

Environment Portfolio Plan 2015/18

Introduction

Environment Portfolio services affect the daily lives of all Bromley residents and many compare favourably with those of other councils. Nevertheless our aim is to continually improve performance as residents expect street cleaning, waste collection, highway and parks management to be delivered to a consistently high standard while also providing value-for-money. This is particularly important because being known as a 'clean and green' borough is a key reason why people choose to live or work in Bromley.

As well as maintaining high service standards, we aim to enhance the local environment and provide a good quality of life for all. Protecting the borough now and for future generations remains a priority, despite the challenging financial climate within which we operate.

The challenge for the foreseeable future concerns how to continue to deliver excellent environmental services with significantly less funding. To this end, during 2015/16, a number of new initiatives will be undertaken to achieve even better value including:

- tendering the new Joint Parking Services contract;
- using the Grounds Maintenance contractor to provide a Wholly Managed Parks Service;
- developing joint tendering options for the Portfolio's larger contracts (e.g. waste services, grounds maintenance, highways management and street cleaning) from 2019.

This 2015/18 Environment Portfolio Plan sets out six outcomes centred on:

- 1: Improving the Street Scene
- 2: Minimising Waste and Increasing Recycling and Composting
- 3: Enhancing Bromley's Parks and Green Spaces
- 4: Managing our Transport Infrastructure
- 5: Improving Travel, Transport & Parking
- 6: Improving Customer Service & Business Management

These outcomes will be delivered through a number of clearly identified aims – and associated contracts – set out in this Portfolio Plan. To ensure these aims are delivered, a limited number of performance indicators are monitored and reported to Members.

More generally this Portfolio Plan contributes towards the Council's broader strategic aims as set out in 'Building a Better Bromley' which states that for a 'Quality Environment' we will:

- 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 maintain the quality of our infrastructure, environment and street furniture whilst reducing costly repairs and maintenance.

Outcome 1: Improving the Street Scene

The quality of the street scene – especially its cleanliness – continues to be a priority for the Council and residents alike. A well maintained street scene is closely related to how safe residents feel and how satisfied they are with their local area – and this is actively monitored. Real progress has been made in recent years including through multi-agency clean-ups (e.g. Operation Crystal), engaging with resident associations and other volunteers to organise local clean-ups, scheduling deep cleaning programmes, providing new litter recycling and ashtray/litter bins, removing chewing gum, and promoting 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 our street cleaning frequencies to ensure they reflect the varying needs of our local communities and measure public satisfaction levels with cleanliness in both residential and retail areas of the borough.

The public also helps the Council by reporting problems such as fly-tipping, potholes, and street lighting defects. Fix-My-Street, an on-line reporting facility launched May 2012, now handles more than 50% of residents' reports and to date (April 2015) some 38,000 reports have been made (~19,000 of which were made in 2014/15).

We now wish to take a more strategic approach to looking after our streets and will develop a Street Care Plan to align policy and resources for education, enforcement and operations.

Everyone can play a role in keeping our streets safe and clean. To this end, we are building strong bonds with our Street Friends and Snow Friends, and we wish to expand this activity. There are now some 4,700 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 by keeping the pavements outside their homes snow-free and safe. There are now also some 1,100 Street Friends – who report problems such as graffiti and fly-tipping and/or assist in litter picking and graffiti removal. The new Tree Friends initiative, which is designed to monitor and maintain street tree health, will be developed during the year with an aim of having 100 Tree Friends by March 2016. Toolkits will also be produced during the year for both Tree and Street Friends.

To help keep our streets clean 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 will also continue to pilot the deployment of Ward Security to tackle dog-fouling on our streets.

Graffiti and Abandoned Vehicles have become less of an issue than in previous years as effective management and response practices are in place to minimise these activities and their impacts. On the other hand, fly-tipping incidents are increasing – this is part of a national trend – and the Council is responding to this anti-social behaviour by extending the Ward Security pilot to include more targeted surveillance, patrols and fining offenders.

The street traders we license and the markets we manage add vitality to the street scene. We will, therefore, continue to develop the borough's street café culture, which has been evidenced though a recent increase in outdoor eating and seating applications. We will also encourage street markets in town centres, for example by inviting specialist street markets.

