Transport, Environment & Climate Change Select Committee Agenda

Date: Thursday 8 September 2022

Time: 10.00 am

Venue: The Oculus, Buckinghamshire Council, Gatehouse Road, Aylesbury HP19 8FF

Membership:

B Chapple OBE (Chairman), R Carington (Vice-Chairman), P Brazier, M Caffrey, M Collins, C Cornell, E Culverhouse, E Gemmell, S Guy, A Poland-Goodyer, M Rand, L Sullivan, D Watson, W Whyte and A Wood

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Agenda Item	Time	Page No
1 **Apologies for Absence**	**10:00**	
2 **Declarations of Interest**		

3   **Minutes of the Previous Meeting**   **5 - 10**
That the minutes of the meeting held on 22 June 2022 be
confirmed as a correct record.

4   **Public Questions**
Public Questions is an opportunity for people who live,
work or study in Buckinghamshire to put a question to a
Select Committee. The Committee will hear from members
of the public who have submitted questions in advance
relating to items on the agenda. The Cabinet Member,
relevant key partners and responsible officers will be
invited to respond.

Further information on how to register can be found here:
https://www.buckinghamshire.gov.uk/your-council/get-involved-with-council-decisions/select-committees/

5   **Veolia Waste Contract & Round Reorganisation**   **10:15**   **11 - 22**
To receive a report on the Veolia contract including the
impact and improvements following the round
reorganisation.

Contributors:

Veolia
Andrew Reidy, General Manager
Lucy Murphy, Senior Contract Manager
Pascal Hauret, Managing Director – Municipal

Buckinghamshire Council
Cllr Gareth Williams, Cabinet Member for Climate Change
& Environment
Richard Barker, Corporate Director for Communities
Martin Dickman, Service Director for Neighbourhood
Services
Simon Anthony, Head of South Waste & Street Scene
Services

6   **Flooding**   **11:00**   **23 - 44**
To receive an update on flooding and consider the
effectiveness of flood mitigation measures including SuDS.
Progress on the gully clearance programme will also be
reported.

Contributors:
Cllr Gareth Williams, Cabinet Member for Climate Change
& Environment

Cllr Jilly Jordan, Deputy Cabinet Member for Climate Change and Environment
Cllr Steve Broadbent, Cabinet Member for Transport
Ian Thompson, Corporate Director for Planning, Growth & Sustainability
Richard Barker, Corporate Director for Communities
Steve Bambrick, Service Director for Planning & Environment
Karen Fisher, Strategic Flood Management Team Leader
Vikki Keeble, Sustainable Drainage Team Leader

7   Tree Protection   **11:30   45 - 68**
Review of current protection under legislation, how this protection is applied by the Council, and how to ensure trees are protected and maintained in future.

Contributors:
Cllr Gareth Williams, Cabinet Member for Climate Change & Environment
Ian Thompson, Corporate Director for Planning, Growth & Sustainability
Steve Bambrick, Service Director for Planning & Environment
Ed Barlow, Head of Climate Change & Environment
Richard Garnett, Tree Officer

8   Work Programme   **12:00   69 - 70**
The Select Committee will consider the upcoming work programme.

9   Date of Next Meeting
3 November 2022 at 10 a.m.

If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

For further information please contact: Chris Ward on 01296 585807, email democracy@buckinghamshire.gov.uk.

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Buckinghamshire Council
Transport, Environment & Climate Change Select Committee

Minutes

MINUTES OF THE MEETING OF THE TRANSPORT, ENVIRONMENT & CLIMATE CHANGE SELECT COMMITTEE HELD ON WEDNESDAY 22 JUNE 2022 IN THE OCULUS, BUCKINGHAMSHIRE COUNCIL, GATEHOUSE ROAD, AYLESBURY HP19 8FF, COMMENCING AT 10.00 AM AND CONCLUDING AT 11.57 AM

MEMBERS PRESENT

B Chapple OBE, R Carington, P Brazier, M Collins, C Cornell, E Gemmell, S Guy, A Poland-Goodyer, M Rand, L Sullivan, D Watson, W Whyte and A Wood

OTHERS IN ATTENDANCE

G Williams, D King, S Bambrick, E Barlow, A Beckett, D Sutherland, N Thomas, I Thompson and C Ward

Agenda Item

1   **APPOINTMENT OF VICE-CHAIRMAN**
    Councillor B Chapple OBE appointed Councillor R Carington as the Vice-Chairman of the Transport, Environment & Climate Change Select Committee for the 2022/23 municipal year.

2   **CHAIRMAN'S UPDATE**
    The Chairman welcomed three new Members onto the Committee and thanked the three outgoing Members for their work. The Chairman also welcomed the new Cabinet Member for Climate Change & Environment, Councillor G Williams to the meeting and thanked Councillor P Strachan for his work over the past year. The Chairman gave an overview of the Select Committee's portfolio and reminded Members of the importance of cross-party working.

    The Vice-Chairman, Councillor R Carington, was invited to provide an update on the ongoing inquiry. The Vice-Chairman thanked all Members for their work during the inquiry and also the Scrutiny Officer's support. The evidence gathering sessions had now concluded and the group would be meeting to consider their recommendations. The main themes that had emerged were road run-off, communication and engagement, and misconnections. It was intended that the final report would be presented at September's meeting before then going to Cabinet.

3   **APOLOGIES FOR ABSENCE/CHANGES TO MEMBERSHIP**
    Apologies were received from Councillors M Caffrey, E Culverhouse and S Broadbent.

    Changes to membership were Councillors M Collins, M Rand and D Watson replacing Councillors K Ashman, D King and M Walsh.

4   DECLARATIONS OF INTEREST

Councillor R Carington declared a personal interest in Item 7 as a member of the Natural Environment Partnership.

Councillor G Williams declared a personal interest in Item 7 as a member of the Chilterns Conservation Board and the Bucks, Berks and Oxfordshire Wildlife Trust.

5   MINUTES OF THE PREVIOUS MEETINGS

The minutes of the meetings held on 10 March 2022 and 15 May 2022 were confirmed as an accurate record.

A follow up letter to HS2 Ltd would be drafted following a concern raised by a Member of the Select Committee related to flood assessments and work in the River Great Ouse catchment; specifically in the Steeple Claydon and Calvert area.

6   PUBLIC QUESTIONS

There were none.

7   LOCAL NATURE RECOVERY STRATEGY

The Chairman invited the Cabinet Member for Climate Change & Environment to introduce the report. Before doing so, the Cabinet Member apologised for the waste collection performance issues in the south of the county.

Buckinghamshire Council had been one of five pilot authorities to prepare for a Local Nature Recovery Strategy (LNRS) between September 2020 – May 2021, and the paper outlined the findings from this process. LNRSs were established as a part of the Environment Act 2021 and would be a new system of spatial strategy for nature that would identify opportunities. Additionally, there were multiple benefits to a LNRS such as carbon reduction, wildlife addition, flood alleviation and public health. The following points were highlighted during the office presentation:-

- The LNRS would be evidence based, collaborative and locally led. It had the potential to guide where developer payments should be invested to create or restore habitat, and would also channel external funding from other sources (e.g. new Environment Land Management scheme, Woodland Creations Funds and Carbon Offsetting).
- Buckinghamshire Council had been indicatively identified as the responsible authority to lead on the LNRS to cover Buckinghamshire and Milton Keynes.
- The pilot involved testing a process to collate data and establish a local baseline and narrative. This led to the creation of a Statement of Biodiversity Priorities and a Local Habitat Map.
- The Statement of Biodiversity Priorities included:
  - A description of sub-areas and key habitats and species.
  - An opportunity for linking, increasing or improving each key habitat.
  - Wider environmental issues that nature-based solutions would help.
  - The outcomes that the LNRS sought to achieve.
- The Local Habitat Map included:
  - Most valuable existing habitats for nature (e.g. nationally designated wildlife sites and Local Nature Reserves).
  - Map specific proposals for creating of improving habitat.
- The pilot involved online engagement with a total of 358 stakeholders across varying sectors. These included agriculture and land managers, Town and Parish Councils, central

Government and agencies, conservation groups and individuals. The engagement exercise suggested 705 outcomes, 715 actions and 228 benefits that the LNRS pilot could incorporate that needed to be reviewed and prioritised.

- A prioritisation matrix was developed to produce a scoring system based on the outcomes that had been suggested. Key themes emerged which included aspirations for better management of habitats, more woodland, more urban trees and improved chalk streams.
- Two illustrative maps were produced to determine a potential approach for the LNRS. Four zones were created across the map:
  - o Zone 1: Protected sites and nature reserves.
  - o Zone 2: Maintain and Enhance.
  - o Zone 3: Restore or Recover.
  - o Zone 4: Wider Landscape.
- Five key themes were learnt from the pilot experience which was fed back to Government.
- Most of the £140,000 awarded for the pilot was allocated towards mapping resource, technical resource to produce the prototype LNRS and external consultants to assist with stakeholder engagement.
- Government guidance was expected in Autumn 2022 which would incorporate the learning from all five pilots and the Government's consultation.
- For the real LNRS, the intended approach was to commission Buckinghamshire and Milton Keynes Natural Environment Partnership to lead preparation of the Strategy via a service level agreement which would require formal approval by each local authority.
- Seed funding by Defra would lead to the recruitment of a Project Manager who would then commence preparatory work.

During the Select Committee discussion, the following points were noted:-

- During the pilot, Defra and the pilot authorities met bi-weekly to discuss the steps being carried out. At the end of the pilot, Defra produced a lessons learnt report based on the experience of all the local authorities.
- The recent granting of city status to Milton Keynes was not expected to impact Buckinghamshire Council being the responsible authority.
- Biodiversify was the consultancy used for systematic conservation planning that helped with mapping whilst 3KQ acted as a facilitator for the engagement sessions. Part of the funding was also spent on works by the Wildlife Trust and the Local Nature Partnership.
- The LNRS would help guide the placement of the new, mandatory biodiversity net gain requirement in the planning system and would ensure new developments increased biodiversity by 10% as close as possible to the site. However the exact weight of the LNRS and its priority in planning, including the Local Plan, was still to be determined by Defra.
- The technical scoring matrix had been formulated quickly and had to balance stakeholder feedback and local targets for habitat creation and restoration.
- The LNRS was designed to work in partnership with the new Environment Land Management Scheme. Land use for food and associated payments would be guided by the Sustainable Farming Initiative.
- The four zones in the LNRS were to indicate opportunities for funding, not constrain land usage.
- The Natural Environment Partnership (NEP) central team did not have the funding or resource available yet for the upcoming LNRS however new burdens funding from Government was expected to cover a new Project Manager post.
- The impact of HS2 was beyond the scope of the LNRS but it was acknowledged that

biodiversity net gain benefits from the project would take many years to materialise.

- Members felt that planning would play an important role in the emerging LNRS and that a balance needed to be struck between the needs of nature and residents. The Cabinet Member was also asked to consider how Member input would be considered in the formulation of the LNRS.
- The Environment Act stipulated that the responsible authority had to report to Government every five years on the LNRS.
- The Transport, Environment & Climate Change Select Committee would have a role in the future scrutiny of the success of LNRS. The Committee may also have a joint role with the Growth, Infrastructure & Housing Select Committee regarding the relationship between the LNRS and the local plan.
- The Colne Valley Landscape Partnership was in NEP and had been involved in the LNRS pilot.

The Chairman thanked the Cabinet Member and officers for the report and welcomed an update on the LNRS as it developed.

