

Environment Portfolio Plan 2014/17

Introduction

Services provided through the Environment Portfolio affect the daily lives of every Bromley resident, and many compare favourably with those provided by other councils. Nevertheless we continually strive to improve our performance, as residents expect street cleaning, waste collection, highways maintenance and parks and greenspace services to be delivered to a high standard. We want our services to be seen as 'excellent in the eyes of local people'.

This is particularly important because a 'clean and green' Bromley is a key reason why people enjoy living or working in the borough. As well as maintaining high service standards, we aim to enhance our local environment and provide a high quality of life for all. Indeed protecting the borough now and for future generations remains a top priority, despite the challenging financial climate within which we operate.

This Portfolio Plan 2014/17 sets out six outcomes which are key to the continued delivery of excellent environmental services:

- Outcome 1: Improving the Street Scene
- Outcome 2: Minimising Waste, and Increasing Recycling and Composting
- Outcome 3: Enhancing Bromley's Parks and Green Spaces
- Outcome 4: Securing our Transport Infrastructure
- Outcome 5: Improving Transport
- Outcome 6: Improving Services for our Customers

These outcomes and their associated targets are carefully monitored to ensure delivery remains on track.

The Portfolio Plan also contributes towards the Council's strategic aims set out in 'Building a Better Bromley'. In respect of a Quality Environment, we will seek to:

- Provide a clean, green and tidy environment, meeting and maintaining standards of quality, which reflect service levels agreed between local communities and their elected Members
- Encourage further improvements in recycling and continue to encourage and expand Friends' Groups within the community to take responsibility for their environment including looking after parks, their streets and providing assistance during severe winter weather
- Ensure enforcement is a key approach to our business and the Council will ensure regulations are enforced
- Look at investment opportunities to reduce, wherever possible, costly maintenance and repairs in order to sustain the quality of our infrastructure, environment and street furniture.

Outcome1: Improving the Street Scene

The quality of the street scene continues to be a priority for Bromley. A well maintained street scene is closely related to how safe residents feel and how satisfied they are with their area – and this is actively monitored by the Council. The cleanliness of the borough's streets has consistently been identified by residents as a particularly important issue. Real progress has been made in recent years including through spring clean-ups, deep cleansing, new ashtray/litter bins, recycling bins, bus stop cleaning, chewing gum removal, and awareness raising campaigns.

A thorough review of the Council's approach to street cleaning identified a range of efficiencies which could be made whilst still maintaining high service standards and customer satisfaction. We will continue to review street cleaning frequencies to ensure that they reflect the varying needs of our local communities.

The public also helps the Council improve the responsiveness of its services by reporting problems such as fly-tipping, potholes, and street lighting defects. Since our on-line facility, Fix-My-Street, was launched in May 2012, some 17,000 reports have been made by residents.

Everyone can play a role in keeping our streets safe and clean. We are building strong bonds with our Street Friends and Snow Friends groups, and we wish to expand this activity. There are now some 1,000 Street Friends and 4,600 Snow Friends, organised by over 380 community co-ordinators. The Snow Friends scheme is also promoted to young people, through schools and youth groups, who assist elderly and disabled residents keep access to their homes snow-free and safe.

We will continue to enforce on-the-spot fines for littering and dropping chewing gum, building on our agreements with the police and Ward Security for their officers to serve Fixed Penalty Notices. We have been piloting the deployment of Ward Security to tackle littering and dog-fouling on-street, and will now consider whether to make this scheme permanent.

Over the past few years we have also had significant success in reducing the incidence of fly-tipping and abandoned vehicles. The Council offers a service for the removal and disposal of unwanted vehicles free-of-charge, which has contributed to this success. In addition, devolved powers from the DVLA enable us to take enforcement action against untaxed vehicles and we will ensure that this approach is sustained.

