

**Decision Maker:** ENVIRONMENT & COMMUNITY SERVICES PORTFOLIO  
HOLDERS

**For Pre-Decision Scrutiny by the Environment and Community  
Services PDS Committee on**

**Date:** Thursday 16 March 2023

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

**Title:** ENVIROMENT AND COMMUNITY SERVICES DRAFT  
PORTFOLIO PLAN

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**Chief Officer:** Colin Brand, Director of Environment and Public Protection

**Ward:** (All Wards);

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1. Reason for decision/report and options

This report presents a draft Environment and Community Services Portfolio Plan for 2023/24 for scrutiny by PDS Members and subsequent endorsement by the Portfolio Holder.

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2. **RECOMMENDATION(S)**

2.1 **That PDS Committee reviews and comments on the draft Portfolio Plan (Appendix 1) and provide comments to the Portfolio Holder before the final plan is published.**

2.2 **That the Environment and Community Services Portfolio Holder:**

**Endorse the outcomes, aims and performance measures set out in the draft 2023/24 Environment and Community Services Portfolio Plan, taking into account the budget and views of the Committee.**

## Impact on Vulnerable Adults and Children

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

1. Policy Status: Existing Policy
  2. Making Bromley Even Better Priority:
    - (1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
    - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
    - (3) For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
    - (4) For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
    - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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## Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Environment Portfolio Revenue Budget
  4. Total current budget for this head: £36m
  5. Source of funding: Controllable revenue budget and capital programme funded by capital grants (including TfL), capital receipts and contributions from earmarked reserves
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## Personnel

1. Number of staff (current and additional): 145.6 FTE
  2. If from existing staff resources, number of staff hours: Not Applicable
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## Legal

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

1. Summary of Procurement Implications: Detail of the service contracts to which this portfolio plan relates are maintained on the Council's Contracts Database, summaries of which are reported to this Committee as part of the Contract Register on a bi-annual cycle. Contractor Performance is scrutinised on a regular basis and contracts are procured in line with all applicable legislation and the Council's Contract Procedure Rules.
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## Property

1. Summary of Property Implications: Not Applicable
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#### Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
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#### Customer Impact

1. Estimated number of users or customers (current and projected): Whole Borough
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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**

The following commentary provides an update on progress against all priority areas contained within the Portfolio Plan 2022/23.

#### **3.1 Priority 1: Keep our streets clean**

- 3.1.1 Keeping Bromley's streets clean continues to be a priority for the Council and residents alike with a well maintained streetscene relating closely to how safe residents feel and how satisfied they are with their locality. Street Cleaning teams are committed to delivering excellent services that our residents can be proud of all year round. A holistic cleansing service is in place that sees regular attendances to each of the borough's 3,000+ roads to ensure they are clean and litter free. This cleaning regime is actively and continuously monitored through randomised quality inspections that are carried out by our Neighbourhood Management client team.
- 3.1.2 Public satisfaction with how clean Bromley's streetscene is remains high at around 4 in every 5 residents being satisfied in the latest survey undertaken in August 2022. In comparison to 2019/20, satisfaction with how clean local streets and town centres are, has increased. The satisfaction with local area has decreased slightly but is still high at 84%.
- 3.1.3 We continue to take further strides to investigating and ultimately reducing unwanted environmental blights within the streetscene, most notably fly-tipping, which is led by our Environmental Investigations Team. In conjunction with this endeavour, our 'Your Waste is Your Responsibility' campaign achieved a 60% reduction in fly-tipping within three pilot areas and has been shortlisted this year for a National Recycling Award.
- 3.1.4 Improvements to the streetscene have continued to be made through established Community Impact Days, and by engaging with our invaluable community and volunteer groups whom undertake vital work within local areas. Street Friends have and continue to be supported wherever possible, with the number of purple sack collections increasing each year since contract commencement in 2019. A new Street Friends Forum is being created with the aim of enhancing the scheme and identifying further areas for potential support that can be offered to volunteers.
- 3.1.5 Bromley is benefited by having a high number of civic-minded residents, whom assist with our wider aim of keeping streets clean by submitting reports where an issue occurs that requires resolution from our service provider. We are pleased that the vast majority of these are resolved first time and within determined timeframes which are monitored each month through the Performance Management Framework.
- 3.1.6 The Street Enforcement team has been responding to customer complaints, along with undertaking site and residential visits concerning all matters of highway enforcement. This ranges from the investigation and removal of unauthorised traveler encampments on LBB land, fly tipping, abandoned vehicles, illegal encroachment onto highway land, overhanging vegetation onto footways, and the removal of illegal skips, cones, hoarding and other obstructions on the highway.
- 3.1.7 The Neighbourhood Management realignment which took place in February 2022 resulted in the duties of 3 Highways Enforcement & 1 Street Scene Enforcement Posts merging to create a new Senior Enviro Crime Officer post & 3 Enviro Crime Officers. This coincided with a new Environmental Investigation manager who has placed more emphasis on enforcement of Environmental Crimes. Recent successes include the seizure of two vehicles linked to fly tipping within Bromley and five case files awaiting hearings at local Magistrates Court.

