the 2019/20 annual target. Following the introduction of Veolia's contract management technology (ECHO) in September 2019, which provides real time data about individual household collections, it is no longer possible to report missed collections when there is a legitimate reason for the collection being missed e.g. the recycling was not presented for collection. This means that the Daily Average Unreconciled Missed Bins KPI is no longer required.
- 3.14 Table 1 shows that at the end of 2019/20, Veolia did not meet the target of two of the KPI's:
- Number of missed bins per 100,000 collections
 - Percentage of missed bins rectified within the Service Level Agreement
- 3.15 During the first 6 months, performance in relation to missed bins was satisfactory and at only 45 bins missed per 100,000 collections, performance was at its highest level in the first two weeks of September 2019. However, as explained within the Interim Annual Contract Performance Report performance declined from mid-September following the household waste and recycling collection schedule changes that were launched on 16 September 2019. Pre-planned measures were put in place to mitigate service disruption, but with over 70% of households receiving a new collection day the changes had an impact on performance.
- 3.16 Further interventions including additional training for the collection operatives were put in place from January to improve performance and meet contractual targets. Performance improved significantly between October 2019 and February 2020, with a 56% improvement in the number of missed bins per 100,000 collections in that period. Indications were that the missed bin KPI targets within Table 1 would be achieved in March 2020.
- 3.17 However, COVID-19, affected the waste collection service significantly towards the end of March 2020 with 40% of the frontline staff absent from because they or a family member needed to self-isolate/shield. As a result, some recycling collection services were suspended, and temporary staff and street cleaning staff were used to fill some of the gaps. Despite the improvements in technology that mean collection routes are displayed on in-cab devices, it is still more likely that staff that do not have experience of collecting in an area will miss more bins than those whose regular collection area it is. This has resulted in the missed collections increasing and exceeding the target of 120 missed bins per 100,000 by the end of March 2020.
- 3.18 In addition, at the end of March 2020 the proportion of missed bins rectified within 24 hours was 1% lower than the target of 99% and the annual target was not achieved. The 2019/20 actual percentage of missed collections that were assisted collections was 1% higher than the annual target. However, the target was achieved in March 2020.
- 3.19 The unaudited² household recycling rate for 2019/20 is 45%, which is lower than the 2019/20 Portfolio Plan target of 50%. It is likely that it is a combination of the reasons below that have resulted in the household recycling rate being under target:
- Manufacturers making materials that can be recycled lighter to reduce their environmental impact
 - All wood is sent for energy recovery, as it is not cost effective to recycle it
 - Detailed information about the amount of contamination within the plastics, cans and glass recycling stream is reported and this reduces the total tonnage recycled
 - The moisture content in some loads of paper and card was so high it could not be recycled (this reduced the overall recycling rate by 0.8%)
- 3.20 Veolia are working with the Council to implement the actions set out in the Council's Reduction and Recycling Plan to increase recycling. These actions include a communication campaign to reduce contamination of recycling, activities to maximise paper and card recycling and a flat above shops recycling collection pilot.

² Bromley's waste and recycling data is provided to the Department of Food and Rural Affairs within Waste Data Flow. It is reviewed and analysed, with the audited recycling rate is published in October each year. The unaudited recycling rate is therefore subject to change.

- 3.21 The total amount of waste collected and managed by Bromley in 2019/20 was 145,662 achieving the target of being below 146,000 tonnes.

