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ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

Members 6: Quorum 3

COUNCILLORS:

Sally Miller John Mylod (Chairman) Jan Sargent Carole Beth Judith Holt Matt Sutton (Vice-Chair)

For information about the meeting please contact: Richard Cursons 01708 432430 richard.cursons@onesource.co.uk

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

- 1. Providing a critical friend challenge to policy and decision makers.
- 2. Driving improvement in public services.
- 3. Holding key local partners to account.
- 4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Environment
- Transport
- Environmental Strategy
- Community Safety
- Streetcare
- Parking
- Social Inclusion
- Councillor Call for Action



DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - received.

3 DISCLOSURE OF INTEREST

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting.

Members may still disclose any interests in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Sub-Committee held on 17 July 2018 and authorise the Chairman to sign them.

5 QUARTER 1 PERFORMANCE INFORMATION (Pages 7 - 24)

6 COMMUNITY TOILET - BRIEFING PAPER (Pages 25 - 28)

7 HIGHWAYS CAPITAL PROGRAMME - OVERVIEW (Pages 29 - 30)

8 URGENT BUSINESS

To consider any other items in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specified in the minutes, that the item should be considered at the meeting as a matter of urgency.

Andrew Beesley Head of Democratic Services This page is intentionally left blank

Agenda Item 4

MINUTES OF A MEETING OF THE ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE Town Hall, Main Road, Romford 17 July 2018 (7.30 - 9.45 pm)

Present:

Councillors Sally Miller, John Mylod (Chairman), Jan Sargent, Carole Beth, Judith Holt and Matt Sutton

No apologies for absence were received

1 MINUTES

The minutes of the meeting held on 20 March 2018 were agreed as a correct record and signed by the Chairman.

2 QUARTER FOUR PERFORMANCE INFORMATION

The Sub-Committee considered the Corporate Performance Report for Quarter 4.

The report identified where the Council was performing well (Green rating) and not so well (Red rating). It was explained that there were no current direct financial implications arising from the report, but it should be noted that the waste tonnage performance indicator had potential future financial implications in that, as costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own would not be enough to mitigate the potential £10m rise in costs by 2017. The plans to address this would be raised through the appropriate channels as necessary.

There were two Performance Indicators that had been requested to be monitored by the Sub-Committee for 2017/18. These indicators were:

- The level of waste per head of population presented to East London Waste Authority (ELWA). The indicator was currently rated Green'
- Average number of days taken to investigate and remove fly-tips. The indicator was currently rated Green.

It was explained that the number of reported fly tipping incidents were reported quarterly to DEFRA by type and size and it was estimated that the cost to Havering to clear reported fly-tips was at least £224,000 per annum rising to approximately £1m if you included un-reported fly-tips.

Members were advised that the in-cab technology allowed for photographic imaging and recording of size of waste and geographical map locating.

Back office staff were able to view live, real time information which would allow monitoring of crews' progress and better management of resources.

Members sought an update on Gerpins Lane and were advised that the road had been closed with a barrier. Unfortunately, the barrier had been broken by individual(s) whom were determined to access the road and whom had disregarded the road closure. The barrier had been replaced shortly after the incident.

Waste tonnages remained a high financial risk for the Council. Members discussed the challenges of limiting black bags and the risk that this might lead to an increase in fly-tipping.

Members discussed the various activities taking place to encourage waste prevention and reuse, which included Love Food Hate Waste, Food Waste Challenge and Composting Workshops.

It was agreed that an update on fly-tipping be given at a future meeting of the Sub-Committee.

The Sub-Committee **noted** the contents of the report and presentation.

3 ENVIRONMENT - AN OVERVIEW

The Sub-Committee considered a report which detailed the remit of Environmental Services.

The Assistant Director of Environment handed out to Members a briefing document which detailed the services provided by the service.

The service was broken down into four areas these included:

Public Realm

Waste and External contracts Grounds Maintenance Street Cleansing Estate Services Parks and Open Spaces

Highways Traffic and Parking Group

Maintaining the boroughs roads and footways Parking enforcement Design and implementation of traffic and parking schemes (including controlled parking zones) Design and implementation of road safety, traffic calming schemes Coordination of streetworks on the highway Direct service outfit carrying out highways works

Enforcement

Manage Traveller Incursion on Parks and Open Spaces & Public Highway including resident's complaints.