Outcome 2: Minimising Waste, and Increasing Recycling and Composting

The cost of 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 recycling rates are also important – given that natural resources are finite. Bromley aims to run the best value recycling service in London. Our recycling performance is already excellent compared with other councils, and the borough continues to have London's second

highest recycling rate. However, the amount of waste produced per household remains high and this continues to impose significant cost pressures. All of these issues will be considered as work commences appraising options for the new (post 2019) waste contracts.

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 encourage them to reduce the amount of waste produced. Equally, manufacturers and retailers also have a role to play in minimising waste at source and the Council will continue to encourage and support the Government to bring forward effective proposals to tackle this problem.

The introduction of food waste collections (2010) led to a reduction in the amount of domestic waste produced (although levels have risen over the last two years, they remain substantially lower than pre-2010 tonnages) which not only helps to increase our recycling rate but also diverts waste from expensive landfill.

We will continue to enhance the Waste Service through the 'Recycling for All' and 'Composting for All' programmes, with our Waste Advisors continuing to work with residents, visiting households and encouraging greater participation. The Waste Advisors will also lead on public engagement in rolling-out the revised (alternate week) paper recycling service.

Over the course of 2015/16, we will look to further expand the Green Garden Waste Collection Service, aiming for 17,500 customers.

We will continue with the successful on-demand kerbside collection service for electrical and electronic equipment, although market conditions have necessitated a modest charge being introduced, complemented by bring-banks for this material at six recycling sites. The Can Banks at the Council's 46 recycling sites have now been adapted to take plastic containers, in addition to cans.

The changes to the Waldo Road and Churchfields Road Household Waste & Recycling Centres will provide more opportunities to recycle an even wider range of materials which will, in turn, help to improve the service's sustainability and increase customer satisfaction.

Outcome 3: Enhancing Bromley's Parks and Green Spaces

Parks, countryside, access to nature and open spaces are vital elements of what makes the Borough a great place in which to live and work; therefore it is important that these natural assets are maintained for the benefit of all. From 1 June 2015, this will increasingly be achieved through the Wholly Managed Parks Service (provided by The Landscape Group through the Grounds Maintenance contract), who will maintain our landscape infrastructure, identify external funding, and work with community and Friends of Parks groups to maintain our existing high standards into the future.

The Council has 156 parks, open spaces and recreation grounds (including 3,000 acres of open space, and 67 equipped play areas) under its management, which constitutes a valuable natural resource with social and environmental benefits. In addition to the work of our contractors, the Council has 41 active Friends of Parks Groups – custodians of 50% of Bromley's greenspace and contributing thousands of hours of valued voluntary work. The Priory Gardeners is one of the newest groups to join the Friends organisation and their efforts have made a great difference to the Priory Gardens' historic grounds.

A new Forum has recently been constituted to coordinate these groups and the first annual conference was held in June 2014. The Friends groups now also receive a programme of training, partly funded through Forum membership: importantly the groups have been increasingly successful at fund-raising. For instance, during 2014/15, Friends groups helped to raise more than £310k of external investment plus £172k of partnership funding by community groups and Officers for green space improvements.

Where appropriate, parks are also used for events and Chislehurst Rocks and Cray Day are now successfully delivered independently of the Council.

Bromley has some 36,000 street trees, 20,000 park trees, 10,000 school trees and over two-thirds of London's woodland. Some of these woodlands have special ecological status, including Sites of Importance for Nature Conservation which require active conservation. Trees also need to be managed for amenity and public safety and in 2015/16 some 30% of street and park trees (and 50% of school trees) will be subject to a 'full asset survey' with any remedial safety works being implemented. In 2015/16, the Council also plans to plant some 400 street trees to further enhance the environment where we live.

We wish to keep our parks as safe places to be enjoyed by all residents through reducing antisocial behaviour and issuing Fixed Penalty Notices for dog-related crime and littering or fly-tipping. We work closely with the Police to tackle any antisocial behaviour offences – including dealing with illegal travellers, dog attacks, and drug abuse.