8   **TREE PLANTING**

The Cabinet Member for Climate Change & Environment introduced the report to Members and the following points were highlighted in the presentation:-

- The Government's England Tree Action Plan 2021-24 set out a target of 30,000ha woodland being planted annually.
- The Council was committed to planting 543,000 trees by 2032 as part of the Bucks Tree Mission launched in 2021. 5,860 trees had planted in the first year.
- Trees provided a wide range of ecosystem services including provisioning, supporting, regulating and cultural. Tree planting had several considerations including soil type and suitability, commercial aspects, stakeholder access and the historic environment.
- £203,000 had been secured in 2021/22 from the Local Authority Treescapes Fund which benefited three charities, two Parish Councils and Transport for Buckinghamshire (TfB).
- £28,000 had been secured in 2021/22 from the England Woodland Creation Offer for contractor planting at Billet Field. To date, 3,450 trees had been planted at the site. The contractor, Pryor and Rickett Silviculture, was responsible to plant (5 years) and maintain the trees (5 years). Maintenance included clearing weeds (without chemical weedkillers), inspecting and minor repairs to fences and gates, dead tree replacement, grass cutting on walking route and litter removal.
- The Council had been featured in a Forestry Commission case study in January 2022 regarding the Bucks Tree Mission and climate change.
- £138,000 had been set aside to replace 158 trees that had been removed from the public highway due to disease or safety concerns. Currently, 146 of these trees had been planted.
- A 50ha site in east Buckinghamshire had a natural break in tenancy contract which was now viable for a Forestry England Woodland Partnership scheme. This site had the potential to plant over 100,000 trees.
- Three potential contractor planting sites were located near High Wycombe (5ha and 7.1ha) and Amersham (7.44ha) with one of these sites currently supporting crop production. These could accommodate 41,700 trees.
- Due to increased external funding support and optimising procurement, expenditure towards the entire Bucks Tree Mission was expected to remain within earmarked budget.
- A successful 2022-23 application for Miyawaki 'Tiny Forests' would have the benefit of a scheme that grew three times faster thereby realising benefits sooner.

- Further value of the tree planting scheme was carbon offsetting, which continued to increase dramatically, increase biodiversity and mental health wellbeing.

The following points were noted during the Select Committee discussion:-

- The arrangement for £138,000 allocated towards roadside trees included the proviso that TfB would provide their own trees. These trees would be at least 10 years old so were more expensive to establish compared to whips. It was clarified that the Highways areas in the report (Aylesbury Vale, High Wycombe and Amersham) related to the TfB depot locations which serviced the whole county.
- The trees selected in the programme design had taken into account Forest Research of a temperature change based on two degrees of latitude south of a site. Where possible, tree stock would be secured from British nurseries however procurement overseas may be required. Members requested that Black Poplar be included if it meets this remit given its association with Buckinghamshire and that the IPCC's increased 3.2°C projection should also be considered.
- Community Boards could choose to supplement the central tree planting scheme by funding applications based on local tree planting projects.
- It would be investigated whether TfB could use non-chemical weedkiller for maintenance.
- Woodland carbon units were trades under a Government backed scheme. Historically, these traded at £10 per unit (one tonne CO_2) and now traded at £24 per unit. The current trend could see this value reaching £200 per unit in 2030.
- Chiltern Rangers was running a project to facilitate schools and pupils with the germination of tree seeds.
- The Cabinet Member saw merit in the suggestion that the Council consider developing its own in-house tree nursery and/or supporting a local tree-nursery business. The Chairman noted that Lindengate specialised in looking after Black Poplars.
- The contractor at Billet Field, Pryor and Rickett Silviculture, had removed vermin from the site before planting. The procurement of the maintenance contract at Billet Field ensured the contractor replaced trees that failed so it was in their interest to consider long-term pest deterrence.
- Further work was required to consider how the Council offset residual carbon. The Woodland Carbon Code was a Government backed scheme that was one of few recognised methods to officially offset carbon emissions.

The Chairman noted that a further update on this would come back to the Select Committee in future and thanked the Cabinet Member and officers for the report.

9   **WORK PROGRAMME**
The agenda contained the proposed Work Programme for 2022/23. The Committee was advised that following Member feedback, an item on Tree Protection was scheduled for the meeting on 8 September 2022 and an item on Air Quality was scheduled for 30 March 2023.

RESOLVED –

That the Work Programme be noted.

10   **DATE OF NEXT MEETING**
8 September at 10am.

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Report to Transport, Environment and Climate Change Select Committee.

Date: 8th September 2022

Reference number: N/A

Title: Report on the waste collection round reorganisation in the South of Buckinghamshire including preparation activities, operational deployment, crisis management and the plan to secure future improvements.

Relevant councillor(s): Gareth Williams, Deputy Leader and Cabinet Member for Environment and Climate Change

Contact officer: Martin Dickman, Service Director Neighbourhood Services

Author: Simon Anthony, Head of Southern Waste Collection and Street Scene Services

Ward(s) affected: All wards in the former Wycombe, South Bucks and Chiltern areas

Purpose of report: This paper provides a summary review of the process involved, key issues and challenges and the mitigating actions from the round reorganisation.

1. **Executive Summary**

1.1.   The waste collection services in the south of the county are delivered through a contractual arrangement between the Council and Veolia ES Ltd (Veolia). The contract commenced in September 2020 for the former Chiltern and Wycombe areas and in November 2021 for the former South Bucks area. It is a large universal contract involving over 360 collection rounds and over 340,000 individual collections every week.

1.2.   At the time of writing this report, on average 99.6% of bins are being collected successfully every day since the start of the Reorganisation. For example, during w/c 14 August 2022, of the 340,603 individual collections which took place that week, 1,264 missed bin reports were received – which is a collection success of 99.62% - slightly above the average for the reorganisation as a whole.

1.3.   The award of the contract was made by the former District Councils and a reorganisation of the collection rounds was included as part of the agreed contractual terms. The reorganisation commenced on 9th May 2022. The reorganisation was designed to deliver a number of efficiencies that ultimately provided an improved and more consistent waste service for residents.

1.4.   Despite a positive early start and an effective communications programme, the level of disruption has far exceeded expectations which has continued beyond all anticipated timeframes. The scale and persistence of these performance issues has caused real inconvenience and understandable frustration for affected residents and presented significant operational, communications and reputational issues for the Council.

1.5.   A number of additional mitigation measures have been introduced by Veolia and the Council through a recovery plan, which have seen some improvement. However, the overall number of reported missed collections and overall performance still requires significant improvement from Veolia.

1.6.   Based on the performance to date and assurances from the appointed contractor, it is anticipated that service levels will reach an acceptable level on a consistent basis from the end of September.

2. **Background**

The Rationale for the Reorganisation

2.1.   As part of the original award of contract, Veolia had an agreement with the Council to undertake a reorganisation of the collection and street cleansing rounds in the South of Buckinghamshire.

2.2.   The current rounds were inherited from the legacy waste collection and street cleansing contracts, notably the Serco contract which expired on 6th September 2020 and the Biffa contract which expired on 31st October 2021.

2.3.   Some of the previous rounds were impractically large, which limited Veolia's ability to complete a days' collection in a time-efficient and consistent manner. For example, one refuse round was scheduled to collect from 1,737 properties in a day. For comparison, with the new refuse rounds, the maximum number of collections in a day is 1,395, with the vast majority of rounds limited to between 1,000 and 1,200 and the new arrangements are broadly consistent with the round sizes of the in-house service which is delivered in the North of the County.

2.4.   Previous rounds reflected the old district boundaries, which meant that the collections for individual commodities occurred sporadically throughout the affected areas. This was highly impractical, as it meant that if crews required additional support, supporting crews needed to travel significant distances which increased the time taken and miles driven to complete collections.

2.5.   The imbalanced rounds led to a challenging mobilisation period for Veolia. This was compounded by the aged and unreliable vehicle fleet inherited from the previous contractor and delays in securing the new fleet due to the manufacturing shutdown in Summer 2020 caused by the Covid pandemic. In the first 12 months of the contract, Veolia's performance for the missed container per 100,000 collections level was 116, nearly double the contractual target of less than 60 misses per 100,000 collections.

2.6.   Performance had significantly improved prior to implementation of the round re-organisation; a strong contract management team had been established, new vehicles were procured and deployed, and policies and procedures were updated to maximise the benefits of new technologies. As a result, in the 7 months leading up to the round reorganisation, the missed container per 100,000 collection level had reduced to an average of 72, much closer to the contractual target of 60.

2.7.   The reorganisation was originally planned take place in March 2021 but was delayed for a number of reasons, particularly due to the associated challenges arising from the Covid pandemic and the HGV driver shortage and was therefore rescheduled to commence on May 9th 2022.

2.8.   To maximise efficiencies, a comprehensive reorganisation was planned which has impacted over 90% of residents in the areas affected with a day or commodity change to their collection.

The Preparation Phase and Project Governance

2.9.   An extensive preparation phase considered a number of key areas including communications, IT, customer service, data and operational deployment.

2.10.   The Council and Veolia held a weekly reorganisation Board meeting from September 2021 which included senior representation from the Council's waste team, Veolia and an external consultant who provided project management support. The meetings focused on a number of key areas including:

   2.10.1. **Communications** including Member briefings, letters to all impacted residents, social media activity, vehicle liveries, posters, banners etc.

   2.10.2. **IT** which primarily sought to ensure that the 'Collection Day Finder' micro-site was fully functioning and could adequately cope with the anticipated increase in traffic. This workstream also involved ensuring the web-forms worked correctly so that residents could report missed bins etc.

   2.10.3. **Data** which represented a significant work area dealing with over 500,000 data points and focused on:

      2.10.3.1. Interrogating round lengths and the geographical coverage

      2.10.3.2. Ensuring all properties were captured as part of the reorganisation

      2.10.3.3. Ensuring all properties had all waste services (ie commodities) correctly assigned

   2.10.4. **Operations** which focused on securing and deploying additional resource, ad-hoc collections (for residents who had a long gap in collections between old and new rounds) and the crew assessment of new rounds.

2.11.   Veolia have completed a number of similar sized collection round reorganisations in other Local Authority areas and this experienced was used to model and inform the potential impact for Buckinghamshire's reorganisation- particularly around planning for additional resources for the Council's call centre and additional waste operations resource.

2.12.   Veolia secured and deployed 30% additional staff and vehicles prior to implementation which has been retained throughout. As well as additional operatives and collection vehicles, the additional resource included extra operational managers, supervisors and data managers.

Performance to Date

2.13.   Figure 1 shows the anticipated (blue line) and actual (orange line) volume of inbound calls into the Council's contact centre. The anticipated volumes were derived from Veolia's operational plan which modelled a peak in disruption in the first 2-3 weeks of the round reorganisation followed by a gradual and consistent reduction, with the service reaching contractual standard levels consistently by week 12.