## **3.2 Priority 2: Minimise Waste and Maximise Recycling**

- 3.2.1 Virtually zero waste continues to be sent to landfill; with the majority of Bromley's non-recyclable refuse continuing to be used to generate green energy. This significant achievement increases the sustainability of Bromley's waste management service whilst reducing the cost of managing waste.
- 3.2.2 Thanks to residents helping us to keep waste to a minimum, the total amount of waste generated has reduced to levels that were achieved before the COVID-19 pandemic. The total amount of waste managed in Bromley, was at the highest in 2021/22 than it had ever been since 2016 and this in turn increased the amount it cost to manage waste in Bromley. Therefore, it is vital that we continue to support residents to minimise their waste through initiatives such as the Small Change, Big Difference food minimisation campaign and alternative gift wrap workshops.
- 3.2.3 Our recycling rate has increased in 2022/23 with residents recycling around half of the items that they throw away. We've continued to encourage and enhance the recycling service for example through our flats recycling campaign interventions.
- 3.2.4 Urgent infrastructure repairs were required at the Churchfields Reuse and Recycling Centre, which meant that it had to be closed for a short time in 2022/23. These works have been completed and the Council has committed to a significant investment in the Council's two Waste Sites to ensure that they are future proofed.
- 3.2.5 Staff absence by the Council's Service Provider as a result of the national HGV driver shortage and the unusually high temperatures over the summer had an impact on the performance of the waste collection contract. Despite the challenging circumstances, the impact was kept to a minimum due to the efforts of our front-line workforce to ensure that all scheduled collections and services operated as normal.
- 3.2.6 The Green Garden Waste Collection Service has continued to grow with our first programmatic garden waste campaign. There has also been a positive channel shift with more residents paying by Direct Debit reducing call volumes for our Contact Centre.
- 3.2.7 The interactive education programme developed for schools, Recycling Heroes, was rolled out to over 3,000 primary school students so they could learn about recycling and waste minimisation and pass on this information to the adults in their lives. As one of London's leading boroughs for recycling, Bromley aims to encourage a new generation to become the next environmental leaders and help make Bromley even greener.

## **3.3 Priority 3: Enhance Bromley's Parks and Green Spaces**

- 3.3.1 Bromley's parks and open spaces have always made the borough a great place to live and work.
- 3.3.2 Following the adoption of the Open Space Strategy in November 2021, work has turned to delivering against the associated action plan to meet our vision for an open space portfolio that promotes the environmental, social and economic wellbeing of the borough, allowing residents, communities and wildlife to thrive. This has included adopting a longer-term Biodiversity Strategy which sets out our ambitions for enhancing our green spaces, including through implementation alternative management regimes.
- 3.3.3 Our fully managed parks service for parks management and grounds maintenance is delivered by idverde in partnership with the council. Their performance on issues of quality, appearance, cleanliness and accessibility of parks and other open spaces (such as verges)

continues to meet contractual standards, with consideration now being given to longer-term adaptations that could be made to support the quality of our greenspaces in challenging weather conditions.

