

	<p align="center">Resources & Public Realm Scrutiny Committee</p> <p align="center">23 April 2024</p>
	<p align="center">Report from the Corporate Director of Neighbourhoods and Regeneration</p>
	<p align="center">Lead Cabinet Member Cllr Krupa Sheth</p>
<p align="center">Redefining Local Services (RLS) Contracts - Year 1</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	<p>Seven:</p> <p>Appendix 1 - Parking Enforcement Appendix 1b - Parking Performance Appendix 2 - Highways Maintenance Appendix 3 - Grounds Maintenance Appendix 4 - Integrated Street Cleansing, Waste Collections and Winter Maintenance Appendix 4b - Waste and Cleansing Performance Appendix 5 - Recycling Behaviour Change Campaign</p>
Background Papers:	
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Chris Whyte Director of Public Realm chris.whyte@brent.gov.uk 020 8937 5342

1.0 Executive Summary

- 1.1. The purpose of this report is for the respective contract managers to provide an update on the first year (2023/24) of the Redefining Local Services (RLS) programme service contracts; namely;
- i. Public Realm – including:
Update on the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract

- ii. Deep dive into Recycling Behaviour Change – i.e. the Council's new strategy and plan for the delivery of recycling behaviour change
 - iii. Highways Maintenance
 - iv. Parking Enforcement
 - v. Grounds Maintenance
- 1.2. This report provides contextual background information, information on implementation, performance data and commentary after year 1 (2023/24).

2.0 Recommendation(s)

- 2.1 It is recommended that the committee note the contents of this report.

3.0 Contribution to Borough Plan Priorities & Strategic Context

- 3.1 By synchronising the commissioning of contracts, the Redefining Local Services (RLS) programme sought to achieve a more integrated approach to the delivery of Environmental Services from 2023 in order to better meet the needs of residents, businesses and the environment. The key priorities for the programme were:

- Meet residents' and businesses' requirements for the services: fully engage with the community to understand their needs and aspirations.
- A clean, green environment: place clean streets, clean air, carbon reduction, quality green spaces, trees & biodiversity at the heart of the programme.
- Help the local economy: create jobs for local people and opportunities for local businesses to deliver our services.
- Be bold and innovative: explore all possible delivery options and seek out best practice and innovation from other providers, from the UK and abroad.
- Provide the best value possible within available council resources.
- Ensure the contracts entered into are flexible and adaptable to change, building in control, flexibility and resilience to manage future change.

- 3.2 Well maintained highways and effective parking and traffic management is important and contributes towards achieving the Council's wider transport, economic and planning policy objectives. Parking policy and effective parking and traffic enforcement can influence travel patterns, improve road safety and air quality, sustain the local economy, balance competing demands for road space, relieve congestion, and contribute to sustainable outcomes.

- 3.3 Well maintained and well-used parks support the council's priorities around health, wellbeing, social inclusion and also further support ambitions and objectives with respect to climate and biodiversity action.

- 3.4 Effective waste collection systems that promote more sustainable waste management help change behaviours and create better environmental outcomes, and particularly support the council's climate action programme.

- 3.4 Consequently, all of the contracts that have been commissioned support the borough plan priorities for; A cleaner Greener Future and Healthier Brent, along with various key strategies including the Brent Climate & Ecological Emergency Strategy 2021-2030, the Long-term Transport Strategy and the Air Quality Action Plan.

4.0 Background to Commissioning

- 4.1 The RLS programme's scope covered a range of services including: waste and recycling collections; street cleansing; winter gritting; grounds maintenance; parking, and highways maintenance.
- 4.2 A key element of the RLS programme was the recommissioning of those functions which were delivered through contracts.
- 4.3 The key contracts, which were recommissioned to commence from 2023 were:
- Highways services
 - Parking enforcement
 - Integrated waste and recycling, street cleansing, grounds maintenance, winter gritting
 - Grounds maintenance

5.0 Contract Management, Data and Systems

- 5.1 In parallel to the commissioning work, a vision emerged for how the then Environmental Services Department as a whole could achieve greater integration and efficiencies through a reorganisation along the following dimensions:
- A neighbourhood approach to managing localities – area monitoring, engagement, education, enforcement, regulation, and contract management.
 - A borough-wide approach to managing our strategic assets and infrastructure, for instance planned highways schemes and planned highways maintenance.
 - An integrated back office supporting the delivery of the asset management and neighbourhood management approaches. The vision for the integrated back office was to create a digitally and data-led, streamlined, customer focused system which supports integrated working across all services, across the wider council and provides seamless information flows with the community and our partners.
- 5.2 Consequently, an Environmental Services department organisational review process was completed as part of the overall RLS project and has created the following outcomes.
- Organisational re-design: developed organisational change design principles in line with corporate policies particularly in relation to neighbourhood working.
 - Functional Review: developed a top-level, function-led structure for the new Department (now called Public Realm) so there is better integration of teams and services.
 - Data and Performance: created a contract management hub within the department that manages the contracts centrally, ensuring better consistency of approach,

better integration, and a review and reprioritisation of the department's performance indicators.

- Digital and Systems: assessed previous provision and developed and implemented a digital roadmap from 2023.
- Alignment to the RLS commissioning strategy: ensured the organisational review was aligned to the delivery models developed through the RLS commissioning strategy, particularly with respect to neighbourhood working and better service integration.

6.0 Contract Performance and Year 1 Commentary

6.1 The respective contract managers have given their own performance commentary and Year 1 assessment for each of the commissioned contracts. This is provided as various appendices to this report, as follows –

- Appendix 1 – Parking Enforcement – NSL
- Appendix 1b - Performance
- Appendix 2 – Highways Maintenance – O'Hara Bros and GW Highways
- Appendix 3 – Grounds Maintenance – Continental Landscapes
- Appendix 4 – Integrated Waste Services – Veolia
- Appendix 4b - Performance

7.0 Recycling Behaviour Change

7.1 An important element of the overall work to improve waste services and their environmental outcomes is to engage more proactively with residents to promote the wider use of the council's recycling services, to tackle any barriers to participation and to reduce problems relating to contamination. A team of engagement officers was transferred from Veolia in 2023 to work directly for the Council in taking this important programme forward.

- Appendix 5 to this report provides the service lead officer's overview of the work.

8.0 Stakeholder and ward member consultation and engagement

8.1 The Lead Member for the relevant services is appraised of contract performance as part of her fortnightly briefings with officers. Representatives from the relevant contractors also provide a monthly performance report directly to the Lead Member.

9.0 Financial Considerations

9.1 There are no financial considerations that arise directly from this report.

10.0 Legal Considerations

10.1 There are no legal implications arising from this report.

11.0 Equity, Diversity & Inclusion (EDI) Considerations

11.1 There are no EDI considerations relating to this report.

12.0 Climate Change and Environmental Considerations

12.1 These contracts support the borough plan priorities for; A cleaner Greener Future and Healthier Brent, along with various key strategies including the Brent Climate & Ecological Emergency Strategy 2021-2030, the Long-term Transport Strategy and the Air quality Action Plan.

13.0 Human Resources/Property Considerations (if appropriate)

13.1 There are no HR or property related implications arising from this report.

14.0 Communication Considerations

14.1 There are no communications considerations arising from this report.

Report sign off:

Corporate Director Alice Lester

Corporate Director of Neighbourhoods and
Regeneration