Lot 3 – Street Environment

- 3.22 The Environment and Community Services Portfolio Plan sets two key performance areas to assess the effectiveness of the Street Environment Contract; monitoring the performance of the contractor following routine scheduled street cleaning operations, and, measuring public satisfaction with street cleanliness.
- 3.23 There are 3700 footway assets and 2900 carriageway assets that are scheduled for cleaning as part of the Street Environment Contract. During the annual period of 2019/20, these assets were serviced 340,000 times (subject to their respective cleaning frequencies). To ensure that the cleaning tasks undertaken by Veolia's operatives meet the required cleanliness standards the Neighbourhood Management Team undertake a minimum of 23,200 condition assessments each year. The Street Environment Contract Manager also undertakes a bi-monthly evaluation to ensure that inspections are being made to sufficient levels to meet monthly objectives.
- 3.24 The Neighbourhood Management client team completed 25,499 inspections in 2019/20 to verify the standards delivered by the service provider. From these inspections, the KSO for the 'Percentage of Streets Meeting the Acceptable Cleanliness Standard' can be derived as a percentage of inspections that have been graded as either an 'A' or a 'B', in accordance with the Defra Code of Practice on Litter and Refuse. If an asset is graded as a 'C' or 'D', this is a failure of the acceptable standard. Additional information about how street cleanliness is graded is provided in the Street Grading Standards Manual within Appendix 2.
- 3.25 Table 2 outlines the contract monitoring performance data for 2019/20. The levels of overall cleanliness were within acceptable defined standards indicating the contractor's performance is satisfactory.

Table 2: Monthly Key Performance Results 2019/20 – Client Monitoring Inspections

April 2019 to March 2020					
Month	Inspections	B- Grades*	Defects	% Streets meeting the acceptable cleanliness standards	Fail
April	2,248	162	38	91%	9%
May	2,242	86	20	95%	5%
June	2,244	77	37	95%	5%
Q1	6,734	325	95	94%	6%
July	2,039		85	96%	4%
August	2,019		55	97%	3%
September	1,961		71	96%	4%
Q2	6,019	0	211	96%	4%
October	2,259		130	94%	6%
November	2,346		99	96%	4%
December	1,962		49	98%	2%
Q3	6,567	0	278	96%	4%
January	2,382		53	98%	2%
February	2,127		22	99%	1%
March*	1,670		63	96%	4%
Q4	6,179	0	138	98%	2%
Total for year:	25,499	325	722	96%	4%

**B minus previously counted as a fail grade, but this grading was removed in July 2019.*

- 3.26 There is a positive upwards trend signifying the cleanliness standards improving, moving from an average of 94% in quarter one to 96% in quarter three, and 98% in quarter four. Overall, an average of 96% of streets meeting the acceptable standards was ascertained for 2019/20, based on a substantial volume of 25,499 asset inspections.
- 3.27 In September 2019, street cleansing schedule changes took place to align with the waste collection schedule changes, which was undertaken utilising state-of-the-art route optimisation software. These changes meant that 70% of streets had a new scheduled day of cleanse which would follow the day of waste collection and assist with minimising residual litter left following the collection. There was a small reduction in performance in October, which correlates with this change. However, it is worth noting that this also correlates to the heaviest part of the autumn leafing season and overall, the performance in quarter three was higher than it was at the beginning of the year. Quarter four was the best performance period, with the schedule changes having bedded in and the improvement yielded is tangible from the improvement in inspection results. Veolia performed well and achieved KSO targets despite the challenges that a significant service change and leafing season present.
- 3.28 To further highlight the increase in efficiency gained as a result of the new cleansing schedule, the tonnage of street sweepings collected by Veolia's fleet of mechanical footway and carriageway sweepers increased in the six months of October to March inclusive from 980 tonnes in 2018/19 to 2000 tonnes in 2019/20, an increase of over 100% year on year. The effect of COVID-19 during March 2020 will have influenced this marked increase to a degree however, with fewer vehicles on the road and less commuter traffic allowing for greater efficiency and better access to typically parked up areas. This increase in tonnages also coincides with an increase in the average number of passed client inspections results, rising from 96% in Q2 to 98% in Q4.
- 3.29 Street Cleansing enquiries relating to Fix-Mt-Street reports remained fairly constant year on year, with a total of 5,487 reports received in 2019/20 as compared to a slightly higher total in 2018/19 of 5,642 reports received – a modest reduction of around 3%. These values reflect total enquiry volumes received and does not reconcile out those reports that are found to be duplicates, referring to private land or area's outside of the Council's direct control, or issues that could not be found, for example.
- 3.30 The results from the independent annual public satisfaction survey of street cleanliness was provided in the Interim Annual Contract Performance Report. The next annual survey will take place in August 2020, with the full report due early October.