2.14. Figure 2 shows the actual number of missed bin reports received each week, per 100,000 population, since the start of the reorganisation. The blue line shows the actual number of reported missed bins per 100,000 population against the standard within the contract which is shown on the orange line (note the contractual standard is to achieve less than 60 misses per 100,000 collections).
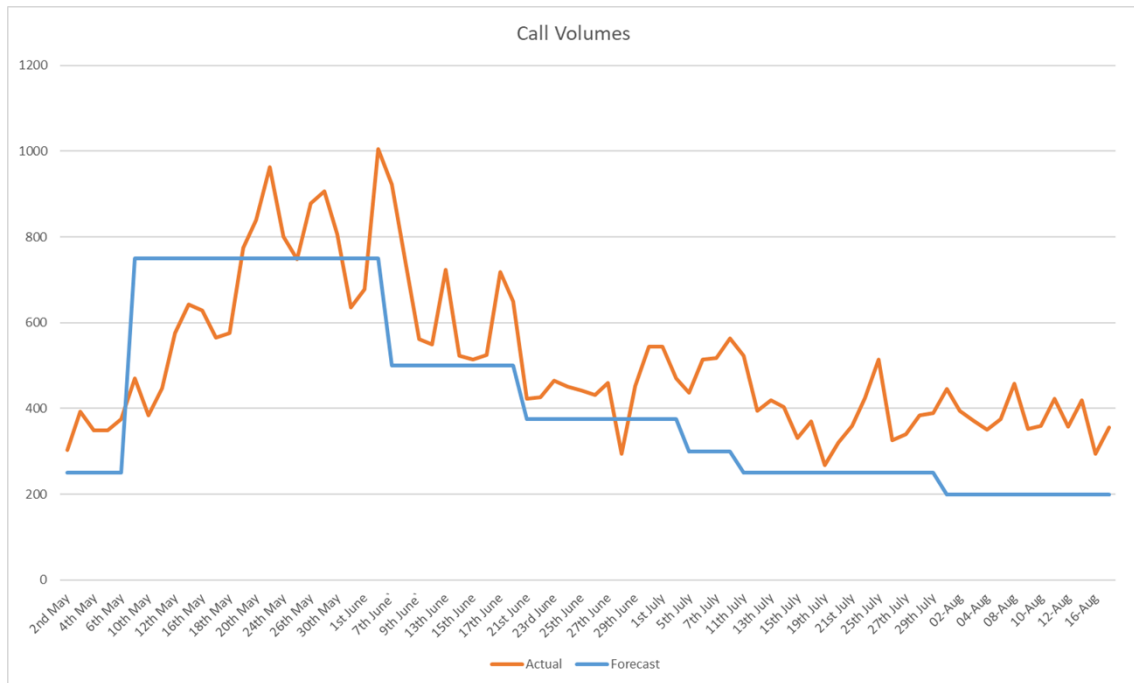

Figure 1. Call Volumes throughout the Reorganisation
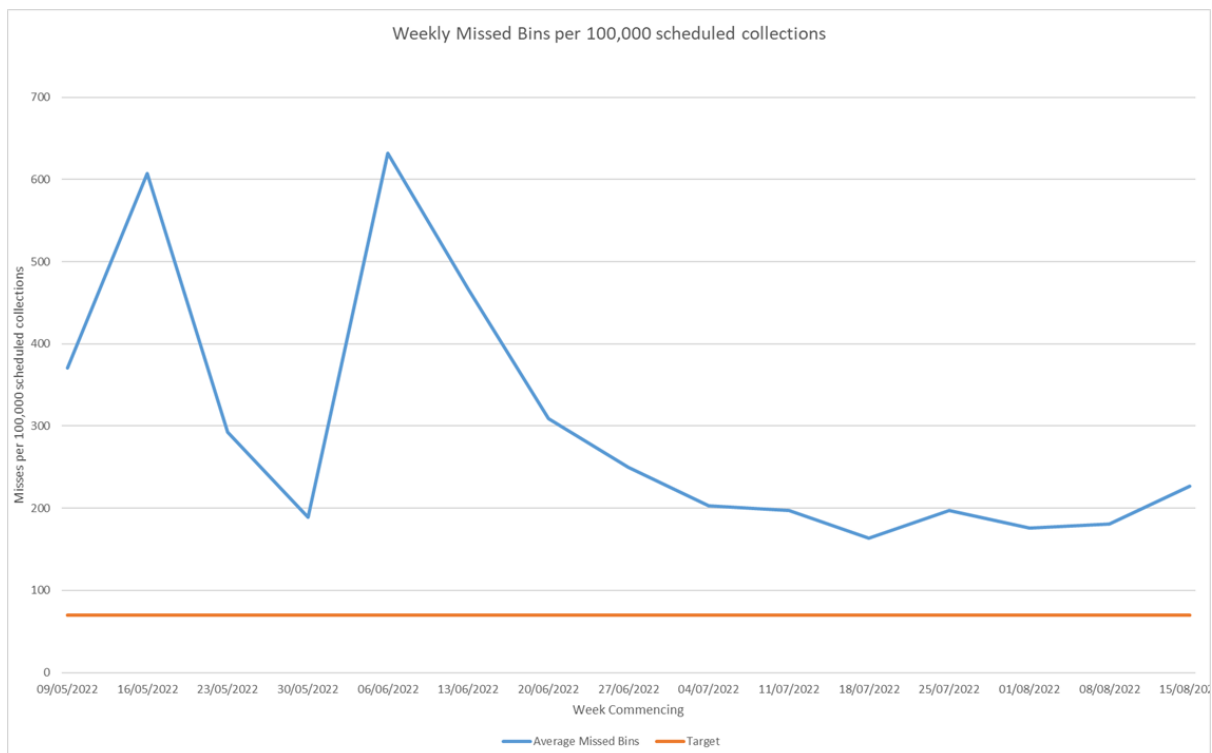

Figure 2. Missed Bins reports throughout the re-organisation

2.15. As shown in Figures 1 and 2, the commencement of the reorganisation was reasonably positive with calls into the call centre below the level forecast and a relatively low level of missed bin reports.

2.16. However, contact into the call centre significantly increased, above the level anticipated and remained high for the next three weeks before slowly reducing. Overall, whilst relatively high, contact volumes into the Council's call centre remain at a manageable level. Conversely, the number of missed bin reports, assisted missed collections and repeatedly missed collections has remained persistently high and far in excess of the contractual thresholds.

Phase 1. 9-27 May 9 (the first 2 weeks)

2.17. As noted, the initial period of the reorganisation was relatively successful. Member briefings, resident letters, social media activity were all deployed to plan and to good effect. The successful communication activity was reflected by the vast majority of residents presenting waste on the correct collection day.

2.18. Similarly, the key IT activities were deployed well with the micro-site having 100% 'up-time' and managing all traffic without crashing. At this point 'Gate Checks' were not in place. A Gate Check is an IT process which limits a residents' ability to report a missed bin if any of the following criteria are met:

2.18.1. Reported outside a 24-hour window

2.18.2. Bin was not presented

2.18.3. Bin was 'contaminated' with unsuitable waste

2.18.4. Report made on an incorrect collection day

2.18.5. Reported before 5pm on the day of collection, or before a crew had visited the respective address

2.18.6. Access issue (e.g. road works) which prevented a collection being made

2.19. The un-restricted Gate Check had a significant impact in week 2 which resulted in an increase in reported missed bins.

Phase 2. 30 May – 24 June – (Weeks 3-6)

2.20. As shown in Figures 1 and 2, inbound telephone calls and the volume of missed bin reports increased during this period which resulted in significant pressures in the Council's call centre. In order to mitigate the significant increase in volume, additional call handlers were deployed, some in bound lines were reprioritised and the '24 hour gate check' was removed for 10 days and then replaced with a '48-hour gate check' arrangement which provided residents with more time to report a missed collection on line.

2.21.   A particular challenge arose with assisted, rural, or otherwise 'hard to find' properties. These form the majority of the missed properties reported and many were repeatedly missed each week. The reasons behind the continued misses in this area were due to a combination of factors including:

2.21.1. Moving to a new zonal collection arrangement meant that all crews needed to learn new rounds.

2.21.2. Lack of effective and embedded crew knowledge transfer on implementation.

2.21.3. Inconsistent use of IT, particular the in-cab technology as assisted collections have a proximity alarm.

2.21.4. An inconsistent approach to operational changes requested by crews- for example a lack of prompt action when a crew reported that certain roads needed to be completed by a smaller vehicle.

2.21.5. Lack of consistent effective supervision of crews on some rounds.

2.21.6. Some of the new rounds were too large so properties at the end of larger rounds were often missed and transferred to the following day.

Phase 3. 4 July – present day (Week 7 – 16)

2.22.   This phase started with a gradual week on week improvement, but performance has plateaued and the number of missed bin reports remains at an unacceptably high level.

2.23.   Operational arrangements continue to rely on weekend working to address the accumulated number of missed bin reports generated through the week and crews are not able to manage the volume of misses through the planned business as usual arrangements (which anticipate that the crew responsible for a missed collection will address the reported issue within 24 hours of the report being made).

2.24.   Originally it was planned that a subscription charge for garden waste would be introduced for residents in the Wycombe area from July in order to ensure consistency with the arrangements for garden waste collection for residents in all other areas of the County. However, in view of the significant operational issues and performance levels, it was decided to delay this change until 26th September 2022.

3. Overall performance and key issues

3.1.　Whilst an average 99.6% of collections have been successfully achieved on the scheduled collection day, it is very clear that there have been a number of significant and persistent performance issues and failings.

3.2.　The key performance issues include the volume of:

3.2.1.　**missed bin reports** which has remained extremely high and well in excess of contractual thresholds

3.2.2.　**repeat missed bin reports** which highlight a lack of operational rigour and learning

3.2.3.　**assisted collection missed bin reports** which have particularly impacted residents with mobility issues or other specific needs

3.2.4.　reports from residents disputing that a missed bin has been collected which of course are particularly frustrating for the resident involved and present reputational issues for the Council

3.2.5.　**data related issues** which have resulted in some residents being unable to correctly report a missed collection or service issue online

3.2.6.　**crew behaviour and learning** was and is not being tackled consistently and quickly enough to ensure that repeat missed bins and new missed bins were reduced. There is also evidence that crew suggestions on route issues were not acted upon quickly by supervisors and management.

4. The Recovery Plan and Crisis Management

4.1.　Given the scale and persistent nature of the performance issues, a crisis management approach was instigated from June and included:

4.1.1.　Initiating a Crisis Response Management Team (CRMT) meeting Chaired by the Council's Chief Executive to review the key issues, agree mitigations and deploy additional resources

4.1.2.　Daily operational meetings with the Cabinet and Deputy Cabinet Member, the Council's waste service, customer contact centre and communications teams chaired by the Council's Corporate Director Communities

4.1.3.　Daily meetings between the Council and Veolia closely review operational performance and agree operational changes

4.1.4.　A daily internal situation report to ensure full visibility of performance and to highlight key issues to address

4.1.5.　Escalating the Council's serious concerns with senior representative at Veolia including meetings with the Council's Leader, Cabinet Member, Chief Executive and Corporate Director and Veolia's Senior Director and CEO.

4.2. A recovery plan was agreed and implemented which included a particular focus on operational resources, embedding the learning of the new rounds for crews, addressing customer reporting issues and communications. The key activities from the recovery plan are summarised below:

4.2.1. Operational resourcing

- ensuring the increase in collection crew resource remains in place until the position stabilises
- increasing the number of additional 'catch up crews' to ensure reported misses are addressed within the 24-hour Service Level Agreement timeframe
- deploying weekend working to address any outstanding missed bin reports and extended working hours for management
- 'Rebalancing' some collection rounds and introducing new collections and additional vehicles where rounds were not consistently completing to schedule

4.2.2. Crew Behaviour and operational learning

- Where at all possible, scheduling the crews to action reported misses from their round the following day in order to promote accountability and crew learning
- Deploying additional Supervisors and Management to improve monitoring and performance on the ground
- Deploying a dedicated team of Council Officers to investigate and address reports of repeat missed bins
- Increasing crew resource including assigning crews from neighbouring Veolia contracts and assigning of cleansing crews during peak periods. It should be noted that recruitment and retention of operational staff has remained a particular issue throughout this period

- Deploying supervisor and management resource from the in house North team to focus on areas of repeat failings

4.2.3. Customer Reporting and Communications

- Further increasing the number of call handlers and providing extended weekend opening hours in the Customer Service Centre
- Extending the online reporting period for a missed bin collection from 24 to 48 hours to provide residents more time to make reports
- Establishing a single mailbox for Members to make missed bin reports, particularly to escalate reports of repeat failures
- Member briefings – to provide regular updates on current performance and actions being taken

4.2.4. Data Issues

- Instigating a dedicated data working group between relevant Council and Veolia teams to identify and resolve any underlying system issues

- A temporary increase in Veolia data managers resource to support the service

5. Summary and Next Steps

5.1.   As noted, whilst the vast majority of collections are being made to schedule, the number of reported missed bins, repeat missed collections and reports of residents disputing that a missed collection has been addressed satisfactorily remain at an unacceptably high level and far in excess of what was anticipated.