The street traders we license, and the markets we manage, add vitality to the street scene. Once again, plans are in place to take part in the national 'Love Your Local Market 2014' campaign. This seeks to enhance the profile of street markets in town centres (for example by inviting specialist street markets), and encourages young entrepreneurs to become market traders. In addition, we will continue to develop the borough's street café culture.

Outcome 2: Minimising Waste, and Increasing Recycling and Composting

The cost of the Landfill Tax means there is a clear financial benefit in recycling more and sending less waste to landfill. The environmental benefits of reducing waste and increasing the level of recycling are also important – given that natural resources are finite. Bromley aims to run the best recycling service in London. Our recycling performance is already excellent compared with other councils, and the borough currently has London's second highest recycling rate. However, the amount of waste produced per household remains high and this continues to impose significant cost pressures.

In the longer term, producing less waste in the first place is key to reducing costs and environmental impacts. We will therefore continue to work with residents to help them reduce the amount of waste they produce. That said, manufacturers and retailers also have a role to play in minimising waste at source and the Council will encourage and support the Government to bring forward effective proposals to tackle this problem.

The introduction of food waste collections in 2010 led to a reduction in the amount of domestic waste produced which, in turn, increased our recycling rate to over 50%.

We will continue to enhance the Waste Service through our 'Recycling for All' and 'Composting for All' programmes and ensure our Waste Advisors continue to work with residents, visiting households and encouraging greater participation.

Over the course of 2014/15, we will look to further expand the Green Garden Waste Collection Service (now available borough-wide) aiming for 15,000 customers.

We will also introduce a new kerbside textile collection service with trials taking place by the end of summer 2014, and install additional 'bring banks' across the borough and at participating schools. An on-demand kerbside collection service for electrical and electronic equipment has been introduced, and we plan to provide more sites where plastic containers can be recycled.

Outcome 3: Enhancing Bromley's Parks and Green Spaces

Parks, countryside, access to nature and open spaces are a vital part of what makes the Borough a good place in which to live and work; therefore it is important that these facilities are maintained to the satisfaction of our residents. This is achieved by developing and maintaining our landscape infrastructure. Increasingly, the Council draws on external funding and the commitment of community groups to maintain our Borough's high standards.

Improving public health is another important part of the Council's work. The Green Gym scheme continues at College Green, and the 'Grow Time' scheme is now fully established and completely self-funded. New training opportunities for Nash College students have been developed, enabling the Brook Lane initiative to be launched at the end of 2013. This project is a community-led growing space, which supplies plants to Friends groups for use in parks and the countryside.

We now have 56 Friends of Parks Groups which helped to raise almost £300,000 of external funding in 2013/14, and provided over 36,000 hours of voluntary work to enhance Bromley's landscapes. To take just one example, the football pitches at Chislehurst Recreation Ground have been repaired with the aid of £50,000 of external funding. We will continue to work with local groups in seeking additional funding to enhance allotments and sports facilities in our parks. We will also continue to organise public events and activities at parks and in the countryside.

Last year more than 1 in 5 of all street trees had a comprehensive safety inspection. Improved park security has been sustained, supported by issuing Fixed Penalty Notices for dog-related crime. We are liaising closely with the Police to facilitate a joint approach to dangerous dog offences. We will continue our work in improving safety and security in parks.

Outcome 4: Securing our Transport Infrastructure

The condition of Bromley's roads and pavements has consistently been identified by residents as a particularly important issue, and their maintenance continues to be a priority for the Council. We will continue our programme of major repairs to the borough's roads and footpaths, and develop a Highways Asset Management Plan.

Street lighting is an important component of our highways infrastructure and the street lighting 'invest to save' project will significantly reduce energy use and costs. The project will also introduce controls which will allow the lights to be dimmed as appropriate.

The London Permit Scheme has been successfully introduced in Bromley. We continue to use this to reduce traffic congestion caused by our own highway repairs and utility companies' street works.