- 3.3.4 Parks and open spaces continue to be well used by residents and visitors alike; in our annual survey, 42% of respondents reported visiting weekly, with an additional 30% stating they visited daily. Public satisfaction sits at 77%, with the key areas for improvement identified as facilities and cleanliness. Since April, almost £200k has been invested in repairs and maintenance of park infrastructure, with further investment planned for 2023.
- 3.3.5 We continue to be appreciative of the work of our Friends of Parks groups who volunteer their time and expertise to support the enhancement of open spaces in the borough. In 2021/22 7025 hours of volunteer support has been provided, with habitat management being the most regular task completed. In 2022, Green Flag awards have been achieved in eight of the borough's greenspaces, which were only possible because of the support of the associated Friends groups.
- 3.3.6 We have also been pleased to launch the Parks Platinum Jubilee Fund in 2022, inviting community-led and supported applications for investment in parks and greenspaces in the borough. 30 applications have been received before the November deadline seeking investment in a range of projects which will improve and enhance open spaces for the whole community to enjoy.
- 3.3.7 Fundraising activity has also continued, and in 2022 we received grant funding and completed urgent repairs to Scadbury Moated Manor and made improvements to the cricket pitch at Farnborough Recreation ground. Funds have also been secured for the restoration of the Bowie bandstand at Croydon Road Recreation ground, with the works currently out to tender. The council has also completed projects to enhance the play equipment at Kings Meadow Recreation Ground and to introduce a new BMX Pump Track at Hoblingwell Recreation Ground.
- 3.3.8 Our commitment to plant 5000 additional street trees to support the health and wellbeing of our residents under our Treemendous tree planting programme has been successful in its first year, with circa 1400 street trees planted, 533 of which were planted in locations identified by residents. With particular thanks to Tree Friends who have supplemented the council's aftercare regime, 95% of these trees have survived despite the hottest and driest summer on record.
- 3.3.9 Additionally, and to support our 2027 carbon net zero ambitions, funding has been secured from the Forestry Commission to design and consult on three sites for potential woodland establishment which would provide long-term carbon offsetting benefits.

#### **3.4 Priority 4: Maintain our Transport Infrastructure and Public Realm**

- 3.4.1 While highway and street lighting maintenance are key services, the construction industry continues to suffer from the global impact of Covid-19 and the Ukrainian conflict, with many materials and skilled labour still being in short supply. This has resulted in delays to some of our projects. Levels of service for most service areas have remained at an acceptable levels during this time, with improvement plans being agreed with the Service Provider for any areas of concern.
- 3.4.2 The current planned footway and carriageway resurfacing projects are nearing completion, and outstanding Traffic schemes are also being implemented within the agreed timescales. A further condition survey of all carriageways in the borough was completed during the summer months using video and Artificial Intelligence (A.I.) survey methods. These will assist in

monitoring the overall condition of the road network and preparing future planned maintenance programmes.

- 3.4.3 Maintenance of our street lighting assets is a fully managed service, where the Council pay a fixed annual sum to maintain all street lights and illuminated signs or street furniture in working order. In August 2021 the Executive approved a capital programme to replace all remaining street lights with low energy LED units. The majority of lanterns in residential roads have now been replaced, with the remaining units in town centres due to be completed March 2023. It is anticipated that the level of reactive maintenance will reduce once the LED programme has been completed, which will also drastically reduce electricity consumption and the resulting energy and maintenance costs for the Council.
- 3.4.4 Utility companies have continued to maintain their assets through planned and reactive measures, with Thames Water particularly struggling with a high level of water leaks in the borough's roads. All utility works are carefully co-ordinated and permits have been processed as required. The quality of works has also been monitored with defects and fixed penalty notices being issued when justified.
- 3.4.5 As the Lead Local Flood Authority the team have been successful in working with residents and developers in the Seymour Drive area to alleviate serious flooding to properties in this road. We've also been working with Thames Water and the Environment Agency to identify other flood risk areas in the borough.
- 3.4.6 The Council own our fleet of winter service vehicles, and four of our nine gritters have been replaced with Low Emission Zone (LEZ) compliant vehicles. While further replacements have been included in the capital programme, delivery of these have been delayed due to the shortage of components.