5.2.   Given the significant and persistent operational failings experienced since the commencement of the round reorganisation, an audit of the process, governance arrangements, operational decision making and performance management has been commissioned which is being undertaken by an external and independent auditor. Their report including key findings and areas of improvement and learning is expected to be provided in September 2022 and will inform an action plan on wider 'lessons learned' which, to date, include the following issues:

5.2.1.   The scale and impact of change was underestimated by both Veolia and the Council and a more robust and proactive scenario plan was required to identify and agree the potential mitigations and resources which may have been required, in advance of implementation.

5.2.2.   Similarly, although the crisis management phase has worked reasonably well when established, the lack of a clear continuity plan limited Veolia's or the Council's ability to manage the 'rising tide' of performance issues.

5.2.3.   Management of data has clearly been an issue and as noted earlier in the report, has resulted in performance issues and instances of residents not being able to effectively report issues. Greater rigour on managing data reconciliation and clearer accountability on data management was required.

5.3.   The lessons learned process will develop over the coming weeks with recommendations implemented into any further service changes.

5.4.   Clearly it remains imperative that improvement in performance standards is secured and that service levels achieve an acceptable standard on a consistent basis as soon as possible. The key actions being undertaken to achieve this are summarised below:

5.4.1.   **Recovery Plan Resources and Agreed Mitigations**. Veolia have agreed that all of the mitigations and additional resources in place as part of the recovery plan (summarised in 4.2 of this report) will remain until service standards achieve an acceptable level consistently. This will include the additional crew capacity, additional management support and supervision and weekend working.

5.4.2. **Operational Oversight**. Securing improvement remains an absolute priority for all teams involved and to that extent the Council Officer teams are working in collaboration with Veolia to support managerial and operational oversight and support is also being provided by senior management colleagues from the councils' In-House waste service.

5.4.3. **Crew Learning**. There is a real focus on crew learning in order to embed the new round routes and any site specific issues in some of the harder to access locations. This is being supported by the Council's teams, particularly for locations that have reported a repeated missed collection.

5.4.4. **Rebalancing of Rounds**. A round rebalance is a key component of any reorganisation and makes minor adjustments to rounds when a bedding in period has been completed. Typically, a rebalance will move roads from heavy to lighter rounds, and re-assign narrow roads to narrow access vehicles where needed. This re-balance should have started in week 4 or 6 but was delayed until week 14. Part of the delay was due to the reliance on additional vehicles to complete the business as usual work which did not allow for an accurate assessment of each round to be made. Veolia are currently implementing this round rebalancing work and the impact is being continually assessed to inform whether further changes are required.

5.4.5. **Repeat Misses**. There is a significant and continued focus reports of repeat misses including site visits to the affected location/ properties to assess the situation and address any underlying issues (e.g. access, embedding crew knowledge of any particular location issues etc).

5.4.6. **Contract Penalties**.

5.4.6.1. Officers are ensuring that all the relevant mechanisms within the contract which seek to promote performance/ improvement are being applied and this includes the relevant financial penalties aligned with the key performance indicators (KPIs) that form part of the contract.

5.4.6.2. The contract has clear and agreed KPIs to measure performance, particularly for Missed Collections, Missed Assisted Collections, Repeated Missed Collections and Failed Container Deliveries. KPI deductions are levied when a reported missed bin is not cleared by 12noon on the following day of it being reported. During the period of the round reorganisation the level of missed bins has clearly been far higher than expected, with the majority not being dealt with within the relevant timeframe.

5.4.6.3. Although throughout the round reorganisation the number of missed bins generated has been far too high and well above the expected BAU levels of performance, overall it has not been at a level which could trigger

the Service Breakdown clauses in the contract. The definition of Breakdown is set out the table below:

Service Breakdown means the following occur within a period of 1 week	
a	3000 of Missed Collections
b	1500 of Missed Collections Not Rectified
c	400 of Repeat Missed Collections
d	100 of Repeat Missed Collections Not Rectified
E	300 of Missed Assisted Collection; or
F	100 of Repeat Missed Assisted Collection.

5.5.   All parties involved recognise the significant level of inconvenience, frustration and, often, distress caused to affected residents as a result of the operational performance issues following the implementation of the reorganisation. Both Veolia and the relevant Council teams will continue to prioritise resources to address these issues until an acceptable level of service is achieved consistently.

5.6.   The Council also intends on extending the subscription period for residents who pay for their garden waste to be collected and have experienced service issues in order to recognise the service failings and compensate those affected residents. Details of this particular arrangement will be provided in the coming weeks.

5.7.   Given current performance levels and progress to date, it is anticipated that performance levels for the service will achieve an acceptable level by the end of September 2022.

Flooding

To receive an update and consider the effectiveness of flood mitigation measures including SUDS.
An update on gully clearance will also be provided by TfB.

Transport, Environment and Climate Change Select Committee

8th September 2022

Overview

- ## Flood risk management
  - National and local context
  - Our role
  - Above and beyond

- ## Sustainable Drainage
  - How does it fit in the planning process?
  - What are SuDS?
  - How do SuDS manage flood risk?

- ## Flood risk management
  - Our approach
  - Looking forward

Aylesbury, 2014

Bourne End, 2014

Marlow, 2017

Flood risk management

National flood risk context

- 2.4 million properties are at risk of flooding from rivers and sea nationally

- 3.2 million properties at risk of surface water flooding

Local flood risk context

- 10.7% of land lies in Flood Zone 2 and 3 (equivalent to over 8,000 properties

- 8.4% of land lies in areas at high or medium risk of surface water flooding (equivalent to over 4,000 properties)

The flood risk landscape is changing because of climate change

Source: https://flood-map-for-planning.service.gov.uk/

Extent of flooding from surface water
High   Medium   Low   Very low

Source: https://www.gov.uk/check-long-term-flood-risk
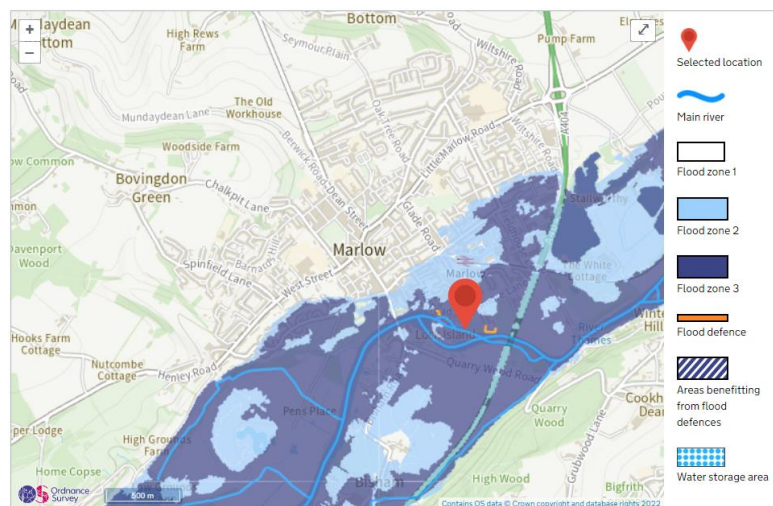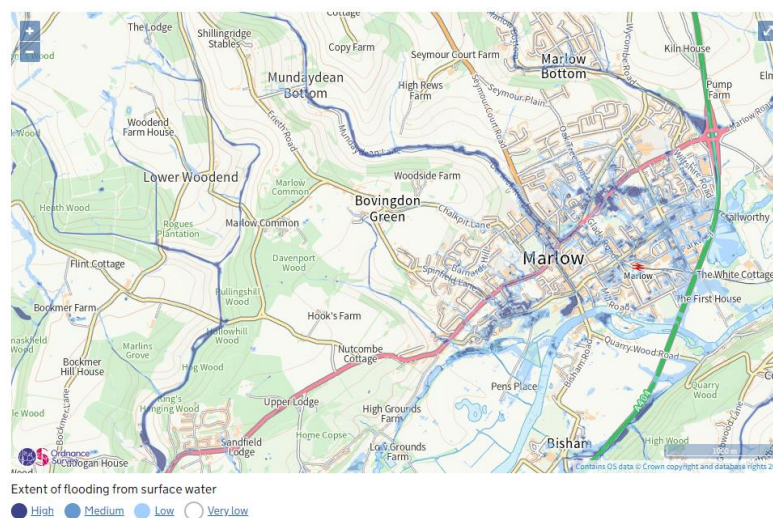
Flood risk across Buckinghamshire

Combined flood risk from all sources: Parishes

☐	Community Boards
■	Top 5 Parishes at risk from all sources
■	Top 10 Parishes at risk from all sources
■	Top 25 Parishes at risk from all sources
■	Top 50 Parishes at risk from all sources
■	Top 100 Parishes at risk from all sources
■	Remaining Parishes (Bottom 70 at risk)
☐	Boundaries - Bucks County

Buckingham and Villages

Winslow and Villages

Wing and Ivinghoe

Haddenham and Waddesdon

Aylesbury

Wendover

Chesham and Villages

Missendens

North West Chilterns

Amersham

High Wycombe

Beaconsfield and Chepping Wye

South West Chilterns

Denham, Gerrards Cross and Chalfonts

Beeches

Wexham and Ivers

Flood risk management - our role

- Work in partnership with other Risk Management Authorities (e.g Environment Agency, water companies) to manage local flood risk (surface water, ordinary watercourse and groundwater including:
  - active involvement in two Regional Flood and Coastal Committees
  - Strategic Flood Management Group meeting 3 times per year
  - Regular meetings with other local authorities in our region

- Produce a Local Flood Risk Management Strategy- published 2017, revision is being scoped

- Investigate flooding and propose recommendations

- Respond to surface water drainage aspects of planning applications (>10 units)

- Maintain a flood asset register

- Consent for works on Ordinary watercourses

- Enforcement on Ordinary watercourses

Aylesbury, 2020

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Flood risk management – who does what?

Risk Management Authority	Role
Lead Local Flood Authority – Buckinghamshire Council	• to coordinate the management of local flood risk (surface water, ordinary watercourse and groundwater • statutory consultee in the planning process for major developments in relation to surface water drainage
Environment Agency	• responsibility for taking a strategic overview of the management of all sources of flooding and coastal erosion • has operational responsibility for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea (as well as being a coastal erosion risk management authority) • statutory consultee in the planning process for sites in Flood Zone 2 or 3 or within 20 metres of a Main River
Water companies	• responsible for managing the flooding and flood risk from public sewers and water mains.
Transport for Buckinghamshire	• responsible for fixing drainage and flooding issues on highways and roads across Buckinghamshire
Bedford Group of Internal Drainage Boards	• managing water levels in the watercourses within their area, see the Internal Drainage Board's area map • permit works on an ordinary watercourse in an Internal Drainage Board (IDB) district under the Land Drainage Act 1991 • IDBs are non-statutory consultees in the planning process, but local planning authorities will consult with IDBs in relation to drainage matters.
Riparian owners	• are responsible for maintaining the watercourse or ditch running through or adjacent to their land • applies to both Main Rivers and Ordinary Watercourses
Town and Parish councils	• Being prepare by reviewing own risk management processes and create community flood plan • Liaise with other agencies to be a point of contact within community and reporting flooding

BU

Flood incident management – who does what?