The Council continues to play an effective role in keeping traffic moving and safe during winter. We will review lessons learned during the months of high rainfall in winter 2013/14 to ensure flood risk is minimised. In particular, we will increase local resilience by acting as the Lead Local Flood Authority, adopting the role of Sustainable Urban Drainage Systems Approval Body, and publishing a Local Flood Risk Strategy.

Keeping our roads safe and in good repair is an important challenge. Following good practice, preventative maintenance remains a key element of our approach to highways management. This prevents further deterioration and ensures the impact of maintenance works on traffic movements is minimised.

Outcome 5: Improving Transport

Traffic congestion has been identified by residents as a priority issue. However, solutions tend to be costly and take a long time to implement. In addition, major highway and traffic schemes are often dependent upon funding from Transport for London (TfL) which may change in the future. As part of our congestion reduction programme, this year we will continue our focus on the A222 and A224.

Congestion should also be tackled in conjunction with neighbouring boroughs, as motorists avoiding congested areas can cause problems elsewhere. We will work with our partners in the sub-region to identify and lobby for projects which will deliver benefits for travellers across south and south-east London.

Local people should be able to play their part and so the Council will work with schools, developers and businesses to implement effective travel plans. We are also committed to supporting the development of travel planning and advice for the Council's own staff.

Bromley has a good record in road accident reduction, with record low levels of serious and fatal accidents. We have an active programme of educating road users, with a particular focus on children and teenagers as they approach driving age. We will continue our programme of targeted safety improvements to reduce deaths and injuries on our roads.

Our parking services ensure visitors and residents across the borough have access to good parking facilities. The introduction of mobile phone payments for parking is an example of how we have expanded choice for motorists.

We will continue to seek improvements in public transport to provide more choice and are working with Southeastern railways to develop proposals to improve access to stations across the borough. A number of parking schemes are being introduced around railway stations for commuters. These projects include an extension to the New Beckenham car park in Lennard Road and improve parking arrangements around Chelsfield station and other railway stations.

We will also improve local cycling and walking facilities, for example by installing zebra crossings where they can contribute to improving road safety and improving access to local shopping parades.

Environment Portfolio Plan 2014-2017

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| Outcome 1 | Improving the Street Scene |
| Issues | Clean streets are a high priority for residents |
| | Satisfaction with the street scene has a significant impact on residents' confidence in the Council |

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| Aim | Sustain improvements in street cleanliness |
| In 2014/15 we will: | |
| 1.1: Continue to issue Fixed Penalty Notices for littering and dog fouling | |
| 1.2: Continue to work closely in partnership with local people, forging deeper links with residents associations, Street and Snow Friends. | |
| 1.3: Continue to review street cleaning frequencies to reflect the varying needs of local communities. | |
| 1.4: Maintain the high levels of resident satisfaction with the street cleansing service. | |
| 1.5: Continue to develop the borough's street café culture, and increase visits by specialist street markets. | |
| 1.6: Participate in the national 'Love Your Local Market' 2014 campaign | |

| Performance Indicators | 12/13 Actual | 13/14 Target | 13/14 Actual | 14/15 Target | 15/16 Target | 16/17 Target |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| NI 196: Enforcement actions taken against fly-tipping | 344 | 320 | 295 | 300 | 300 | 300 |
| Number of illegal fly-tipping incidents | 1,871 | <2,000 | 1,228 | <1500 | <1500 | <1500 |
| Street & environmental cleanliness (% of streets below NI 195) | | | | | | |
| • litter | 6% | 6% | 6% | 6% | 6% | 6% |
| • detritus | 10% | 8% | 8% | 8% | 8% | 8% |
| • graffiti | 1% | 3% | 1% | 1% | 1% | 1% |
| • fly-posting | 1% | 1% | 1% | 1% | 1% | 1% |

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| Outcome 2 | Minimising Waste, and Increasing Recycling and Composting |
| Issues | Encouraging greater public involvement in waste minimisation and recycling |