### **3.5 Priority 5: Improve Travel, Transport and Parking**

- 3.5.1 As travel behaviour has returned to normal following the COVID-19 pandemic, Bromley has continued to install improved transport infrastructure to support residents to make safe and healthy journeys and to reduce the use of more congesting and polluting modes of transport. The Kent House to Lower Sydenham cycle route has recently been completed, as has the safety scheme on Bromley Road in Shortlands. Bromley currently has over 82 schools with an accredited School Travel Plan, with 59 of these being at a Gold level and 12 at Silver level, which is among the very best across London.
- 3.5.2 Despite funding challenges, cycle training has continued for children and adults, along with promotional events to support cycling by residents, including Dr Bike. Road safety education programmes continue to target vulnerable road users and road safety improvements are targeted at collision cluster sites where investment will maximise the number of casualties prevented.
- 3.5.3 Bromley has always had a good road safety record and in 2021 a KSI casualty rate per billion vehicle miles of 129 places Bromley 9<sup>th</sup> lowest across London. The actual number of serious casualties in 2021 was 111, with two of those being fatalities, showing that there is still much work to be done to ensure that the Council is doing all it can to use finite resources effectively.
- 3.5.4 Managing parking across the Borough has now settled since the covid pandemic and officers are beginning to understand the new behaviours of motorists. The Civil Enforcement Officers (CEOs) are patrolling the Borough for both on and off-street enforcement, helping to keep the traffic flowing and ensuring there are parking spaces availability where needed. The CEOs

are also actively patrolling to identify Disabled Badges being misused, with dozens of successful cases being prosecuted at court and the badges removed from circulation.

- 3.5.5 Bromley Council continue to enforce moving traffic contraventions (MTCs) such as box junctions and banned turns, with 13 cameras installed in September and October 2021 to enforce such offences. Enforcement of these restrictions helps to reduce congestion on the roads and in turn help to reduce pollution levels.
- 3.5.6 Bromley continue to see a small increase in the demand for residents parking permits and visitor vouchers and a decrease in the demand for car park season tickets as well as lower daily sales in the car parks supporting train stations. This suggests that more residents are working from home instead of commuting to the office. The car parks supporting small shopping parades and high streets are showing better signs of recovery, with projections showing the usage on the car parks to be more than that in 19/20. These trends are constantly being monitored and analysed by officers.

### 3.6 Priority 6: Overarching Themes

#### Air Quality

- 3.6.1 The 2021 Annual Status Report shows that the annual mean NO<sub>2</sub> objective of 40 µg m<sup>-3</sup> was not exceeded at any of the 32 monitoring locations in the borough in 2020. This represents no annual mean NO<sub>2</sub> exceedances for the second consecutive year.
- 3.6.2 The lowest annual mean NO<sub>2</sub> concentration in 2021 was monitored at Ridgeway (Hayes), with a value of 16.2 µg m<sup>-3</sup>. The annual mean NO<sub>2</sub> concentration at Orpington High Street, in 2021 was monitored at 41.9 µg m<sup>-3</sup>, though when corrected for distance is 35 µg m<sup>-3</sup>. This location has only been monitored since 2021. Elmers End has the highest annual mean NO<sub>2</sub> concentrations, with a value of 37.5 µg m<sup>-3</sup>. The 2021 annual mean NO<sub>2</sub> concentration at Elmers End Road is the lowest measured at this site since 2011 with a consistent fall in NO<sub>2</sub> concentrations over the last 7 years. It remains below the Air Quality objective of 40 µg m<sup>-3</sup> for the second consecutive year. A localised solution to further improve air quality at Elmers End Road for has been put forward for consideration and remains an action point (Theme 5 point 18 and 19) in the Bromley Air Quality Action Plan for 2020-2025.

#### Carbon Management

- 3.6.3 Working closely with colleagues in Education, the Carbon Management Team mobilised a decarbonisation programme for the Council's maintained schools, involving energy monitoring equipment, educational resource development, and the development of net zero carbon pathway plans. In the spirit of the government's build back better agenda, the programme has also accessed two government kick-starter employment grants. The programme represents a first in London: it has combined innovation, education, local employment, pathways to decarbonisation and funding opportunities. Soon after launching the Project Earth Rock Primary School project, it unfortunately had to be put on hold due to the pandemic lockdown. However, it will now be restarted to offer teachers access to free multimedia resources for teaching a variety of key sustainability topics.
- 3.6.4 The Carbon Management Team continues to facilitate the Green Recovery Working Group to identify and deliver decarbonisation projects across its services, feeding into the Council's Net Zero 2027 target. With representation from all departments across the council, opportunities will be explored to decarbonise the borough's emissions through supply chain engagement, public engagement and community projects. The group will continue to refine and develop action plans through multiple sub-groups such as transport emissions and housing emissions.