Risk Management Authority	Role
Buckinghamshire Council – Resilience Service	• Plans for response to emergencies and control or reduce impact of emergency – category one responder • Co-ordinate as per the Flood Plan as part of a multi-agency response • Follow Incident Management Process and set up Incident Management Team as appropriate in a flood event • Set up rest centres for people evacuated due to flooding • Community networking to support emergency plans
Environment Agency	• Operational responsibility for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea • Issuing flood warnings
Water companies	• Responsible for managing the flooding and flood risk from public sewers and water mains.
Buckinghamshire Council, Highways Authority - Transport for Buckinghamshire	• Responsible for fixing drainage and flooding issues on highways and roads across Buckinghamshire • Road closures • Sandbags if appropriate
Emergency Services	• Police – co-ordination of emergency services during a major flood • Fire service – saving lives, may also pump out flood water
Buckinghamshire Council – Strategic Flood Management team	• Check water levels and forecast at Willows, Aylesbury during office hours and advice Director of risk and any recommendation to deploy temporary flood defences • Ask Aylesbury Town Council to deploy temporary flood defences if required and send out comms • Determine post flooding if a Section 19 Flood Investigation is required
Town and Parish Councils	• Implement own risk management processes from community flood plan • No duties but can encourage set up of volunteer flood groups/wardens in flood prone locations • Liaise with other agencies to be a point of contact within community

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Flood risk management – what we do

- Capital programme of projects to manage local flood risk including a nationally funded resilience innovation Programme – Project Groundwater (2021 to 2027)

- Respond to drainage aspects of planning applications (<10 units) for the LPA

- Take opportunities in funding to:
  - Improve understanding of flood risk and undertake modelling
  - Deliver Natural Flood Management schemes

- Involvement in regional and national initiatives with professional bodies (ADPET, CIWEM, ASA), water companies (Smarter Water Catchments, Drainage and Wastewater Management Plans)

- Links with internal initiatives: tree planting, BNG, LNRS, NEP

- Provide flood warning and decision making for Willows estate, Aylesbury alongside Aylesbury Town Council

- Support operational Flood response to resilience team

- Provide support for community - Flood Mobile visit, Flood plans

Chesham, 2021

Flood incident example – Buckingham December 2020

- Based on Flood Guidance Statement from Flood Forecasting Centre (**Met Office and Environment Agency, EA**) **EA** set up teleconference for partner responders, issued a flood alert for Upper Ouse and set up virtual area incident room (this was during Covid19)

- Properties in Buckingham began to flood prior to a flood warning being issued **by EA**

- **BC Resilience team** implemented Incident Management Process (IMP). Incident Management Team established & led by Service Director, supported by **Resilience team** and involving a **number of Council Services** (including Flood Management, Comms, Adult Social Care)

- Staff and members including **Local Authority Liaison officers (LALOs)** deployed to help local community

- **TfB** managed large number of road closures and diversions and issued sandbags

- **Town Council (TC)** acts as a co-ordinator of the Buckingham Flood Plan and TC staff volunteered to support community

- **Anglian Water** had pumping stations working at full capacity and staff visited locations where sewage flooding was experienced

- **Member and volunteers** from community opened Community Centre for food, drinks, and rest

- A survey of the impacts was carried out (**BC Community Safety Adviser and Town Council**)

- Some **residents** who had Property Flood Resilience measures, deployed those to their own properties

- **BC Strategic Flood Management team** initiated a Section 19 Flood investigation

- Follow up to Buckingham with Flood Mobile organised by **Community Board**

Buckingham, 2020

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Flood incident example – Aylesbury Penn Road Oct. 2020

- **BC Resilience Team** deal with reports of property flooding. Flood boards requested from **TfB**. Flatbed truck of sandbags requested by BC resilience

- **Aylesbury Vale Housing Trust** assist residents evacuate their homes, find temporary welfare facilities and arrange replacement accommodation

- **Thames Valley Police** arrive on site to assist in managing traffic and identifying owners of flooded cars on Penn Road

- Flood Warning was issued for the general area by **Environment Agency**

- **Buckinghamshire Council Local Authority Liaison Officers** attend the site to assist

- **Southcourt Church** on Penn Road stayed open to offer welfare facilities to residents unable to use toilets or electricity in their own homes.

- **Penn Road residents** acted as responders during the event, in alerting their neighbours that flooding was occurring, and to turn their electricity off.

- **TfB** close Penn Road – local diversion route put in place

- Obstructions in river removed by **Environment Agency**

- **BC Strategic Flood Management team** initiated a Section 19 Flood investigation

Flooding to the highway at Penn Road (credit: Andrew Rysdale)

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What is the LLFA role in the planning process?

Flood and Water Management Act 2010	Town and Country Planning (Development Management Procedure) (England) Order 2010	National Planning Policy Framework	Local policy

- FWMA 2010 sought to deliver on the recommendations of the Pitt Review

- It established the Lead Local Flood Authority and its responsibilities for local flood risk, including surface water, ordinary watercourses and groundwater

- Part of the Act, known as Schedule 3 sort to establish a SuDS Approval Body, to have responsibility for the approval of proposed drainage systems in new developments and redevelopments

- Schedule 3 was never enacted due to lobbying by national housebuilders

- In April 2015, the Lead Local Flood Authority (LLFA) became a statutory consultee for surface water drainage on major developments

- The LLFA has a local arrangement in place to comment on minor applications (greater than three dwellings or $250m^2$)

- The LLFA advises the Local Planning Authority if proposals meet the NPPF and local policy requirements

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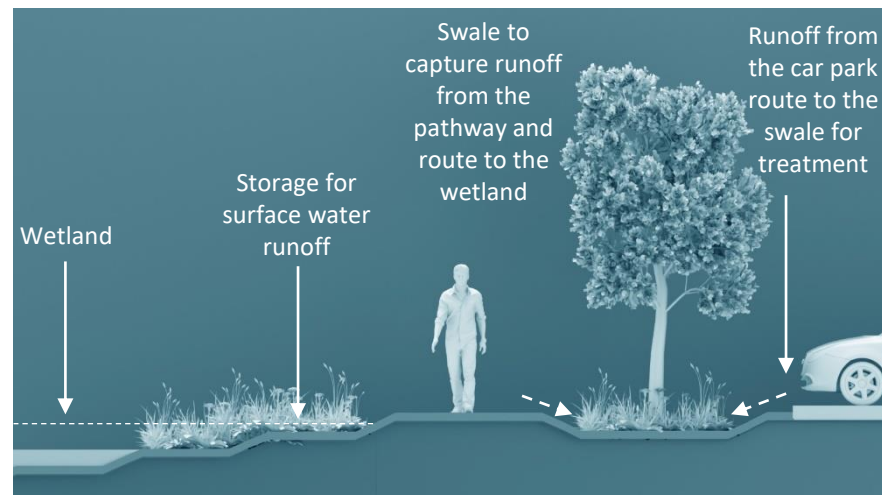
What is sustainable drainage?

Sustainable Drainage Systems (SuDS) are an approaches to managing surface water that take account of:

- water quantity

- water quality

- biodiversity

- amenity

Green roof to capture rainfall

Permeable paving to allow runoff to infiltrate

Rain garden with tree pit to capture runoff from the path and roof

SuDS aim to mimic nature and typically manage rainfall close to where it falls.

SuDS can be designed to transport surface water, slow runoff down before it enters watercourses, they provide areas to store water and can be used to allow water to soak into the ground and encourage evapotranspiration.

Swale to capture runoff from the pathway and route to the wetland

Runoff from the car park route to the swale for treatment

Wetland

Storage for surface water runoff

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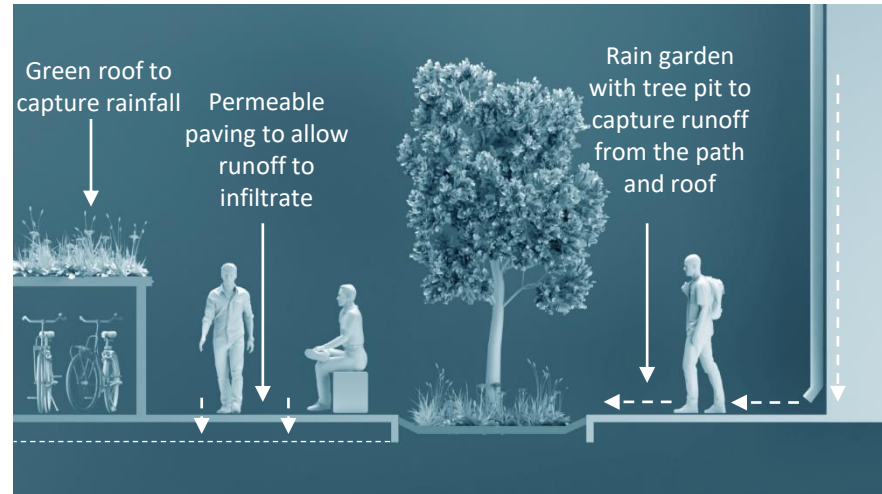
How do sustainable drainage systems (SuDS) manage flood risk?

- New developments generally result in an increase of impermeable area and an increase in surface water runoff if left unmitigated. Therefore planning applications are required to provide a surface water drainage strategy to show how surface water runoff will be managed.

- Demonstrate compliance with the drainage hierarchy to determine an suitable method of surface water disposal, prioritising infiltration to the ground and discharging to a watercourse over a connection to the sewer network.

- Where surface water runoff is discharged to a watercourse, runoff rates will be controlled to ensure there is no increase in flood risk elsewhere.

- Surface water runoff will be safely contained on the development site up to the 1% Annual Exceedance Probability. There is an allowance for climate change (40%) included.

- Developers should prioritise SuDS to manage the surface water runoff from the site, particularly multi-functional SuDS - achieve water quality, biodiversity and amenity benefits.

- Developers should demonstrate how the surface water drainage scheme will be managed for the lifetime of the development

Permeable paving, Aylesbury

Swale, Waddesdon

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Flood risk management – our approach

We cannot eliminate the risk of all flooding and coastal change, instead we can:

- Create climate resilient places

- Ensure today's growth and infrastructure is resilient in tomorrow's climate

- Be ready to respond and adapt to flooding

To ensure we are better protecting properties and reducing the impacts of flooding on peoples' lives and livelihoods

This is in line with the National Flood and Coast Risk Management Strategy 2021

River Leck Natural Flood Management Scheme

Looking ahead

- Local Flood Risk Management Strategy revision– 2023

- Outcome of Defra project into the enactment of Schedule 3 (SuDS Approval Body) due October

- Delivery of projects

- Development of pipeline of projects from Flood Investigation work

- Delivering and developing Natural Flood Management schemes and linking with tree planting, Biodiversity Net Gain and LNRS initiatives

- Project Groundwater – working with communities to increase resilience to groundwater flooding through innovative measures

- Work with BC resilience team to improve resilience of communities

- Work more closely with Highways to deliver schemes

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Drainage Operations 2022/23

1. Summary

The 2022/23 gully cleaning programme is currently 37.5% completed (32,004 out of a gully asset of 85,393, as of 26/8/22). Over the next two months, with expected increase of in-house and supply chain partners (SCP) availability, we plan to accelerate the programme through the remaining summer months.

Comparing the data from the 2021/22 programme with the current year, we are noticing a decrease in gully silt levels, in the region of an average silt level reducing from 74% full to 59% full. This reduction demonstrates the benefits of regular cleansing and reduces the time that is needed to carry out the operation this year.

This year, we have identified a further 779 stuck covers and 359 broken or damaged covers, which have been programmed to be released or replaced. The supersucker gangs have cleared over 2,300 blocked gully outlets (averaging 6,000m of blocked drainage pipes per month) and emptying over 50 large assets (catch pits/soakaways) a month.

2. Objectives for 2022/23

- To visit and clean the 85,000 gully assets in the county of Buckinghamshire.
- To clear any defects found with regards to the gully/drainage asset.
- To capture all gully data and update the drainage asset management system.
- To add any additional data, discovered through the cyclic gully cleaning programme and to correct and amend data as necessary.
- To capture and update the asset management system we will continue to use the Kaarbontech Gully Smart system.