Enforce the Fly Grazing of Horses Notice on Bretons Field (removal of horses)

Respond to increased levels (during Summer) of reported ASB in Parks and Open spaces (breaches of by-laws, riding motor bikes/mopeds, poaching, camping etc)

Investigating and tackling domestic fly tipping on the public highway Investigation and removal of abandoned vehicles

Responding to complaints of ASB on Estates (higher during summer months)

Delivering the Clutter programme for Housing Department (Post Grenfell Fire – removal of clutter from communal stairwells)

Review of CCTV equipment and potential to work 'smarter' with local police

Public Protection

Air Quality, Contaminated Land, Noise on construction sites Nuisance noise, smoke, odour Drainage on private land Enforcement for pest infestations Private Sector Housing – licensing and disrepair Filthy & Verminous properties Underage Sales of tobacco, alcohol, knives Doorstep crime, Counterfeit and unsafe products Licensing and Health & Safety inspections Food safety inspections, infectious diseases, animal welfare

In response to a question relating to the provision of an out of hours noise service, Officers confirmed that the Council did not currently provide this service.

Members asked if they could visit the Council's depot in Upper Rainham Road to see it in operation. Officers undertook to arrange a site visit.

The Sub-Committee **noted** the contents of the report and the presentation.

4 LOCAL IMPLEMENTATION PLAN

The Sub-Committee considered a report which updated Members on the requirements for the preparation of the forthcoming Local Implementation Plan (strategy) document and outlined the current proposals for its preparation and delivery.

The 1999 GLA Act required boroughs to prepare a Local Implementation Plan. A LIP (as it was known) was a long term strategic document setting out how a borough intended to implement that Mayor's Transport Strategy (MTS) in its area.

The final MTS was published in March 2018. Boroughs must submit their LIP's to TfL as soon as reasonably practicable after the Mayor had published his final Mayor's Transport Strategy.

Havering's last Local Implementation Plan (2010) set out Havering's transport objectives, priorities and targets over a 20 year period (the life time of the previous Mayor's Transport Strategy). The new LIP will span the lifetime of the recently published Mayor's Transport Strategy up to 2041.

Most importantly, the new LIP would provide the opportunity for the borough to promote its wider 'connections' ambitions such as improvements in northsouth connectivity and the importance of radical interventions at Gallows Corner through the setting out of long term interventions up to the year 2041.

The report also advised what the key requirements of a LIP, the Borough's transport objectives, delivery plan and additional requirements were.

TfL required that LIPs were the subject of engagement and consultation with TfL itself and other stakeholders.

Havering's draft LIP (LIP3) must be submitted for consultation with TfL (along with all other consultees) by 2 November 2018.

TfL would aim to return comments by 7 December 2018.

Boroughs would then have to submit their final LIP for Mayoral approval by 16 February 2019. The Mayor would either approve or fail a boroughs LIP by March 2019.

TfL's aim was for all Local Implementation Plans to be approved by the Mayor and "active" by April 2019.

The Sub-Committee **noted** the contents of the report.

5 ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE - WORK PROGRAMME 2018/19

Members considered the report which outlined the Sub-Committee's Work Programme for 2018/19.

Appended to the report was the Work Programme that showed previously agreed areas for the Sub-Committee to consider during the forthcoming year.

Members were advised that this was a live document and could be added to at any time.

The Sub-Committee **agreed** to adopt the final version of the programme.

Chairman

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Agenda Item 5



ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE 11 SEPTEMBER 2018

Subject Heading:	Quarter 1 Performance Information			
SLT Lead:	Jane West, Chief Operating Officer			
Report Author and contact details:	Thomas Goldrick, Senior Policy and Performance Officer, x4770			
Policy context:	The report sets out Quarter 1 performance relevant to the remit of the Environment Overview and Scrutiny Sub-Committee			
Financial summary:	The waste tonnage performance indicator has potential future financial implications in that, as costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027. There are no other direct financial implications arising from this report.			

The subject matter of this report deals with the following Council Objectives

Communities making Havering Places making Havering Opportunities making Havering Connections making Havering

[] [X] [] []

SUMMARY

This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance within the remit of the Environment Overview and Scrutiny Sub-Committee for Quarter 1 (April 2018 - June 2018).