Improving public health is another key element of the Council's work. The Green Gym scheme has matured at College Green, and the 'Grow Time' scheme is now fully established and self-funding. Nash College students have enjoyed their first year at Brook Lane and this income stream also enables the site to be self-financing. This project is a community-led growing space, which supplies plants to Friends groups for use in parks and the countryside. The Goddard Road site has been adopted by the Direct Line group as part of their corporate social responsibility programme and will soon form a second site for horticultural training.

Outcome 4: Managing our Transport Infrastructure

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

The borough has London's most extensive road network and keeping our roads safe and in good repair is an important challenge. Following national good practice guidance, preventative maintenance remains our approach to maintaining the £1.4bn highway network. This helps prevent further deterioration and additional cost while ensuring the impact of highway works on traffic movements is minimised.

To maintain highway asset quality, the Council will resurface the borough's roads and footways, as approved by Members, and these schedules of work will form the planned highways maintenance programme. Priorities are based on detailed technical assessments of the whole network.

Minor, reactive, repairs are also undertaken to maintain the network in a safe condition through a regime of highway safety inspections to minimise risk of injury and potential third party liability claims for damage to property.

Street lighting is another important component of our highway infrastructure and the major street lighting 'invest-to-save' project – due for completion summer 2015 – will significantly reduce energy consumption and maintenance costs. The project will also include a Central Management System which allows street lights to be monitored and lighting levels to be controlled remotely (both lighting times and lighting levels). Consideration will be given to replacing the remaining least energy efficient lanterns to further reduce costs.

We continue to manage Streetworks – through the London Permit Scheme – to ensure that all activity (e.g. utilities excavations) on the highway network is coordinated to reduce congestion and reinstated to a high standard to protect the highway asset.

The Council will endeavour to keep the borough moving and safe during adverse weather, reviewing lessons learned from previous flood or snow events. In particular, we will continue to increase local resilience by acting as the Lead Local Flood Authority and publishing a Local Flood Risk Strategy, in addition to refreshing our Winter Service policy and plan.

Outcome 5: Improving Travel, Transport & Parking

Traffic congestion has often been identified by residents and road-users as an important issue but practical solutions tend to be costly and take a long time to implement. As part of the 2015/16 congestion reduction programme, we will be focussing on key junctions along the A222 and A234 road corridors.

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

Local people should be able to play their part and as such the Council will work with schools, developers and businesses to implement effective travel plans which encourage walking, cycling and the use of public transport. 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, both on-street and in our car parks. The introduction of mobile phone payments and on-line self-service functions such as suspensions (removing restrictions), dispensations (special permission to park) and processing residents' and business' permits are examples of how the Council has expanded choice for motorists and residents. Vinci Park continues to enforce parking restrictions to help improve road safety and ease congestion – and ensure regular turnover of town centre spaces. 2015/16 will see the development and award of a major contract for a range of parking services in partnership with LB Bexley.

We will continue to seek improvements in public transport to provide more choice (e.g. by lobbying for new rail connections to Docklands and Central London) and will continue 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 include an extension to the New Beckenham car park in Lennard Road and improved parking arrangements around Chelsfield and other railway stations.

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

Outcome 6: Improving Customer Service & Business Management

This Portfolio Plan sets out the Council's environmental service priorities, and the plan's implementation is scrutinised by Members twice a year at Environment PDS committee. Officers support Members in their work by ensuring that well-evidenced reports – including in relation to the contracts which deliver this plan – are presented to committee in a timely manner, allowing for proper scrutiny. More generally, the plan is supported by sound business practices that: ensure compliance with the Council's governance and procurement rules; reduce risk; and monitor performance to ensure the plan remains on track. Many of the services set out in this plan directly involve residents and, therefore, effective public communication is vital to its successful delivery. In addition to using traditional media to communicate our key strategic messages, managers are making increasing use of on-line facilities to make it easier for residents to use our services. Customers are also made aware of our service standards and kept informed of progress to help ensure satisfaction.