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| Aims | Increasing the proportion of waste recycled and composted |
| | Reducing the amount of waste sent to landfill |

In 2014/15 we will:

2.1: Consolidate the borough-wide implementation of our Recycling for All and Composting for All policies

2.2: Through our Waste Advisers, assist and encourage residents to minimise their waste and recycle more

2.3: Continue to promote home composting

2.4: Increase take up of the Green Garden Waste collection service to at least 15,000 households

2.5: Introduce a trial kerbside textile collection service by the end of summer 2014, whilst also promoting greater awareness of the new textile Bring Banks

2.6: Support schools and businesses to recycle, working closely with other initiatives such as Friends groups

2.7: Continue to improve the standard of Bring Bank sites across the borough and encourage their increased use by residents

2.8: Continue to extend the range of recyclables accepted at our Household Waste Reuse & Recycling Centres

2.9: Complete the introduction of a kerbside collection service for Waste Electronic and Electrical Equipment

2.10: Ensure that our services conform with the requirements of the 2011 Waste Regulations

| Performance Indicators | 12/13 Actual | 13/14 Target | 13/14 Actual | 14/15 Target | 15/16 Target | 16/17 Target |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Household waste recycled/composted (%) NI 192 | 50% | 51% | 50% | 51% | 52% | 52% |
| Municipal waste land-filled NI 193 (%) | 25% | 23% | 26% | 23% | 23% | 23% |
| Residual household waste (kg per household) NI 191 | 451kg | 440kg | 466kg | 440kg | 440kg | 440kg |

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| Outcome 3 | Enhancing Bromley's Parks and Green Spaces |
| Issues | Develop community involvement in our parks |

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| Aim | Conserve and enhance Bromley's parks and green spaces |
| In 2014/15 we will: | |
| 3.1: Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside | |
| 3.2: Develop and maintain Bromley's publicly owned tree stock in a safe condition, and replace fallen trees in parks and green spaces | |
| 3.3: Develop and maintain paths and other hard landscaping features in parks, open spaces and the countryside | |
| 3.4: Improve our environment through forging deeper links with Friends of Parks groups | |
| 3.5: Contribute to improving residents' health by supporting park users, sports activity providers, allotment holders and other partners | |
| 3.6: Apply for external investment funding for green space improvements in partnership with stakeholders | |
| 3.7: Maintain safety and security in parks | |
| 3.8: Promote and support public use of parks and green spaces for community events and activities | |
| 3.9: Ensure that good value for money is provided when work is commissioned to maintain and improve Bromley's parks and green spaces | |

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| Outcome 4 | Securing our Transport Infrastructure |
| Issues | Satisfaction with the condition of roads and pavements has a significant impact on residents' confidence in the Council |
| | Ensure maintenance of the borough's infrastructure is carried out in a timely and effective way. |

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| Aim | Invest in the quality of our roads, pavements and street lighting |
| In 2014/15 we will: | |
| 4.1: Complete the major 'invest to save' project to replace 8,000 lamp columns, and 12,000 street lanterns, in residential roads by April 2015 | |
| 4.2: As part of the 'invest to save' project, introduce variable dimming of street lights by means of a Central Management System, facilitating remote monitoring and control of all the new units | |
| 4.3: Review the effectiveness and priorities of the service in the light of experience gained in responding to snow and flooding incidents | |
| 4.4: Improve the condition of the Highways Network by completing a major programme of resurfacing works on principal roads, including the A208 (White Horse Lane) and A233 (Main Road) | |
| 4.5: Develop a comprehensive Highways Asset Management Plan for the Borough by March 2015 | |

| Performance Indicators | 12/13 Actual | 13/14 Target | 13/14 Actual | 14/15 Target | 15/16 Target | 16/17 Target |
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| Condition of principal roads (NI 168) (% should be considered for maintenance) | 3% | <6% | Awaiting results | <6% | <6% | <6% |
| Condition of non-principal classified roads (NI 169) (% should be considered for maintenance) | 5% | <8% | Awaiting results | <8% | <8% | <8% |
| Condition of town centre footway surfaces (% should be considered for maintenance) | N/A | <30% | Awaiting results | <30% | <30% | <30% |