RECOMMENDATION

That the Environment Overview and Scrutiny Sub-Committee notes the contents of the report and presentation and makes any recommendations as appropriate.

REPORT DETAIL

- 1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Environment Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
- The report and presentation identify where the Council is performing well (Green) and not so well (Amber and Red). The RAG ratings for the 2018/19 reports are as follows:
 - **Red** = more than the agreed tolerance off the quarterly target
 - Amber = within the agreed tolerance of the quarterly target
 - Green = on or better than the quarterly target
- 3. Also included in the presentation are Direction of Travel (DoT) columns, which compare:
 - Short-term direction of travel with performance the previous quarter (Quarter 4 2017/18)
 - Long-term direction of travel with performance the same time the previous year (Quarter 1 2017/18)
- A green arrow (♠) means performance is better and a red arrow (♥) means performance is worse. An amber arrow (→) means that performance has remained the same.
- 5. Two Performance Indicators have been included in the Quarter 1 2018/19 report and presentation. The Waste tonnages indicator has been assigned a 'red' status, whilst the fly-tipping indicator has been assigned a 'green' status. This is a fall in performance on the position reported at the end of Quarter 4, when both indicators were rated 'green'.
- 6. It should be noted that the waste tonnage performance indicator has potential future financial implications in that, as costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027. The

plans to address this will be raised through the appropriate channels as necessary.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications arising from this report. However, it should be noted that the waste tonnage performance indicator has potential future financial implications in that, as costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027. The plans to address this will be raised through the appropriate channels as necessary.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience significant financial pressures in relation to a number of demand led services. SLT officers are focused upon controlling expenditure within approved directorate budgets and within the total General Fund budget through delivery of savings plans and mitigation plans to address new pressures that are arising within the year.

Legal implications and risks:

Whilst reporting of performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan regularly.

Human Resources implications and risks:

There are no HR implications or risks arising directly from this report.

Equalities implications and risks:

There are no equalities or social inclusion implications or risks identified at present.

BACKGROUND PAPERS

Appendix 1: Quarter 1 Environment Performance Presentation 2018/19





Quarter 1 Performance Report 2018/19

Environment Overview & Scrutiny Sub-Committee

11 September 2018



OVERVIEW OF ENVIRONMENT INDICATORS

- 2 Performance Indicators have been selected to be monitored by the Environment Overview & Scrutiny sub-committee:
 - The level of waste per head of population presented to the East London Waste Authority (ELWA)
 - Average number of days taken to investigate and remove fly-tips
- 'The level of waste per head of population presented to the East London Waste Authority (ELWA)' is also monitored through Corporate Performance Reporting
- One indicator is rated Green for Q1 and the other is rated Red.



Quarter 1 Performance

Indicator	Value	18/19 Annual Target	18/19 Q1 Target	Tolerance	18/19 Q1 Performance	Short Term DOT 17/18 Q4	Long Term DOT 17/18 Q1
Average number of days taken to remove fly- tips	Smaller is Better	1 day	1 day	0%	0.6 days GREEN	nt 1 day	↑ 0.8 days
The level of waste per head of population presented to the East London Waste Authority (ELWA)	Smaller is Better	441.01 kg per head (TBC)	110.25kg per head (TBC)	0%	120.20kg per head (provisional) RED	436.07 kg per head	↓118.4kg per head



About the PI: Avg. number of days taken to remove fly-tips

- Measures the time from when a fly tip is reported to the Council until it is removed but excludes the majority of incidents that have been passed to Enforcement Officers to investigate for evidence.
- The number of reported fly-tipping incidents is reported each quarter to DEFRA by type and size
- Page 14
- DEFRA estimates that it costs Havering at least £224,000 p.a. to clear reported flytips. Including un-reported fly-tips, this cost increases to approximately £1m per year
- The number of enforcement actions taken is also reported to DEFRA
- DEFRA makes information available to the public. It can also be compared to regional averages and other local authorities
- However, local authorities monitor and manage fly-tips in different ways and figures differ significantly. Benchmarking is therefore not that useful.