Outcome 1	Improving the Street Scene
Issues	<ul style="list-style-type: none"> • Clean streets are a high priority for residents • Satisfaction with the street scene has a significant impact on residents' confidence in the Council

Aim	• To sustain street care improvements through enforcement, working with Friends' groups, and ensuring street cleaning reflects local needs
------------	--

In 2015/16 we will:

1.1: Keep the borough's streets and parks clean and green, minimising litter, dog fouling and fly-tipping through a programme of contracted works, education and enforcement activities (e.g. Fixed Penalty Notices)

1.2: Support multi-agency clean-ups (e.g. Operation Crystal) to target anti-social behaviour in hotspots in partnership with the Metropolitan Police, DVLA, DW&P, and local housing associations

1.3: Develop a Street Care Plan to join-up policy and resources in respect of education, enforcement and operations

1.4: Continue to engage with the community (Residents' Associations, Street, Tree, Snow Friends and other volunteer groups) to improve the streetscene, including identifying hotspots and organising clean-ups. A Tree Friends' Tool Kit will be produced by summer 2015 – which will be followed by a Street Friends' Toolkit

1.5: Continue to review street cleaning frequencies to reflect the varying needs / issues of local communities

1.6: Maintain the high levels of resident satisfaction with the street cleansing service

1.7: Continue to develop and improve the borough's outdoor street café culture and increase visits by specialist street markets

1.8: Increase the quality and number of stall holders in street markets across the borough

1.9: Contribute towards the proposed realignment of the client structure to a neighbourhood management approach for delivering key front line services

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Enforcement actions taken against fly-tipping (NI 196)	344	295	300	375	350	325	300
Number of illegal fly-tipping incidents	2,495	2,681	2,600	3,377	<3,500	<3,250	<3,000

Environment Portfolio Plan 2015-2018

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
¹ Street & Env'tal cleanliness (% of streets below NI 195 standard)							
a) litter	5.7	5.8	6.0	5.6	6.0	6.0	6.0
b) detritus	9.9	7.5	8.0	4.4	8.0	8.0	8.0
c) graffiti	0.7	0.8	1.0	0.5	1.0	1.0	1.0
d) fly-posting	0.6	0.9	1.0	0.4	1.0	1.0	1.0
² Public satisfaction with cleanliness (%):							
• Street	-	79	65	71	70	70	75
• Neighbourhood	-	84	65	88	70	70	75
• Town Centre	-	91	70	90	75	75	80
³ Streets meeting acceptable cleanliness standards (%)	95	96.9	95	97.6	95	95	95
Defect Correction Notices issued to contractor (%)	n/a	3.05	<3.0	1.94	<3.0	<3.0	<3.0

¹ NI195 measures four elements three times a year at randomly selected locations inspected by client officers

² Public satisfaction survey is undertaken annually by an independent consultant under the Street Cleaning contract. 2014/15 data is based on the August 2014 survey and 2013/14 is based on the August 2013 survey

³ Contractor performance is measured by client officers undertaking inspections of routine scheduled activities, based on contractual cleaning frequencies for each street

Outcome 2	Minimising Waste and Increasing Recycling and Composting
Issues	<ul style="list-style-type: none"> Recycling rates appear to have plateaued, so how to encourage and increase greater public involvement in waste minimisation and recycling? There is significant volatility in the recycling markets (e.g. capacity and income / costs) which is outside the Council's control and makes budgeting and service planning a challenge
Aim	<ul style="list-style-type: none"> To increase the proportion of waste recycled and composted and reduce the amount of waste sent to landfill, within budgetary constraints
In 2015/16 we will:	
2.1: Begin to consider options for integrating service contracts on expiry of the current waste collection and waste disposal contract (e.g. Street Cleaning, Highways and Grounds Maintenance)	
2.2: Commence alternate week kerbside paper / card collections to maximise collection efficiencies from June 2015	
2.3: Monitor green garden waste arisings each month, especially in the light of changes to satellite site provision and on-going expansion of the paid GGW collection service	

2.4: Encourage and assist residents to minimise their waste, recycle more, and promote home composting through our Waste Advisors and promotional activity
2.5: Increase Green Garden Waste collection service paying customer numbers to 17,500
2.6: Complete the LWRB-funded improvements at Waldo Road and Churchfields Road HWRCs to facilitate and expand separation of recyclables and provide enhanced operational space for probation service recycling operations
2.7: Consider options for the future continuation of the kerbside collection service for Waste Electronic and Electrical Equipment
2.8: Ensure legislative compliance, including with the Waste Regulations (England & Wales) 2011 in terms of the separate kerbside collections of paper, glass, metals and plastics