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| Aim | Improve the standard of work carried out by the utilities |
| In 2014/15 we will: | |
| 4.6: Continue to inspect at least 80% of utilities works, 50% more than required by the national code of practice | |
| 4.7: Continue to monitor the progress of utility works, and take enforcement action where required to reduce traffic congestion | |
| 4.8: Work with utility companies to improve the quality of their reinstatement works, taking enforcement action where necessary to protect highway assets | |

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| Aim | Minimise the risk of flooding |
| In 2014/15 we will: | |
| 4.9: Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role | |
| 4.10: Adopt the role of Sustainable Urban Drainage Systems Approval Body, once national guidance has been published | |
| 4.11: Develop and adopt a Local Flood Risk Strategy for Bromley | |

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| Outcome 5 | Improving Transport |
| Issues | Rising numbers of cars in the borough, as the number of residents and households increases. |
| | Improving access for all, including those without a private vehicle |
| Aims | Promotion of cycling, walking and public transport to: improve access to services, facilities, and employment; reduce peak time congestion; and lower carbon emissions |
| | Improve the road network and journey times for all users |
| | Promote safe and secure travel and parking |
| In 2014/15 we will: | |
| <p>5.1: Continue implementing the traffic element of the Bromley Town Centre Area Action Plan, including:</p> <ul style="list-style-type: none"> • monitoring the impact on parking provision of the closure of Westmoreland Road car park, and taking action to address any problems • ensuring that proposed building works at the opportunity sites do not have a detrimental impact on local transport networks • working towards a medium-term 10% modal shift reduction in journeys by car to Bromley town centre | |
| <p>5.2: Improve rail connectivity to Bromley, including lobbying for an extension of London Overground services to Bromley North.</p> | |
| <p>5.3: Look to decrease congestion and reduce journey times on priority routes, including the completion of work on key junctions on the A222 and A224</p> | |
| <p>5.4: Help to reduce delays to bus journeys, and make transport interchanges safer and easier to use</p> | |
| <p>5.5: Continue to support schools, developers and businesses in implementing effective Travel Plans to reduce traffic congestion, improve road safety and encourage walking and cycling</p> | |
| <p>5.6: Ensure that parking provision near town centres and railway stations balances the needs of residents, visitors and commuters</p> | |
| <p>5.7: Work with Southeastern and Network Rail to improve parking at Orpington rail station, increasing capacity and improving access</p> | |
| <p>5.8: Work with King's College Hospital NHS Foundation Trust to improve parking at and around Princess Royal University Hospital</p> | |

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| Performance Indicators | 12/13 Actual | 13/14 Target | 13/14 Actual | 14/15 Target | 15/16 Target | 16/17 Target |
|---|--------------|--------------|------------------|--------------|--------------|--------------|
| % of children travelling to school by car (from School Census; former NI 198) | 28% | 31% | Awaiting results | 30% | 30% | 30% |

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| Aim | Fewer road casualties |
| In 2014/15 we will: | |
| 5.9: Continue implementing our programme of accident reduction measures in key locations, alongside a programme of road safety education | |
| 5.10: Identify and prioritise locations for accident reduction measures in 2015/16 | |
| 5.11: Deliver a programme of skid resistant road surfacing and upgraded lining to improve safety | |

| Performance Indicators | 2012 Actual | 2013 Target | 2013 Actual | 2014 Target | 2015 Target | 2016 Target |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| People killed/seriously injured in road accidents (NI 47) | 90 | ≤ 103 | 70 | ≤77 | ≤73 | ≤67 |
| Children killed/seriously injured in road accidents (NI 48) | 5 | ≤ 8 | 10 | ≤ 8 | ≤ 8 | ≤ 8 |
| Total road accident injuries and deaths | 821 | ≤ 828 | 788 | ≤ 806 | ≤ 785 | ≤ 765 |