3. Resources for 2022/23

We will employ three in-house two-man gully cleaning gangs using 18t gully cleaning vehicles, one based in each of our operational depots at Aylesbury, Amersham and High Wycombe. These resources will be supported by two specialist gully cleaning companies, Drainline and FM Conway, operating up to four additional vehicles between them.

The gully cleaning operation is followed by a second programme using three high pressure jetting "Supersucker", 26t vehicles. This programme deals with the jetting of blocked assets, and/or the need to carry out CCTV to identify the exact location and nature of the blockage and, lastly, emptying larger assets such as soakaways and catch pits, which can sometimes be the reason why the gully is not actually flowing as it should.

All work gangs will capture live data onto a tablet, which will be uploaded onto the Kaarbontech system daily.

Using our own in-house resource and supported by our SCP we then produce programmes of work to repair defective gully frames and covers and/or broken/fractured pipe work on the gully system.


4. Methodology

Each operational depot has a nominated supervisor who will produce a programme of works for the gully cleaning gangs to follow. The programme is developed by taking a number of things into consideration, including, risk of known issues, available resources in each area and collaboration with other planned works.

The works pack is downloaded onto individual tablets and allocated to a work gang to deliver by visiting each location to update the asset history, confirm silt level on arrival and completion, record the condition of the asset, supported by a photograph. This information is a record of works carried out, asset data and also a tool to manage productivity and time.

If a defect is found which cannot be immediately remedied, the gang will create a service request for a return visit to be carried out. This might include stuck, broken frames and covers, blocked/broken pipework or blocked outlets. A follow up visit may also be necessary where gullies cannot be accessed due to vehicles being parked over or safety related observations being made that require additional planning before they can be carried out. Once the service request has been made, the supervisor will review and add this to the programme so that a repeat visit can be carried out.

The supersucker is a 26t vehicle fitted with high-pressure jetting which is used to clear a blockage, our approach being to do this, end to end point of the drainage system, normally a catchpit, soakaway or a ditch. This approach can limit the number of locations that can be attended in a day but results in a fully functioning drainage system which is unlikely to require further attendance, at least for some time. When working in tandem with the CCTV camera to investigate problematic issues, this may identify vegetation growth within the drainage system and a root cutter will be used to remove this. During periods of severe weather, the supersucker is also often used to attend flooding locations, which understandably impacts on the programmed works.

5. Some examples of thorough gully cleaning
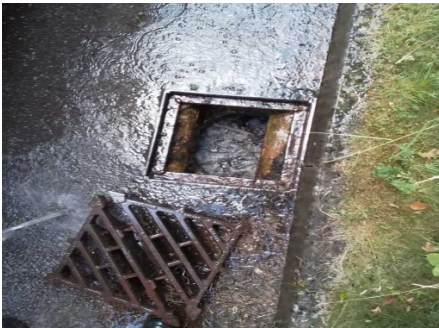
6. Risks and Opportunities

Known risks include the ongoing national /regional shortage of HGV drivers and skilled workers, as well as sickness absence (including Covid). Extreme weather events not only make it unsafe to work during high winds, storms and extreme heat conditions, but also impact working hours that are safe for drivers and operators to carry out.

Some level of machinery breakdown and servicing are always anticipated, however there has been an increased cost and timescale for obtaining parts and repairing vehicles, which has been noted over the last 12 months or so.

We anticipate some slippage to programmed works and make plans to catch up by working outside of normal hours and to accelerate the programme at every opportunity. Additional SCP resource, upskilling of our own workforce, enhanced training programmes and opportunities to work collaboratively with other workstreams are constantly being reviewed to improve productivity.

7. Outputs April to August 2022

On a weekly basis reports are produced and analysed to highlight issues on the network, this gives opportunity to improve the operation and to measure performance against data collected from previous years. Please find a recent report:

WARD	DISTRICT	TOTAL GULLIES	VEHICLE OVER	STUCK COVERS	BROKEN COVERS	AVERAGE SILT LEVELS	TOTAL CLEANED	STILL TO CLEAN
Abbey	Wycombe	1750	110	30	12	68%	1612	138
Amersham and Chesham Bois	Chiltern & South Bucks	1326				85%	17	1309
Aston Clinton and Bierton	Aylesbury	2369	89	116	21	35%	1965	404
Aylesbury East	Aylesbury	1887	1			86%	11	1876
Aylesbury North	Aylesbury	2016		2		56%	9	2007
Aylesbury North-West	Aylesbury	2099	1	1	2	55%	11	2088
Aylesbury South-East	Aylesbury	1764				58%	3	1761
Aylesbury South-West	Aylesbury	1393	2					1393
Aylesbury West	Aylesbury	2243		1		39%	9	2234
Beaconsfield	Chiltern & South Bucks	2112	21	7	6	36%	583	1529
Bernwood	Aylesbury	2221	69	25	13	38%	1277	944
Booker, Cressex and Castlefield	Wycombe	1140	94	20	15	34%	1067	73
Buckingham East	Aylesbury	2103	29	5	2	50%	602	1501
Buckingham West	Aylesbury	2617	131	28	11	37%	2268	349
Chalfont St. Giles	Chiltern & South Bucks	1654				77%	9	1645
Chalfont St. Peter	Chiltern & South Bucks	1423				74%	71	1352
Chesham	Chiltern & South Bucks	1197				79%	39	1158
Chess Valley	Chiltern & South Bucks	1430	1		2	92%	47	1383
Chiltern Ridges	Chiltern & South Bucks	1136			4	75%	3	1133
Chiltern Villages	Wycombe	1413	40	25	9	34%	1338	75
Cliveden	Chiltern & South Bucks	1519	80	27	17	71%	852	667
Denham	Chiltern & South Bucks	1913	22	28	6	71%	590	1323
Downley	Wycombe	1321	32	10	5	58%	482	839
Farnham Common and Burnham Beeches	Chiltern & South Bucks	1401	84	28	18	62%	1115	286
Flackwell Heath, Little Marlow and Marlow South-E	Wycombe	1632	85	10	9	39%	1533	99
Gerrards Cross	Chiltern & South Bucks	2016	18	28	1	60%	250	1766
Great Brickhill	Aylesbury	2572	58	32	7	54%	2145	427
Great Missenden	Chiltern & South Bucks	1729	62	36	28	40%	1572	157
Grendon Underwood	Aylesbury	2801			2	74%	57	2744
Hazlemere	Wycombe	1271		1	2	82%	88	1183
Iver	Chiltern & South Bucks	1594	149	42	39	64%	1438	156
Ivinghoe	Aylesbury	1926	44	10	1	37%	433	1493
Little Chalfont and Amersham Common	Chiltern & South Bucks	1364		1		93%	24	1340
Marlow	Wycombe	1769	3	10		48%	84	1685
Penn Wood and Old Amersham	Chiltern & South Bucks	2059	58	33	25	47%	1790	269
Ridgeway East	Wycombe	1639	2	5	2	47%	77	1562
Ridgeway West	Wycombe	1568		2		95%	14	1554
Ryemead and Micklefield	Wycombe	1044	102	11	10	52%	915	129
Stoke Poges and Wexham	Chiltern & South Bucks	2121	104	72	36	70%	1982	139
Stone and Wadddesdon	Aylesbury	2196				54%	28	2168
Terriers and Amersham Hill	Wycombe	1078	2	5	6	71%	102	976
The Risboroughs	Wycombe	1538	1	1	2	27%	26	1512
The Wooburns, Bourne End and Hedsor	Wycombe	1509	71	16	9	33%	1422	87
Totteridge and Bowerdean	Wycombe	858	57	10	15	38%	747	111
Tylers Green and Loudwater	Wycombe	1528	4	35	1	67%	198	1330
Wendover, Halton and Stoke Mandeville	Aylesbury	2043	95	102	22	36%	1791	252
West Wycombe	Wycombe	1389	122	15	11	57%	1259	130
Wing	Aylesbury	2341		1	3	61%	32	2309
Winslow	Aylesbury	2366	2		7	75%	17	2349
TOTAL		85398	1845	831	381	58%	32004	53394

8. Customer Focus

Fix My Street queries relating to drainage and flooding have steadily decreased over the year, with 1,193 less between Jan – Jul, when compared against the number received in the same period in 2021. This is likely to be partly due to the improvements made to the reporting platform, as well as the enhanced gully cleansing and drainage repair programme that has been ongoing since April 2021.

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Tree Protection in Bucks

Review of current protection under legislation, how this protection is applied by the Council, and how to ensure trees are protected and maintained in future

Transport, Environment and Climate Change Select Committee

8 September 2022

Powers to protect trees

Power to protect trees is granted to Local Planning Authorities though through a range of legislation, policy, guidance and material considerations such as case law and planning appeal decisions

Key amongst these are:

- The Town and Country Planning (Tree Preservation)(England) Regulations 2012

- Tree Preservation Orders and trees in conservation areas (explains the legislation)

- National Planning Policy Framework

Local Policy including:

- *Chiltern District Local Plan*

- *South Bucks District Local Plan*

- *Vale of Aylesbury Local Plan*

- *Wycombe District Local Plan* & *Canopy Cover Supplementary Planning Document*

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Tree Preservation Orders

Local Planning Authorities can make a Tree Preservation Order if *'expedient in the interests of amenity to make provision for the preservation of trees or woodlands in their area'*.

It would not be 'expedient' to make a TPO on trees:

- Under good management

- Already adequately protected by some other means

- Not otherwise known to be at risk from inappropriate work now or in future

- In poor or hazardous condition

- Where planning permission has been granted that requires or allows the removal of the tree

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Tree Preservation Orders

TPOs can protect:

- Individual trees

- Groups of trees

- Areas

- Woodlands

Area (blanket) TPOs are only to be used as a short-term measure, until each tree is assessed, plotted and protected individually or as groups.

- TPOs prohibit the felling, topping, lopping, uprooting or wilful damage or destruction of protected trees or woodlands unless permission is specifically given for such activity. i.e. through TPO application or grant of planning permission.

- Protection applies to roots, stems and branches

- TPOS do not allow a LAs to impose or enforce a particular management programme

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Tree Preservation Orders

Amenity is not defined in law, but guidance and common practice primarily relates to visual amenity from a public viewpoint, now or in future

Other factors such as nature conservation and climate change may contribute to the case for a TPO, but should not be used as the primary reason for making a TPO.

TPOs should not be made on trees to achieve aims other than those set out in legislation.

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Tree Preservation Orders

TPOs are not based on subjective assessment

They are made based on professional arboricultural assessment of the health and quality of the tree using industry standard methodology.