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Household waste recycled/composted (%) NI 192	50	50	51	49	49	50	51
Dry recycling (kg/household)	261	267	None	249	260	260	260
Organics recycling (kg/household)	177	186	None	184	180	180	180
Municipal waste landfilled (%) NI 193	25	26	23	27	26	25	24
Residual household waste (kg per household) NI 191	451	466	440	464	450	445	440
Total waste arising (refuse & recycling) (tonnes)	139,360	145,577	None	144,660	145,000	145,000	145,000
Missed bins (/000,000 collections)	43*	49*	80	78	60	40	40

* The basis for calculating missed bins was changed in 2014/15

Outcome 3	Enhancing Bromley's Parks and Green Spaces
Issues	<ul style="list-style-type: none"> Our parks and green spaces are valued by residents and have ecological value but their management requires significant resources How to further develop community involvement and generate additional external funding to help care for our parks and green spaces?
Aim	<ul style="list-style-type: none"> To conserve and enhance Bromley's parks and green spaces through the Wholly Managed Parks Service working in partnership with the volunteer community, including securing external funding for landscape improvements
In 2015/16 we will:	

3.1: Establish a Joint Management Board, Stakeholder Engagement Panel and three geographically-based delivery areas to support the new Wholly Managed Parks Service
3.2: Monitor the success of The Landscape Group in applying for, and obtaining, external investment funding for improvements to our parks and green spaces
3.3: Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside by contractors working in partnership with Friends of Parks groups – to ensure local priorities are identified and delivered through the new parks service
3.4: Plant some 400 street trees, maintain Bromley's publicly-owned tree stock in a safe condition, and replace trees in parks and green spaces as appropriate. Investigate opportunities for income generation from Bromley's woodlands, with a view to making woodland management cost-neutral – benefitting biodiversity and public access
3.5: Manage the Parks Security contract to reduce antisocial behaviour, illegal traveller incursion, adverse possession, dog attacks, and drug abuse – and equally ensure our parks and open spaces remain accessible and enjoyable places for recreation
3.6: Develop and maintain paths and other hard landscaping features in parks, open spaces and the countryside so they remain safe and useable
3.7: Maintain the borough's 67 equipped play areas so they provide good quality local facilities for all, including continuing the Safer Playgrounds Programme which will improve six sites during the year, and redeveloping Sandway Park in partnership with Affinity Sutton
3.8: Contribute to improving residents' health by supporting park users, sports activity providers, allotment holders and other partners – including the Green Gyms and Brook Lane enterprise
3.9: Promote and support public use of parks and green spaces for community events and activities

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Response times to customer enquiries (%)	-	-	95	92.72	95	95	95
External grants received plus partnership funding (£,000)	401 175	339 186	- -	337 172	- -	- -	- -
Improve Grounds Maintenance Service (%)	-	-	-	-	71	73	75

Outcome 4	Managing our Transport Infrastructure
Issues	<ul style="list-style-type: none"> • Satisfaction with the condition of roads and pavements has a significant impact on residents' confidence in the Council, so we need to maintain their condition • Utility works can cause disruption and congestion unless this activity is coordinated and inspected by the Council • Localised flooding may become more frequent and problematic and practical inter-agency solutions are needed

Aim	<ul style="list-style-type: none"> • To continue to invest in timely and effective manner in our roads, pavements and street lighting to maintain the value of the highway asset
In 2015/16 we will:	
4.1: Complete the £8.5m 'invest-to-save' project to replace 6,500 lamp columns, and 14,500 street lanterns with energy efficient LED lighting, in residential roads, by summer 2015 and consider opportunities for further invest-to-save initiatives	
4.2: As part of the major 'invest-to-save' project, introduce a Central Management System to remotely monitor and control lighting levels by summer 2015	
4.3: Review the effectiveness and priorities of the Winter Service in the light of experience gained in responding to past snow and flooding incidents	
4.4: Improve the condition of the highway network by completing an approved major programme (Planned Highways Maintenance Programme Report) of road and pavement resurfacing	
4.5: Implement the 2015 Highway Asset Management Strategy – to help prioritise maintenance and investment decisions in the highway asset	
4.6: Undertake highway safety inspections and implement necessary reactive works to ensure the borough's roads and pavements are maintained to an appropriate standard to protect the public and reduce insurance claims for personal injury and damage to property	

