

Environment Portfolio Plan 2016/19

Introduction

Environment Portfolio services affect the daily lives of all Bromley residents and many compare favourably with those of other councils. Our key aim is to maintain the consistently high service standards residents rightly expect from street cleaning, waste collection, highways and parks management and that these services also provide value-for-money. This is especially important given being a 'clean and green' borough is key to why people choose to live or work in Bromley.

As well as maintaining high service standards, we aim to enhance our environment and contribute to a good quality of life for all. Indeed, protecting the borough now and for future generations remains a priority despite the challenging financial climate within which we work.

The main challenge for the foreseeable future remains the issue of how to continue to deliver quality environmental services with significantly less funding and, therefore, there is a continuing focus on budgetary control, contract management, and commissioning opportunities.

A number of new initiatives will be undertaken during 2016/17 to further improve our local environment and deliver services more efficiently including but not restricted to:

- implementing the Beckenham town centre public realm project;
- improving Penge High Street, including traffic congestion, road safety and public realm;
- awarding and delivering the new Joint Parking Services contract;
- developing a Neighbourhood Management approach to Streetscene and Greenspace services;
- integrating all Highways activity within one team to improve effectiveness; and
- developing commissioning options for the Portfolio's larger contracts (e.g. waste services, grounds maintenance, highways management and street cleaning) from 2019 onwards.

This 2016/19 Environment Portfolio Plan sets out six outcomes centred on:

1. Improving the Street Scene
2. Minimising Waste & Increasing Recycling
3. Enhancing Bromley's Parks & Green Spaces
4. Managing our Transport Infrastructure & Public Realm
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 2016/19 Environment Portfolio Plan. To ensure these aims are delivered, performance will be regularly monitored and reported to Members.

This Plan also contributes to the 'Quality Environment' aspiration set out in the Council's draft repurposed 'Building a Better Bromley' statement – specifically the need to:

- Sustain a clean, green and tidy borough through the delivery of value-for-money environmental services provided to a consistently high standard;
- Encourage further improvements in recycling, and seek to reduce waste to manage costs and protect the environment;
- Encourage Residents' Associations and the expanding network of 'Friends' to contribute to parks, trees and streets management and work with Snow Friends during winter weather;
- Use our wide-ranging enforcement and regulatory powers in a fair manner to protect people and their neighbourhoods, thereby reducing costs associated with issues such as fly-tipping;
- Identify infrastructure investment opportunities to reduce future costs associated with maintaining a high quality streetscene, including roads and street furniture.

Outcome 1: Improving the Street Scene

Developing a Neighbourhood Management approach to street services including promoting behaviour change, working with community groups, and taking appropriate enforcement action

In 2016/17 we are introducing a new integrated approach to managing the street scene, known as 'Neighbourhood Management'. We will continue to provide the current range of street services but rather than having separate teams, the new approach creates multidisciplinary teams serving three distinct areas of the borough. We believe this integrated approach will improve customer satisfaction, make our services much more responsive to residents, improve how we coordinate activity with our contractors, and enable us to respond better to local issues.

Street scene quality – especially its cleanliness – continues to be a priority for the Council and residents alike. A well maintained street scene relates closely to how safe residents feel and how satisfied they are with their locality. This is actively monitored and there are generally high satisfaction levels. Real progress has been made in this area including through multi-agency clean-ups (e.g. Operation Crystal), engaging with community and volunteer groups to organise local clean-ups, scheduling deep-cleaning programmes, providing facilities for recycling, cigarette waste, and litter, and removing chewing gum.

A 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 schedule (including weekends and evenings) to maximise its effectiveness whilst ensuring it reflects the varying needs of local communities. We will also continue to measure public satisfaction levels with cleanliness in both residential and retail areas.

The public can help the Council by reporting local 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, some 57,500 reports have been made (~19,500 of which were made during 2015/16).

We now wish to take a more strategic approach to caring for our streets and will develop a Street Care Plan (Autumn 2016) to align policy and resources for education, enforcement and operations.