- A total of 4,655 fly-tipping incidents were reported to DEFRA in 2017/18 (provisional).
- A break down of the land type, waste type and size of these fly-tips is provided below:

Highway	1,961
Agricultural	37
Footway / bridleway	171
Private / residential	246
Back alleyway	245
Commercial / industrial	41
Railway	1
Watercourse / bank	10
Council land	1,896
Other	47

4
301
270
68
17
725
419
19
77
2,345
41
119
7
234
9

Single black bag or other refuse container	187
Single item	923
Car boot or less	1,231
Small Van	1,472
Transit Van	724
Tipper	88
Significant / Multiple	30

- A total of 10,463 enforcement actions were taken in 2017/18.
- A summary of those actions is detailed below:

Investigation	5,195
Warning letter	3,986
Statutory notice	611
Fixed penalty notice	295
Duty of Care inspection	369
Vehicle seizure	5
Prosecution	2







Average number of days taken to remove fly-tips

- Q1 performance is within the 1 day target, and is a significant improvement compared to last quarter and the same period last year.
- Once the report has been passed to the Street Cleansing team the vast majority of fly tips are cleared within the 1 day target.
- Officers are considering ways to streamline the process to further improve performance.



Quarterly Average days to clear fly-tips



About the PI: The level of waste per head of population presented to the East London Waste Authority (ELWA)

- Waste tonnages remain a high financial risk for the council reducing the amount of waste collected and sent for disposal and recycling is a high priority
- Havering's population is projected to increase by 5% in the next 5 years. It is
 predicted that the cost to dispose of waste will increase by £0.5 1 million a year.
- Waste minimisation involves influencing and shifting social behaviours to prevent and reduce the production of waste
- The ELWA 2017/18 levy was £14.925m for Havering. This is based on tonnages collected in 2015/16. It is also worth noting that Havering's levy is influenced by other ELWA member Boroughs too and how much they increase or decrease their waste by, so our tonnages only go some way to influencing our levy payments. The ELWA levy has risen to just under £16m in 2018/19.



The level of waste per head of population presented to the East London Waste Authority (ELWA)

 Measures total waste delivered to the ELWA, including collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities.

- Tonnages have increased in Quarter 1 and performance is above target. This increase is the consequence of high levels of green waste during the Spring.
- Without restrictions on the amount of waste we collect through the household waste collection service, containing and reducing tonnages is very challenging and relies on achieving attitudinal change.



The level of waste per head of population presented to the East London Waste Authority *(continued)*

- Various activities are taking place to encourage continued waste prevention and reuse, including:
 - Love Food Hate Waste: Family fun days as part of Hungry Holidays scheme, Thames Chase Forest family event, Havering Show (including demonstrations by chefs) and connecting with children's centres to focus on food waste in relation to smaller children.
 - **One Less Bottle:** Campaign in partnership with Public Health to encourage refilling bottles to reduce the use of single use plastics and roll out public drinking fountains.
 - **Reuse Shop** Making links with new Lighthouse reuse shop in Collier Row to encourage reuse.
 - **Composting Workshop**: Free online Compost Doctor Service and workshops to promote and answer questions relating to home composting.
 - **Grounds Maintenance Waste :** We continue to review operations in grounds maintenance to increase the amount of waste that we compost on site, and are reviewing the output of the composter to refine the operation.
 - **Commercial Waste:** Working with the ELWA, we are considering strengthening policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centres



The level of waste per head of population presented to the East London Waste Authority *(continued)*



for Havering

www.havering.gov.uk

Havering



The level of waste per head of population presented to the East London Waste Authority *(continued)*





Any questions?



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Community Toilet Briefing Paper

How does the scheme work?

Local businesses are paid a small annual fee, between £600 and £1,000 to allow people to use their toilets during their normal opening hours. This fee is dependent on the facilities offered by the business. All community toilets are regularly inspected by our officers to ensure they meet appropriate standards.

Participating premises would display one of the following stickers in their window to indicate the facilities offered: (**Example from Herts**.)



The objectives of Community Toilets are to introduce a new way of providing public toilet facilities across the borough; this is done by funding local businesses to offer free access to their toilet facilities to members of the public. The facilities are checked to ensure they meet a suitable level of access, cleanliness and safety. It is a positive step towards addressing the issue of a lack of public toilets, and a step toward improving local collaboration and partnership.