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Condition of principal (A) roads (NI 168) (% considered for maintenance)	3	5	<6	1.0	<6	<6	<6
Condition of non-principal classified (B & C) roads (NI 169) (% considered for maintenance)	5	5	<8	3.0	<8	<8	<8

Environment Portfolio Plan 2015-2018

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Condition of Unclassified (U) Roads (ES3) (% considered for maintenance)	No survey	17	<20	No survey	<20	<20	<20
Average Time to Repair a Faulty Street Light (days) (ES5)	2.75	1.34	<5	1.15	<5	<5	<5

Aim	<ul style="list-style-type: none"> To coordinate and improve the standard of work carried out by the utilities
In 2015/16 we will:	
4.7: Continue to inspect at least 80% of utilities works (50% more than required by the national code of practice) to ensure reinstatement is undertaken to the correct standard - taking enforcement action where necessary to protect highway assets	
4.8: Continue to monitor the progress of utility works, and take enforcement action when works are not completed within the agreed timescale (to reduce traffic congestion)	

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Number of FPNs issued* (4.7)	817	817	n/a	534	n/a	n/a	n/a
Number of Defect Notices** (4.8)	-	5,792	6,000	July 2015	6,000	6,000	6,000

* FPNs issued to Utilities for working without a permit, incorrect registration details, or breach of permit conditions

** Defect notices issued to Utilities for poor reinstatement following highway works

Aim	<ul style="list-style-type: none"> To improve the borough's resilience to the risk of flooding
In 2015/16 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 through the Planning / Building Control process to ensure surface water drainage is properly considered in the development process and that suitable plans exist to maintain sustainable drainage assets into the future	
4.11: Consult on, adopt, publish, and act on the Local Flood Risk Strategy for Bromley	

Outcome 5	Improving Travel, Transport & Parking
Issues	<ul style="list-style-type: none"> • Rising numbers of cars, as the number of residents and households increases, leading to congestion and parking issues • Lack of connectivity and investment in transport preventing access to opportunities and services • Managing on and off street parking to balance the needs of motorists, residents and businesses
Aims	<ul style="list-style-type: none"> • To improve the road network and journey-time reliability for all users • To improve 'connectivity' (getting to places you couldn't previously reach easily) and 'integration' (linking different modes of transport) • To reduce congestion and carbon emissions by promoting cycling, walking and public transport journeys • To promote safe and secure travel, and provide accessible, affordable, fair and effective parking services
In 2015/16 we will:	
5.1: Look to decrease congestion and address journey times on priority routes, including at key junctions on the A222 and A234 road corridors across the borough	
5.2: Continue to improve transport in our town centres to ensure they contribute to a thriving local economy by: <ul style="list-style-type: none"> • completing congestion relief schemes in Bromley and Beckenham town centres • ensuring public realm schemes (inc. Beckenham town centre) contribute to improved transport infrastructure, and • ensuring that proposed building works at opportunity sites do not detrimentally impact local transport networks 	
5.3: Improve rail connectivity to Bromley by lobbying for the Docklands Light Railway and/or an extension of London Overground services to Bromley North	
5.4: Help to reduce avoidable delays to bus journeys, and make transport interchanges safer and easier to use – including station access improvements and security measures	
5.5: Reduce traffic congestion, improve road safety and encourage walking and cycling by supporting schools, developers and businesses to implement Travel Plan measures such as cycle parking and training, improving safety around schools, and encouraging car clubs	
5.6: Ensure that parking provision near town centres, railway stations and hospitals balances the needs of residents, visitors and commuters – including New Beckenham and Kent House stations and other minor improvements	
5.7: Work with King's College Hospital NHS Foundation Trust to improve parking at and around Princess Royal University Hospital	