Everyone can play a role in keeping our streets safe and clean and the Council continues to build strong bonds with our Street and Snow Friends and we wish to expand this activity, ideally with each street having at least one Snow Friend Coordinator and Street Friend. There are currently 4,600 Snow Friends organised by more than 400 coordinators. The Snow Friends scheme is also promoted to young people, who assist elderly and disabled residents by keeping the pavements outside their homes snow-free and safe. There are now also nearly 1,200 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, designed to monitor and maintain street tree health, has been launched with the aim of each Residents' Association has a Tree Friend Coordinator – there are currently sixteen coordinators. A Tree Friends Toolkit has already been produced and distributed and the Street Friends Toolkit will be distributed by Autumn 2016.

To help keep our streets clean we will continue to enforce on-the-spot fines for littering and dropping chewing gum, building on our work with the police and agreements with Ward Security for their officers to serve Fixed Penalty Notices.

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 – part of a national trend – and the Council is responding to this anti-social behaviour by taking action through the Enforcement Team, including more targeted surveillance (with the Metropolitan Police), patrols and fining offenders.

The street traders we license and the markets we manage add vitality to Bromley's street scene. We will, therefore, continue to develop the borough's street café culture, which has been evidenced though a continuing increase in outdoor eating and seating applications. We will also consider how best to encourage the development of town centre markets, including options for future market provision (e.g. locations) and offers (e.g. specialist street markets).

Outcome 2: Minimising Waste & Increasing Recycling

Aiming to run the best value waste and recycling service in London

Bromley's recycling performance is already excellent compared with many other London boroughs and the latest annual data shows we have London's second highest recycling rate (2015/16 London-wide comparative data will be available in November 2016). That said, there appears to be a 50% ceiling which it is difficult to break through – this is true for most boroughs – without significant changes being made to waste collection practice. So the issue for the immediate future is how to maintain, rather than increase (which is our medium-term aim), our recycling rate.

A waste audit has recently been undertaken to analyse residual (dustbin) waste to see what types of material are being thrown away, rather than recycled, and this will inform our future plans.

Our recycling rate is excellent but the amount of waste produced per household is considerably less good. While the figure is no longer among the highest (i.e. worst) in London, high waste arisings continue to impose cost pressures on the on the service and also suppresses the borough's recycling rate.

Landfill Tax also imposes cost pressure on the Council but in making landfill less attractive it achieves its secondary purpose of increasing recycling's financial viability. There are also environmental benefits associated with reducing waste and increasing recycling, which is important given that natural resources are limited – we need to be making much better use of the materials and energy contained in the waste stream. In addition, poor waste management increases greenhouses gas emissions which, in turn, contribute to man-made climate change.

Producing less waste in the first place is key to reducing costs and environmental impacts. We will therefore work with residents, through the new Neighbourhood Management teams, to encourage them to waste less and recycle more through the 'Recycling for All' and 'Composting for All' schemes. Equally, manufacturers and retailers also have a role to play in minimising waste at source and the Council will continue to encourage the Government to bring forward proposals – such as full producer responsibility for packaging waste – to tackle this problem effectively.

The introduction of food waste collections (2010) led to an initial reduction in the amount of domestic refuse produced. This helped to increase our recycling rate, diverted waste from expensive landfill, and through the anaerobic digestion treatment contributed to electricity generation and the production of high quality compost for agriculture. However, there has been a reduction in the amount of food waste recycled and the question is whether less food is being purchased and wasted or whether it has become dustbin waste (the waste audit may answer this).

Over the course of 2016/17, we will look to further expand the highly successful paid Green Garden Waste Collection Service, aiming for 20,000 customers by the end of 2016/17, as this is preferential to residents using cars to take their green waste to the Reuse & Recycling Centres.

We also aim to continue with the successful on-demand kerbside collection service for electrical and electronic equipment, although market conditions have necessitated a modest charge being introduced: this is complemented by bring-banks for this material at six recycling sites.

The on-going 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.