The scheme aims to provide and maintain safe and clean toilet facilities for the public to use free of charge, and to increase customer satisfaction of public toilet provision

How the scheme would work

Local businesses are paid a small annual fee between $\pounds 600 - \pounds 1000$ to open their toilets for public use. This fee is dependent on the size and number of conveniences offered under the scheme per organisation. Council departments are paid a flat fee of £200 per year – libraries.

The programme enables local businesses like pubs, restaurants and shops, to work with the Council to make more clean, safe and accessible toilets available to the public.

Members of the public can use toilet facilities during the premises opening hours and without any obligation to make a purchase.

Participating premises display a CTS sticker in their window. A variety of stickers showing male, female, baby changing facilities and wheelchair accessible toilets can be produced showing which premises have what facilities. Permanent signage has also been erected in shopping areas indicating that the scheme operates in the area. Wheelchair access and baby changing facilities must be considered in each area

Estimated costs (taken from LB Waltham Forest)

Estimated Costs

Funding

Funding of the scheme will come from savings made by closing the Councils current public and automated toilet facilities and use of existing staff though will be an impact on staff time so this will create a cost.

Budget Provision example from LBWF

The project budget is £65,000 (not including officer wages) the remainder of funding will be sourced from the closure of the existing public toilets.

Possible Expenditure Forecast

The project expenditure forecast for the next 2 years is detailed in the table below:

Budget Item	Notes	Qty	Unit Price	Total ¹
	External membership payments range from £800 - £1000. Using a £1000 as the average payment	50	£1000	£50,000
Membership payments	Internal businesses partnerships	10	£300	£3000

The Current Service

LBH currently has 9 automated public conveniences (APC's) which are run by an external contractor JC Decaux as part of a wider contract encompassing street furniture and advertising boards. Some of the APC's have been subject to vandalism and anti-social behaviour particularly the unit in Hilldene Avenue. The APC's are not particularly pleasant to use and certain groups particularly women are reluctant to use them and children find them "scary" (anecdotal consensus). List APC's below:

Appleton Way Hornchurch

Hilldene Avenue, Harold Hill

Avenue Rd

Cherry Tree Lane, Rainham

Collier Row, Romford

Upminster Bridge, Upminster

Station Parade, Elm Park

South Street, Romford (Marks & Spencer)

Adj. Gidea Park Station,

The Council also has 1 public toilet at Upminster Park Corbets Tey Rd, which the Council maintains.

Romford town centre already has free public WC's in the Liberty and Mercury and Rumford Shopping Hall centres and the Romford Market toilets all open during commercial hours.

Advantages /disadvantages of scheme

Benefits for commercial partners

Working in partnership with Havering to provide a public service

- Free advertising of site on the council website and printed maps
- Free window signs encouraging potential customers to enter the premises
- Potential increase in trade from customers making purchases as a result of entering the premises to use the facilities
- A financial contribution from the council in exchange for providing clean, safe facilities

Benefits for the public

- Increased public toilet provision
- More pleasant experience

Disadvantages

- Only open in commercial hours
- Pubs open later but some people may be reluctant to use pubs especially carers with children /disabled persons?
- Homeless people may be affected as only available in commercial hours?
- Could lead to increased public urinating?
- An EIA should ensure not protected groups are discriminated against, however we need to ensure that homeless people are not excluded by shops cafes etc. as they are not a protected group.

LB Waltham Forest and Newham not sited any disadvantages as such in their documentation. A meeting has taken place with LB Newham who stated that there had not been any negative impact.



ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE, 11 AUGUST 2018

Subject Heading:	Highways Capital Programme – Overview
CMT Lead:	Steve Moore
Report Author and contact details:	Richard Cursons, 01708 432430, Richard.cursons@onesource.co.uk
Policy context:	An overview of the Highways Capital Programme will be presented at the meeting.
Financial summary:	No impact of presenting of the overview itself which is for review only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[]
Opportunities making Havering	[]
Connections making Havering	[]

SUMMARY

An overview of the Highways Capital Programme for the Sub-Committee will be presented at the meeting.

RECOMMENDATIONS

1. The Sub-Committee to note the overview.

REPORT DETAIL

The Sub-Committee will receive a presentation on the Highways Capital Programme.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.