Environment Portfolio Plan 2015-2018

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Children travelling to school by car (%) (From School Census - NI 198)	28	25	<30	July 2015	<30	<30	<30
Daily trips originating in the borough made by bicycle (%)	0.8	1.3	1.2	Dec. 2015	1.3	1.4	TBC
Daily trips originating in the borough made by foot (%)	26.5	27.4	28.2	Dec. 2015	28.3	28.4	TBC
Average vehicle delay (mins/km) – Principal Roads	0.66	0.74	0.70	End 2015	0.70	0.70	0.70

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

Performance Indicators	2012 Actual	2013 Actual	2014 Target	2014 Actual	2015 Target	2016 Target	2017 Target
People killed/seriously injured in road accidents (NI 47)	90	70	≤77	53	≤73	≤67	≤67
Children killed/seriously injured in road accidents (NI 48)	5	10	≤ 8	6	≤ 8	≤ 8	≤ 8
Total road accident injuries and deaths (ES7)	822	788	806	866	≤ 785	≤ 765	≤ 765

Environment Portfolio Plan 2015-2018

Aim	<ul style="list-style-type: none"> To provide accessible, affordable, fair and effective parking services
In 2015/16 we will:	
5.11: Continue the successful Shared Parking Service with LB Bexley, including reviewing opportunities for developing and widening the scope of the shared service	
5.12: Tender in partnership with LB Bexley (commencing May 2015 with the award in April 2016), the new Parking Services Contract, which will be implemented from October 2016	
5.13: Continue to improve the effectiveness and fairness of the Council's parking enforcement activities – including an evaluation of the impact of the Deregulation Act 2015 (effective April 2015) on CCTV and observation times	
5.14: Investigate further developing 'smart solutions' to make the parking experience more seamless, simpler, and customer friendly through the use of Automatic Number Plate Recognition, pre-payment/booking, and smartphone apps etc	
5.15: Ensure that parking facilities continue to meet the industry's Park Mark standard (cleanliness, lighting and accessibility) and that reasonable parking charges support the vitality of the borough's town centres	
5.16: Ensure the smooth implementation of the new paperless residential / business parking permit system – and continue to develop on-line self-service for permit applications and other special permissions to park	

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Appeals 'heard' by PATAS (against PCNs issued by LBB)	663	510	665	459	665	665	665
PATAS cases won by LB Bromley (% of cases heard)	84	85	84.5	74	80	80	80

Outcome 6	Improving Customer Service & Business Management
Issues	<ul style="list-style-type: none"> • How to best communicate our services, especially service changes? • How to meet residents' expectations regarding excellent service provision with progressively reduced resources? • How to ensure environmental quality and the Council's contribution to wider environmental issues is not neglected in an age of austerity?

Aims	<ul style="list-style-type: none"> • To maintain high customer service and environmental quality standards • To ensure services are contracted, monitored, reported, and provide value-for-money according to the Council's rules • To uphold good governance and accountable decision-making
In 2015/16 we will:	
6.1: Sustain customer service improvements, including by making it easier for residents to contact us on-line (e.g. through Fix My Street and improved Parking service accessibility)	
6.2: Communicate strategic messages in a timely manner, including by publishing news releases, public notices, <i>Environment Matters</i> newsletter, and on-line, encouraging increased public participation	
6.3: Communicate service changes directly and more widely to service users, including revisions to the paper collection service and bank holiday and weather-related changes	
6.4: Use Member and customer feedback to help improve service performance and respond effectively, and within agreed timescales, to customer complaints and information requests	
6.5: Support Environment PDS Committee by: <ul style="list-style-type: none"> • ensuring decision-making is transparent and supported by sound procedures • presenting the Portfolio Plan for scrutiny and reporting on its progress twice a year • reporting the Forward Work Programme to each committee meeting – including the Portfolio's main contract monitoring arrangements • facilitating scrutiny powers over a range of public bodies, including the Council itself • providing Contract Monitoring Summaries for Members' consideration 	
6.6: Ensure that sound business practices are firmly embedded including Portfolio and service planning and performance monitoring to underpin effective service delivery	
6.7: Ensure compliance with the Council's governance and procurement rules, and continue to achieve demanding service objectives and value for money within the context of budgetary constraints, including reviewing contract letting options	