- 3.6.5 The Woodlands Establishment board is progressing at pace with a new woodlands establishment project. Utilising a Forestry Commission (FC) Woodland Creation Planning Grant, initial feasibility studies were conducted for three key sites as part of a Stage 1 assessment. Stage 2 will involve more thorough site analysis together with stakeholder engagement, and culminate with an FC approved woodlands management plan, which will be used to access further funding for planting and maintenance.
- 3.6.6 Following ECS PDS approval in March 2022 to deliver a residential Electric Vehicle Charging Infrastructure pilot, the Carbon Management Team are working closely with Transport colleagues to mobilise the project that will trial several different charging technologies, and help inform a suitable borough-wide rollout programme.
- 3.6.7 Last Spring the Library of Things opened in the Glades, where residents are able to borrow a range of household items, often associated with a 'one off' job (e.g. camping equipment, tools, pressure washers), meaning costly purchases and the associated environmental impact could be avoided. The initial set-up costs have been funded from the Council's Section 106 Carbon Offset Fund, with the Library of Things hiring kiosk being hosted by the local charity Greener and Cleaner Bromley.
- 3.6.8 In October 2022 the Council's Executive Committee approved the measurement of the indirect emissions produced from the services and products procured by the Council. Although these Scope 3 emissions fall outside of both the Council's operational control and 2027 Net Zero carbon target, this exercise will help establish an accurate and complete baseline, generate an understanding of the procurement emissions make up, and identify emission hotspots. Importantly, it will inform the basis for engagement with suppliers in relation to sustainability initiatives, providing a suitable and measured approach for addressing supplier emissions.
- 3.6.9 The Carbon Management Team's delivery partner, South East London Community Energy, has completed the first phase of a fuel poverty outreach project, in which low-income households struggling to pay their energy bills were offered free advice, home energy efficiency assessments and support in accessing available grants. The success of this project - funded by the Council's Section 106 Carbon Offsetting Fund – is now being assessed to help inform further potential phases.

### **Draft Portfolio Plan 2023/24**

- 3.7 Appendix 1 sets out the draft Environment and Community Services Portfolio Plan for the 2023/24 financial year. There are 6 priority areas identified within the draft plan.
- 3.8 Committee is invited to comments on the proposed plan and suggest any changes it considers appropriate. The Plan is aligned to the ambitions of the updated, high level and over-arching Corporate Strategy "Making Bromley Even Better 2021 to 2031".

### **Priorities**

#### **3.9 Priority 1: Keep our streets clean**

Satisfaction with the street environment has a significant impact on residents' confidence in the Council. We need to ensure that we deliver an approach that supports consistent street care, ensuring that people are happy to live in, work in and visit our Borough. We need to focus on promoting behaviour change, working with community and volunteer groups and taking appropriate action to ensure the street environment meets local needs.

#### **3.10 Priority 2: Minimise Waste and Maximise Recycling**

Reducing the amount of waste we throw away is not only better for the environment but also minimises disposal costs. Bromley's recycling performance remains high compared with other London boroughs. Last year, with more people continuing to stay at home, we collected more waste and recycling than we have ever collected and this increased costs of waste management. Therefore, we will continue to work with residents and local businesses to waste less and recycle more, and, provide a high-quality waste service that is financially and environmentally sustainable.

### **3.11 Priority 3: Enhance Bromley's Parks and Green Spaces**

Our ten-year Open Space Strategy aims to conserve and enhance Bromley's parks and green spaces, and our tree management strategy ensures the health of the borough's trees. Our services will support biodiversity, enhance our air quality and improves the health and wellbeing of our residents and visitors. We will work in partnership with the volunteer community and our Service Providers, idverde and Glendale to deliver vibrant green spaces that people want to visit.