- Biological life expectancy
- Safe & useful life expectancy
- Importance of position in the landscape
- Rarity, cultural or historic value

- Visual amenity value to people
- Presence of other trees
- Relation to setting and other trees
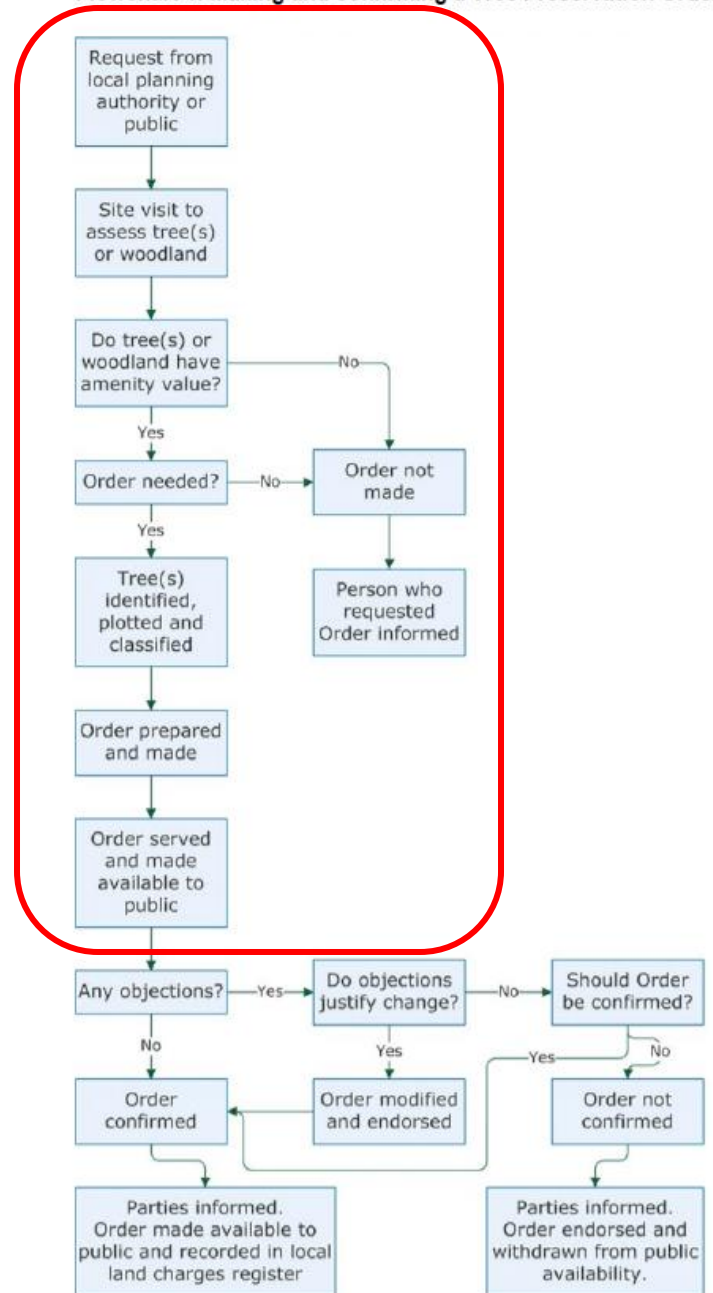- Condition and form

Industry-standard methodologies include:

- TEMPO – Tree Evaluation Method for Preservation Orders, and

- CAVAT Capital Asset Valuation of Amenity Trees

- Helliwell System developed by Rodney Helliwell, arboriculturalist & ecologist

The amount of public support or opposition for a TPO would be a 'material consideration' but would not outweigh the objective assessment
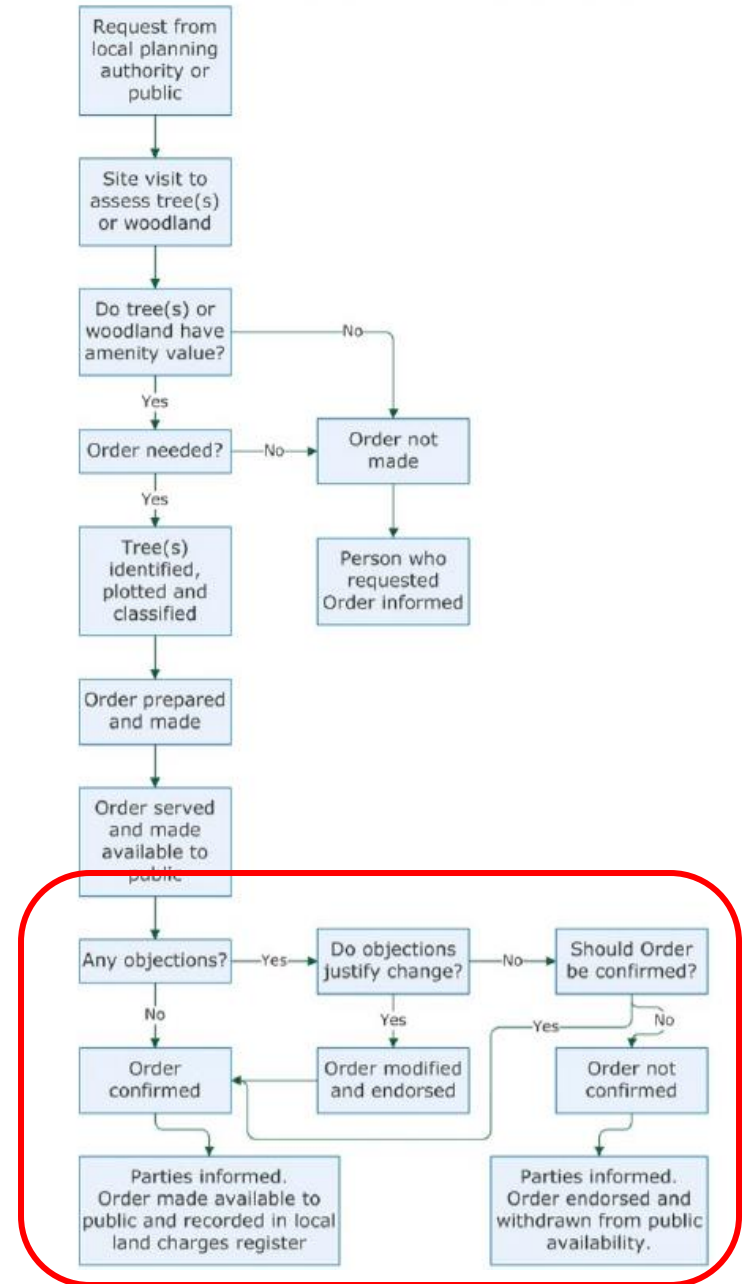
Tree Preservation Orders

- Power to TPOs rests with ARB officers and managers

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Flowchart 1: Making and confirming a Tree Preservation Order

Request from local planning authority or public

↓

Site visit to assess tree(s) or woodland

↓

Do tree(s) or woodland have amenity value? —No→ Order not made

↓ Yes

Order needed? —No→ Order not made

↓ Yes

Order not made → Person who requested Order informed

Tree(s) identified, plotted and classified

↓

Order prepared and made

↓

Order served and made available to public

↓

Any objections? —Yes→ Do objections justify change? —No→ Should Order be confirmed?

↓ No ↓ Yes Yes↙ ↓ No

Order confirmed ← Order modified and endorsed   Order not confirmed

↓

Parties informed. Order made available to public and recorded in local land charges register

Parties informed. Order endorsed and withdrawn from public availability.

Tree Preservation Orders

- Power to TPOs rests with ARB officers and managers

- Power to confirm TPOs rests with ARB officers & managers, level based on objections and representations received

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Flowchart 1: Making and confirming a Tree Preservation Order

Tree Preservation Orders

- Power to TPOs rests with ARB officers and managers

- Power to confirm TPOs rests with ARB officers & managers, level based on objections and representations received

- **The best opportunities for councillors to get involved are when requesting a TPO, or at the confirmation stage**

Flowchart 1: Making and confirming a Tree Preservation Order
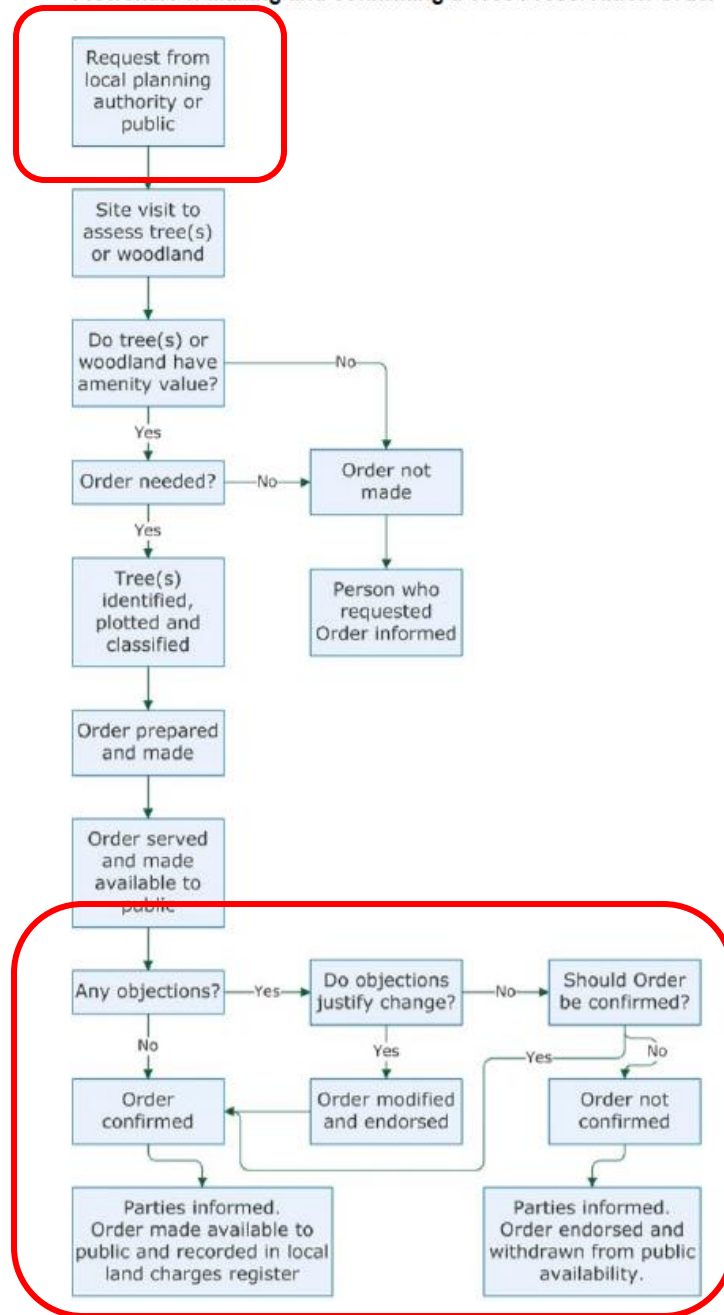
National Planning Policy Framework

Various paragraphs relate to climate change, biodiversity, street trees and quality of open spaces, but para 131 is of most relevance:

- Highlights the importance of trees to character, quality, & climate change

- The need to incorporate trees within development;

- The need to protect and retain trees wherever possible;

- The importance of LPAs and Developers working together to deliver the right tree in the right place, and

- Deliver outcomes that work for different users.

'131. Trees make an important contribution to the character and quality of urban environments, and can also help mitigate and adapt to climate change. Planning policies and decisions should ensure that new streets are tree-lined, that opportunities are taken to incorporate trees elsewhere in developments (such as parks and community orchards), that appropriate measures are in place to secure the long-term maintenance of newly-planted trees, and that existing trees are retained wherever possible. Applicants and local planning authorities should work with highways officers and tree officers to ensure that the right trees are planted in the right places, and solutions are found that are compatible with highways standards and the needs of different users.'

Buckinghamshire Council Policy

Some key policies relating to trees in Buckinghamshire include:

NE8 (Aylesbury) :

- Development should enhance and expand tree & woodland resource

- Development that would result in the unacceptable impacts on important trees will be resisted. Where trees are lost replacements will be required

TW3 (Chiltern) :

- Trees of good quality, or landscape significance, or amenity value, will be expected to be retained in good condition even where this will restrict, or prevent, development.

L10 (South Bucks) :

- Relates to proposals felling or doing works to TPO trees.

EP3 & 4 (South Bucks) :

- Development should make positive use of existing landscaping features, including existing trees and vegetation, and

- Retain existing planting which is or will be important to character and appearance, and provide additional trees where appropriate

BUCKINGHAMSHIRE COUNCIL

Buckinghamshire Council Policy

DM34 (Wycombe) :

- Protect and enhance biodiversity and green infrastructure

- Maximise green infrastructure through retention and new provision

- Provide 25% tree canopy cover or equivalent green infrastructure on certain sites, through retention and new planting

The Canopy Cover SPD explains that:

- "maximise" means to ensure that all reasonable opportunities are taken to retain and plant trees and provide green roofs and green walls.