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| Outcome 6 | Improving Services for our Customers |
| Issues | Opportunities to contribute to wider environmental improvements |
| | Motorists expect parking enforcement to be fair and effective |
| | Meet public expectations for high standards of customer service |
| Aims | Maintain high standards of customer service |
| | Ensure services are efficient and provide value for money |
| | Uphold good governance and accountable decision making |
| In 2014/15 we will: | |
| 6.1: Sustain improvements in our standards of customer service and make it easier for customers to contact us on-line, for example through Fix My Street | |
| 6.2: Use customer feedback to help us improve service performance | |
| 6.3: Embed sound business planning, performance and risk management to underpin effective service delivery | |
| 6.4: Continue to improve the use of ICT and flexible mobile working to benefit our customers | |
| 6.5: Maintain control of our contracts at both Member and operational level, including reviewing our approach whenever contracts are renewed, to ensure high service standards and value for money | |
| 6.6: Continue to achieve demanding service objectives and value for money within the context of budget constraints | |
| 6.7: Support Environment PDS Committee in exercising its powers of scrutiny over a range of public bodies, including the Council itself | |
| 6.8: Ensure that formal decision-making is supported by sound procedures and is accessible to the public | |

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| Aim | Provide fair and effective Parking services |
| In 2014/15 we will: | |
| 6.9: Develop the successful shared Parking service with LB Bexley, including integrating the new ICT system | |
| 6.10: Continue to improve the effectiveness and fairness of the Council's parking enforcement activities | |
| 6.11: Provide a choice of parking payment methods for motorists | |
| 6.12: Ensure that good parking facilities and reasonable charges support the vitality of the borough's town centres | |
| 6.13: Implement the online permit system to allow full self-service for residential and business permits, including vouchers and parking dispensations | |

| Performance Indicators | 12/13 Actual | 13/14 Target | 13/14 Actual | 14/15 Target | 15/16 Target | 16/17 Target |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Penalty Charges referred to the Parking & Traffic Appeals Service (PATAS) | 839 | 737 | 648 | 635 | 625 | 615 |
| PATAS cases won by LB Bromley | 66% | 66% | 66% | 67% | 68% | 69% |

Communications Issues

Our key aims:

- Make it easier for Bromley residents to communicate with the Council
- Communicate the challenges facing the Environment Portfolio in a tough financial climate

Improving the street scene

- Improve public understanding of, and support for, the Council's enforcement role in respect of fly-tipping, litter and graffiti
- Ensure residents are informed of any changes to the street cleansing service, and develop awareness of the impact that the different seasons have on our approach to street cleaning

Minimising waste, and increasing recycling and composting

- Increase resident participation to secure environmental and other benefits through recycling and waste minimisation, in support of our Recycling and Composting for All programmes
- Promote the Green Garden Waste collection service to residents
- Promote the new electrical equipment collection service to residents

Enhancing Parks and Greenspaces

- Promote the activities of Friends' Groups, and others, in enhancing the borough's parks, street scene, and the assistance provided by Snow Friends
- Communicate improvements and changes to individual parks

Securing our Transport Infrastructure

- Ensure motorists are kept informed about major highways schemes undertaken to improve road conditions and safety
- Provide flood risk information for the public through the Council's website

Improving Transport

- Promote partnership working with schools to improve road safety and the advantages of cycling, walking, car sharing and using public transport
- Promote cycling, walking, car sharing and the use of public transport to businesses, visitors and residents, focusing on town centre locations
- Ensure that our road safety messages are communicated effectively to the public
- Improve public understanding of our Parking services