### **3.12 Priority 4: Maintain our Transport Infrastructure and Public Realm**

Satisfaction with the condition of roads and pavements is important to residents, so we need to maintain their condition. Utility works can cause disruption and congestion unless this activity is coordinated and inspected by the Council to protect the Council's asset. In addition to providing Winter Services, localised flooding is likely to become more frequent and problematic and we will support the delivery of practical inter-agency solutions.

### **3.13 Priority 5: Improve Travel, Transport and Parking**

Rising numbers of cars as the number of residents and households increases leads to congestion, parking issues and a reduction in air quality. Lack of connectivity and investment in transport prevents access to opportunities and services. We will seek to address these issues by promoting sustainable, safe and active travel, improving our road network, lobbying for improved public transport and managing on and off-street parking to balance the needs of motorists, residents and businesses.

### **3.14 Priority 6: Overarching Themes**

Whilst much of the work and progress towards meeting the Council's Net Zero Carbon target is within the environment and transport and streets portfolios the work to meet the target is actually taking place across all portfolios.

Both the Council's Net Zero Carbon Action Plan and Air Quality Action Plan are included as overarching portfolio themes given their strategic importance. The theme directly supports the Council's focus "To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents".

Whilst many of the performance indicators within priorities 1 to 5 either directly or indirectly support one or both the Council's Net Zero Carbon Action Plan and Air Quality Action Plan, the overarching Priority 6 themes section recognises the overarching and strategic importance of both plans for the Portfolio, the Council and the Borough as a whole. In recognition of their importance, both the Council's Net Zero Carbon Action Plan and Air Quality Action Plan have their own separate long-term plans and progress in achieving the aims of these plans and the action taken will be outlined at least annually to the Environment and Community Services PDS Committee as part of the scrutiny process.

## **4 IMPACT ON VULNERABLE ADULTS AND CHILDREN**

4.1 Services delivered as part of the Environment and Community Services Portfolio affect the daily lives of all Bromley residents and tend to be universal in nature rather than being directed at particular groups within our community. Where vulnerable adults or children may be affected by service delivery, the issues would be covered in the relevant report and not in this business management overview.

## 5 TRANSFORMATION/POLICY IMPLICATIONS

5.1 The activities in this report reflect the Council's priorities and aims as set out in:

- [Making Bromley Even Better \(Corporate Strategy\)](#)
- Plans and Policies as specifically referenced within each priority area of the Portfolio Plan.

<b>Non-Applicable Sections:</b>	Financial, Personnel, Legal, Procurement
Background Documents: (Access via Contact Officer)	<a href="#">Environment and Community Services Portfolio Plan 2021/22</a>  <a href="#">Environment and Community Services Portfolio Plan 2022/21</a>  <a href="#">Net Zero Carbon Strategy - Report Number ES19094</a>

## 5 FINANCIAL IMPLICATIONS

6.1 There are no direct personnel implications.

## 6 PERSONNEL IMPLICATIONS

7.1 There are no direct personnel implications.

## 7 LEGAL IMPLICATIONS

8.1 There are no direct legal implications.

## 8 PROCUREMENT IMPLICATIONS

8.1 Most of the Portfolio Plan's priorities are underpinned by contracts and where these have a Total Contract Value (TCV) greater than £200k, they are reported in the Corporate Contract Register. The procurement status of contracts with a TCV >£50k is also reported to the PDS Committee for detailed scrutiny.

8.2 PDS Committee also scrutinises 'Procurement Strategy' and 'Award of Contract' reports and monitors individual contracts and scrutinises the contractors themselves as appropriate.

## 9 PROPERTY IMPLICATIONS

10.1 There are no property implications, but the plan does identify service areas where Property present challenges (e.g. the Depot Improvement Programme works).

## 10 CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

11.1 There are no direct carbon reduction/social value implications, but the plan does identify service areas where carbon reduction and social values are reviewed.

## **12. CUSTOMER IMPACT**

12.1 There are no direct customer impacts.

## **13. WARD COUNCILLOR VIEWS**

13.1 There are no direct Ward Councillor views.