- Every effort should be made to meet the canopy cover requirement through retained and new trees on site.

- If the canopy cover requirement cannot be met through trees, green roofs and green walls can be considered
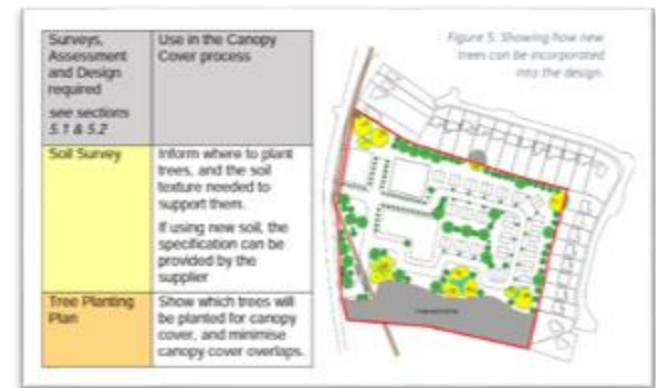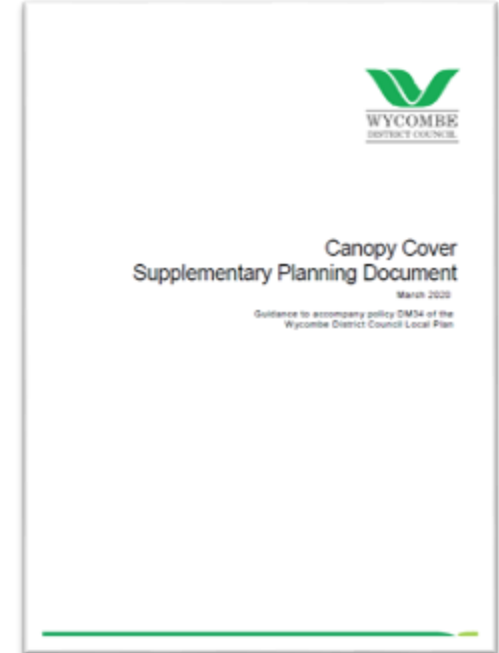
Summary of current position

Retention of trees is sought where appropriate/possible in accordance with policy:

- We can't require that all trees on a site be retained

- We can't require a tree be moved instead of felled

- Where trees are likely to be lost to development, replacement planting can be secured by condition

- Officers work proactively and collaboratively with applicants to secure the best possible outcome, and avoid pre-emptive TPOs unless there is evidence of risk

- Trees are important, but balanced with other policy requirements

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Summary of current position

The Council uses TPOs to protect trees in accordance with legislation, when they:

- Provide public amenity (predominantly visual)

- Meet objectively assessed criteria in respect to quality, and

- Are or likely to be at risk of inappropriate works

BUCKINGHAMSHIRE COUNCIL

Moving forward proactively

Work is beginning or under way on:

- Buckinghamshire Local Plan - https://yourvoicebucks.citizenspace.com/planning/local-plan-2021

- The Buckinghamshire Design Code - https://bucks.place

- The Buckinghamshire Tree Strategy, within which the Council may set out priorities for both reviewing existing TPOS, and making new ones
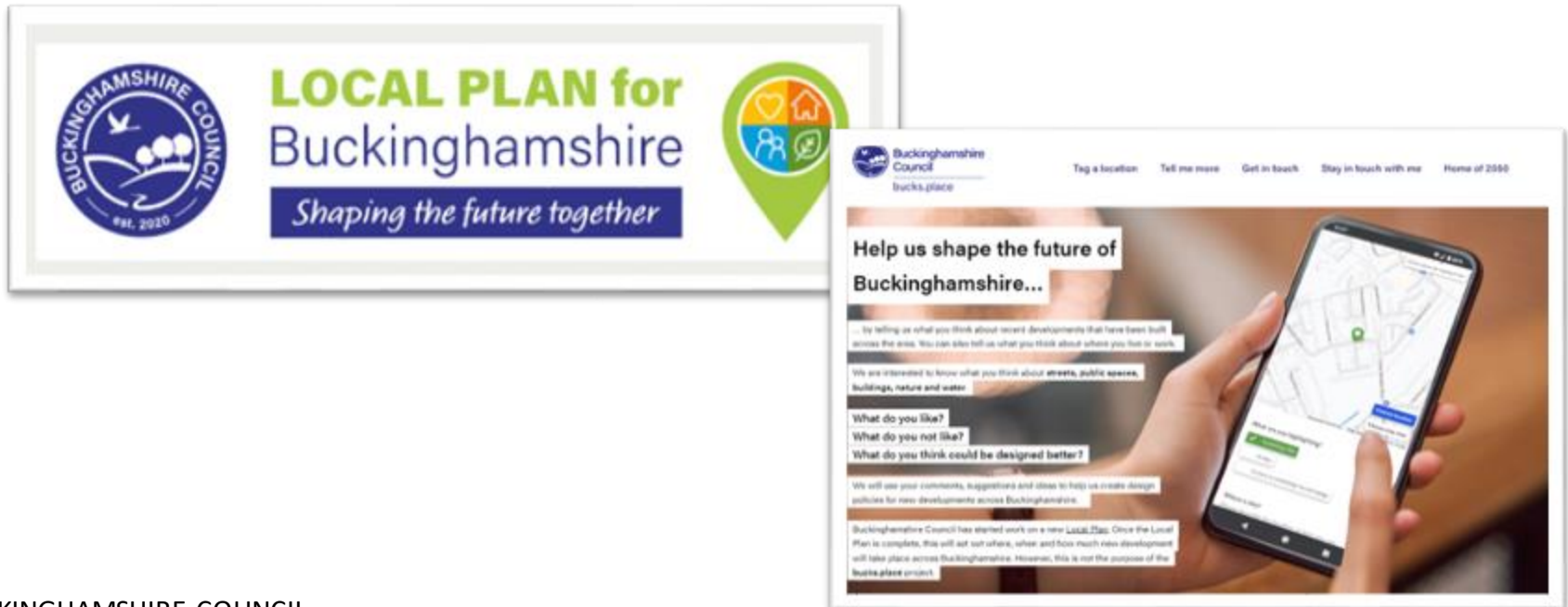
Buckinghamshire Council Tree Strategy

Baseline work is currently underway as part of the Buckinghamshire Council Tree Strategy, including:

- Updating inspections for Council-owned trees

- Migrating to more appropriate tree management tools

- Undertaking a TPO review to update and correct records of TPOs across Buckinghamshire

- Undertaking Canopy Cover mapping to establish a baseline for future strategies and policies

Buckinghamshire Council Tree Strategy

Future stages of the Tree Strategy will cover:

- New tree inspection and management strategy

- Planning and responding to climate change and biohazards

- How and where to focus future tree planting

- When and how we make TPOs, and

- Whether or not we can set out our own interpretation of 'amenity'

We are currently recruiting to support this work

The Arboricultural Team

There are 6 full-time team members, and one part-time consultant.

The budget for the team is £390k

All team members:

- Consider works to trees in conservation area (make a TPO or not)

- Make TPOs

- Determine applications for works to TPO trees

- Determine requests for urgent works to TPO trees as '5-day notices'

- Provide planning advice and formal comments related to trees

- Defend the Council's position at appeal

- Support the enforcement team who investigate and take action in respect to unauthorised works

- Deal with High Hedge Complaints

- Lead on Buckinghamshire Tree Strategy

- Respond to general queries relating to trees ~ 150-200 per week

- Deal with ~1800 tree applications per year (increasing)

- Respond to ~1000 planning consultations per year

The Arboricultural Team

Responsibilities for works to Council-owned trees remains 'patchy'. The tree teams are not ultimately responsible for Council trees, but do advise on their management

In West, Central & North, team members:

- Manage the tender process and the contract for tree contractors who can inspect & carry out work to council owned trees ~£160k

- Advise other responsible Council services on management of council-owned trees and arrange for the works to be carried out if approved by that service ~25k trees (estimate)

- Update and maintain the GIS layers relating to TPO trees

- Arrange for limited, small-scale tree planting on council-owned land ~£10-20k

- Advise the Climate Change Team on site selection and specification for the Council's large-scale tree planting programme

These work areas and practices will be harmonised over time

Enforcement against unauthorised works

Ultimate responsibility for tree-related enforcement rests with the Enforcement Team

From April 2020 ~ 150 cases related to unauthorised works

When deciding what action to take, the two teams consider:

- Whether there is quantifiable evidence of harm

- Can we prove who caused the harm and when

- Can we prove the harm resulted from the works

When we don't have a case for prosecution we will issue a warning letter

We may also seek a contribution to local tree planting

How to get in touch

The ARB team do not deal with trees on the public highway. These are managed by TfB, who can be contacted on Fix My Street- https://www.fixmystreet.buckscc.gov.uk

The team are currently reliant on legacy points of contact for TPO requests and general queries:

planning.csb@buckinghamshire.gov.uk

trees.av@buckinghamshire.gov.uk

trees.wyc@buckinghamshire.gov.uk

A new webform is being developed to become a single point of contact

BUCKINGHAMSHIRE COUNCIL

Parish & Town Councils

Parish & Town Councils can:

- Set out policies in respect to trees in their Neighbourhood Plans

- Participate in The Tree Council's Tree Warden Scheme. Tree Wardens plant, protect and promote their local trees.   They are organised into local groups managed by a co-ordinator and are autonomous. You can find out more from The Tree Council - https://treecouncil.org.uk/tree-wardens/

- Seek support and funding for tree planting from Buckinghamshire Council. Please see - https://www.buckinghamshire.gov.uk/environment/sustainability-and-climate-change/trees-and-hedges/tree-planting/

Thanks

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Transport, Environment and Climate Change Select Committee (Chairman: Bill Chapple, Scrutiny officer: Chris Ward)

Date	Topic	Description & Purpose	Lead Officer	Contributors
3 November 2022	Climate Change & Air Quality Strategy: Annual Review	To review the strategy one year after its implementation.	Ed Barlow Alexander Beckett	Gareth Williams
	School Transport	To receive an update on the service including SEND transport and PTBs	Sara Turnbull Neil Beswick Cheryl Platts	Steve Broadbent
	Electric Vehicle Action Plan	The Action Plan will be the council's plan to increase EV charging infrastructure in Buckinghamshire, in support of its commitment to net zero carbon by 2050.	Hannah Joyce Richard Lumley	Steve Broadbent Gareth Williams Peter Strachan
	Inquiry Report: Pollution in Buckinghamshire's Rivers and Chalk Streams	To consider the inquiry report before it is submitted to Cabinet.	Chris Ward	Robert Carington
2 February 2023	East West Rail	To receive an update on the project	Dr Laura Leech Richard Lumley	Steve Broadbent Peter Martin EWR Reps
	Public Transport	To receive a report including progress on Demand Responsive Pilots	Richard Barker Sara Turnbull James Loader	Steve Broadbent
	Overall Performance on Waste Collection	To consider the last six months of performance.	Martin Dickman Richard Barker	Gareth Williams Veolia Reps
30 March 2023	HS2	To receive an update on the project	Dr Laura Leech Richard Lumley	Steve Broadbent Peter Martin HS2 Reps
	New Highways Model	To hear details regarding the mobilisation of the new Highways model	Richard Barker Kevin Goad	Steve Broadbent

			David Farquhar	
	Air Quality Monitoring in Buckinghamshire	To provide an overview of air quality monitoring across the county	Ben Coakley	Gareth Williams