Benefits and Innovation

- 3.31 The key benefits and innovations related to the delivery of the Veolia contracts during 2019/20 were detailed within the Interim Annual Contract Performance Report.
- 3.32 Maintaining essential waste and street environment services during the COVID-19 pandemic has been a significant challenge. The benefit of having one contractor managing the three waste and street environment contracts became even more apparent. For example, at the end of March 2020 when the frontline resources available for waste collection reduced by 40% and as a result the kerbside recycling collections ceased operation, street cleaning staff were used to manage the additional volumes of recycling taken to On-Street Recycling Sites across the borough. In addition, service innovations had to be identified and delivered within short timelines. These innovations included a temporary online booking service for visits to the Household Reuse and Recycling Centres and green garden waste sticker postal service.
- 3.33 In 2020/21, the plan is to continue to realise benefits through the following actions:
- Sending virtually zero waste to landfill
 - Providing an integrated IT system for garden waste, commercial waste and street environment services
 - Delivering a digital marketing campaign to promote the garden waste service

- Launching of a pilot recycling scheme for households that live in flats above shops and properties with a front door that opens directly onto a busy highway
- Rescheduling the green garden waste collection rounds to enable further growth of this service
- Launching a school's education workshop about waste minimisation and recycling
- Further integrating the park security service provider (Ward Security) into the street environment contract for enforcement functions

4. SUSTAINABILITY / IMPACT ASSESSMENTS

Economic

- 4.1 In the delivery of the Lot 1 to 3 contracts, Veolia support the local economy in Bromley through the purchase of goods and services from local companies, where practical and cost effective to do so. In 2019/20, Veolia spent approximately £194,200 with local small to medium-sized enterprises (SMEs) in Bromley. All of Veolia's suppliers used to deliver services in Bromley are required to demonstrate that they have policies for managing their environmental and socio-economic impacts, in line with the importance the Council place on environmental sustainability and in accordance with Veolia's Sustainable Procurement Policy.

Social

- 4.2 Local employment is central to Veolia's working practise, with 129 of their staff residing in Bromley. As a company Veolia are committed to employing 10% of staff from marginalised groups including ex-offenders, ex-service personnel and long term unemployed. Currently, Bromley has one apprentice working on the Bromley contract and is working towards increasing this in the future.
- 4.3 Two Bromley Schools have received funding from Veolia's Environmental Trust fund at a total value of £4,700. The fund has also been used to support two local community groups in Bromley; Crystal Palace Library of Things, and a Cleaner Greener Bromley for their eco-ideas swap event.
- 4.4 Under the Lot 3 contract, Veolia has responsibility for the management and upkeep of the Street Friends Network where it was previously Bromley Council's responsibility. This change allows for a quicker response to enquiries, better fulfilment of community requests as arrangements can be made directly with the service provider, synergy between the routine work they undertake and any community-led events, and an incentive-based approach to signing up and encouraging new volunteers. At present there are 1,563 registered Street Friends, which is positively higher than the Lot 3 Performance Management Framework target value of 1,350 members.

Environmental

- 4.5 As an environmental service provider environmental sustainability is a key part of Veolia's business model and they are committed to assisting the Council in reducing carbon emissions associated with the management of waste.
- 4.6 342,530 tonnes of carbon dioxide were produced from the haulage of non-recyclable refuse in 2019/20. To reduce carbon emissions next year, Veolia have committed to diverting 98% of non-recyclable refuse from landfill and to support the Council in maximising recycling and reducing waste. The primary non-recyclable refuse facilities are within London, reducing the fuel used to transport waste. The South East London Combined Heat and Power facility, where over 50% of Bromley non-recyclable refuse is treated, not only creates electricity for the national grid but also generates heating for local housing.
- 4.7 Veolia has a circular economy approach to managing waste. Through the communications resource, Veolia supports the Council in encouraging residents to waste less and recycle more. Veolia works to ensure that the outlets for all of Bromley's recyclable materials are secure and, go to socially and environmentally sustainable outlets. Wherever possible, these markets will be within the UK facilities and will enable closed loop recycling.
- 4.8 With a large vehicle fleet that includes Heavy and Light Goods Vehicles, and mobile plant to undertake waste collections and haulage, street cleaning and graffiti removal, the Council is working with Veolia to ensure that the emissions the environment service fleet produces are minimised. Actions that are being undertaken include:

- Maximising direct delivery of all Contract Waste to their proposed treatment facilities to reduce fuel consumption
- Use of route optimisation software increasing efficiency and reducing emissions
- Electric bin lifts installed on new waste collection fleet
- Introduction of electric vans for supervisory staff preventing 66 tonnes of CO₂ emissions each year
- Vehicles being fitted with the 'Driving Efficiently and Safely' system, which tracks and assists in ensuring that vehicles are driven using the most fuel efficient and environmental techniques e.g. not idling.

5. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 5.1 The waste collection and street cleansing services affect all residents including vulnerable adults and children. Consideration of any additional impacts on specific groups of residents is taken when making changes to these services.
- 5.2 During the September 2019 service change the following actions were taken to minimise the impact to households with vulnerable adults and children:
- Ensuring the details on assisted collection held in the Special Requirements List was up to date
 - Communicating clear messages through a variety of communications channels and using pictorial illustrations wherever possible

6. POLICY IMPLICATIONS

- 6.1 The activities and performance delivered through the Lot 1 to 3 contracts contributes to achieving the Council's policies as set out in the Building a Better Bromley 2016-18 and Environment and Community Services Portfolio Plan 2019/20.
- 6.2 The "Building a Better Bromley" objective of being an Excellent Council refers to the Council's intention to provide efficient and effective services and value for money to our residents. For the objective of maintaining a 'Quality Environment', the implementation of these services helps to 'sustain a clean, green and tidy environment through value-for-money services provided to a consistently high standard'.

7. FINANCIAL IMPLICATIONS

- 7.1 The contract costs for Waste Disposal (Lot 1) and Waste Collection (Lot 2) were managed within the Waste Services revenue budget for 2019/20 of £17.83661m. There was an overall underspend of £121k at the end of the year, as a result of:
- Landfill Tax underspent by £268k as the amount of waste taken to landfill dropped significantly as the contractor met future year targets early; and
 - Waste collection costs are projected to be £147k higher due to several factors including a reduction in income from recyclates and the impact of a review of property numbers as part of the new contract arrangements.
- 7.2 The contract cost for Lot 3 is included within the Street Environment revenue budget for 2019/20 of £5.484545m. At the end of the year, the Street Environment contract was managed within budget.

8 LEGAL IMPLICATIONS

- 8.1 The Council awarded the Waste Disposal (Lot 1), Household Waste Collection and Recycling (Lot 2), and Street Environment (Lot 3) Environmental Service Contracts to Veolia UK Limited for a period of eight years, with the potential to extend for a further eight years for an estimated value of £17.836 million. The Contract commencement was from 1 April 2019.
- 8.2 This action is permissible in accordance with the paper presented to the Committee Meeting held on 17 March 2020 which was presented with the Interim Annual Contract Performance Report for all three Contracts of waste disposal, waste collection and street environment reporting on 9-months of

performance data (April 2019 to December 2020) managed by Veolia. The report provided an update on the performance of the three contracts to cover performance across 2019/20.

- 8.3 In accordance to CPR 23.3, for all Contracts with a value higher than £1,000,000 or which are classed as high risk, an annual report must be submitted to the Executive, with the responsible officers having submitted for review of a formal Gateway Review covering as appropriate the matters identified in the Council's standard Gateway Review Template for consideration as part of Contract Monitoring/Management requirements. If classed as High risk, a Council agreed Gateway Review process must be applied to all Contracts at key stages of major procurements (CPR 23.4), with Officers monitoring the performance, cost, risk management etc during the life of the Contract.
- 8.4 The actions identified in this report are provided for within the Council's Contract Procedure Rules and Procurement Guidance Note 20_01: Procurement Actions in Relation to COVID-19, and the proposed actions can be completed in compliance with their request.

9. PROCUREMENT IMPLICATIONS

- 9.1 No procurement implications, in line with 23.3 of the Council's Contract Procedure Rules, an annual report must be submitted to the Executive for all contracts with a value higher than £1m.

Non-Applicable Sections:	Personnel implications
Background Documents: (Access via Contact Officer)	Not Applicable