Performance Indicators	14/15 Target	14/15 Actual	15/16 Target	16/17 Target	17/18 Target
Service Standards (% of activity undertaken on time)	92%	93.91%	95%	95%	95%

Communications Issues

The two broad communications challenges are how to:

- make it easier for residents and others to communicate with the Council and *vice versa* – including self-service / ‘channel shift’
- positively communicate and consult on key service changes required as a result of operating in an increasingly tough financial climate

The communications issues associated with the Portfolio Plan’s outcomes include how to:

Outcome 1: Improving the Street Scene

- Promote Street, Tree and Snow Friends and Fix-my-Street to improve residents’ engagement in ‘street care’
- Improve public understanding of the Council’s stricter enforcement role in respect of dog-fouling, fly-tipping, littering and graffiti
- Ensure residents are informed of any changes to the street cleansing service and understand the impact that seasons have on our approach

Outcome 2: Minimising Waste and Increasing Recycling and Composting

- Consider, at an early stage, how best to communicate service changes, including those relating to door-to-door paper and electrical equipment collections
- Refocus on promoting residents’ participation in ‘wasting less and recycling more’, now that recycling rates appear to have peaked
- Retain existing customers for the paid Green Garden Waste collection, and generate new customers to achieve 17,500 customers by the year end

Outcome 3: Enhancing Bromley’s Parks and Green Spaces

- Address communications issues associated with The Landscape Group taking responsibility for the Wholly Managed Parks Service
- Promote the activities of Friends’ and others groups in caring for the borough’s parks and green spaces and jointly promote the use of parks for community events
- Communicate improvements to individual parks, including addressing issues relating to residents’ perceptions, encouraging residents to make more use of parks

Outcome 4: Managing our Transport Infrastructure

- Ensure motorists are kept informed about major highways schemes and utility works and explain to them how roads and footways are prioritised for maintenance
- Provide flood risk information for the public through the Council’s website

Outcome 5: Improving Travel, Transport & Parking

- Communicate any changes to parking charges and enforcement rules, electronic systems for on-street parking payments, and the self-service parking permit system
- Promote partnership working with schools to improve road safety and health through 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

Contract Management

The outcomes set out in this Portfolio Plan will chiefly be achieved through Council contracts. This summary sets out the main contracts underpinning the Plan's delivery – more information on these, such as performance metrics, can be found in the relevant Contract Monitoring Summaries (appended to the 2015/18 Environment Portfolio Plan Report). The status of these contracts (e.g. their value and expiry date etc) is reported to Environment PDS at each committee meeting (as an appendix to the Forward Work Programme Report).

Outcome 1: Improving the Street Scene

- Street Environment: Street Cleaning (*Peter McCready*)
- Street Environment: Graffiti Removal (*Peter McCready*)
- Street Environment: Cleaning Highway Drainage Infrastructure (*Peter McCready*)
- Highway Maintenance: Minor & Reactive Work (*Peter McCready*)

Outcome 2: Minimising Waste and Increasing Recycling and Composting

- Waste Collection & Disposal (*John Woodruff*)
- Coney Hill Landfill Monitoring (*John Woodruff*)

Outcome 3: Enhancing Bromley's Parks and Green Spaces

- Grounds Maintenance (inc. Wholly Managed Parks Service) (*Robert Schembri*)
- Soft Landscaping Works (*Robert Schembri / seven of eight lots novated to TLG*)
- Arboricultural Maintenance (*Julian Fowgies*)
- Park Security (*Toby Smith*)
- Playground Maintenance (*Robert Schembri / novated to TLG*)

Outcome 4: Managing our Transport Infrastructure

- Transport Consultancy: TFL E&PM Framework 2 (*Paul Redman*)
- Highway Maintenance: Major Works (*Garry Warner*)
- Street Lighting: Maintenance and Improvement (*Paul Redman*)
- Streetworks: NRSWA (*Garry Warner*)

Outcome 5: Improving Travel, Transport & Parking

- Parking Services (*Benjamin Stephens*)
- Parking Bailiff Services (*Benjamin Stephens*)

Outcome 6: Improving Customer Service & Business Management

- Bus Shelter Poster Sites (*Andrew Rogers*)
- On Street Poster Sites (*Andrew Rogers*)