Looking forward, a number of broader initiatives may impact on local waste management. The EU Circular Economy Package is likely to generate a number of changes in waste management practice ranging from placing compliance cost on producers for packaging waste, to setting targets for more recycling, and further restricting landfill activity. And the Government is also considering how councils could harmonise their waste collection arrangements.

All of these issues, and more, will be considered as part of the research being undertaken into appraising procurement and contracting options for the future if Bromley's waste services, which will form part of the proposed broader and integrated Environmental Services Contract in 2019.

Outcome 3: Enhancing Bromley's Parks & Green Spaces

Conserving and enhancing Bromley's parks and green spaces through the Fully Managed Service working in partnership with Bromley's volunteer community

Parks, countryside, access to nature and open spaces are key elements of what makes Bromley a great place in which to live and work and it is, therefore, vital that these natural assets are maintained for the benefit of all, now and for the future.

Bromley 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. In addition to this vital conservation work, during 2015/16 Friends groups helped to raise more than £207k external investment plus £43k of partnership funding for green space improvements.

Since June 2015, much of this activity has been 'fully managed' by The Landscape Group (TLG) who now 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. In 2015/16, TLG developed two strategies to give direction to future activity ('Parks, Greenspace & Countryside Strategy' and 'Events & Activities Strategy') and also a delivery action plan.

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 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. Each year the Council also plants some 400 street trees to further enhance our local environment. The most recent initiatives include a 'Tree Friends' scheme and adoption of the LBB Arboricultural Strategy 2016-2020.

Outcome 4: Managing our Transport Infrastructure & Public Realm

Continuing to invest in our roads, pavements and street lighting to maintain the highway asset, improving the standard of work of utilities, and improving flood risk awareness and resilience

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

Bromley 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, we operate a preventative approach to maintaining the £1.4bn highway network. This helps prevent further deterioration and additional cost while ensuring the impact of highway works on public traffic 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.

Importantly, from 2016/17, all highways management functions (e.g. both major/planned and minor/reactive works) will be managed by one team to provide a single point of contact and improve service effectiveness.

Street lighting is another important component of our highway infrastructure and we have largely completed the invest-to-save street lighting project, which involved replacing 7,000 lamp columns

and 16,000 street lanterns with energy efficient LED lighting. This will significantly reduce energy consumption and maintenance costs. The project included a Central Management System which allows lights to be monitored and lighting levels and times to be controlled remotely. Consideration will now be given to replacing the remaining lanterns to further reduce revenue 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 and refreshing our Winter Service policy and plan. We will continue to increase local resilience by acting as the Lead Local Flood Authority. In 2015/16, we produced Local Flood Risk Management Strategy & Action Plan, which sets the various roles and responsibilities involved in improving flood resilience in a six year plan.

Outcome 5: Improving Travel, Transport & Parking

Improving the road network, journey-time reliability, congestion, transport connectivity, and promoting safer travel and providing accessible, affordable, and fair parking services

Congestion is often identified by residents and road-users as an important issue but practical solutions are often costly and take time to implement. As part of the 2016/17 congestion reduction programme, we will be focussing on junctions along the key road corridors. Congestion must also be tackled in conjunction with TfL and 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 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 and the borough is top quartile for road safety in London when the number of vehicle miles travelled is taken into account. 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.

We wish to ensure that parking is readily available across the borough and balances the needs of residents, visitors and commuters – including on street and in our car parks. This is especially important near town centres, local shopping parades, railway stations and hospitals.

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.

Indigo (formerly Vinci Park) continues to enforce parking restrictions to help improve road safety and ease congestion – and ensure regular turnover of town centre spaces. 2016/17 will see the development and award (November 2016) of a major contract for a range of parking services in partnership with LB Bexley – for implementation in April 2017.

We will continue to seek improvements in public transport to provide more choice (e.g. by lobbying for the Docklands Light Railway and the extension of the London Overground) and will continue working with Southeastern railways to develop proposals to improve station access.

A number of car parking schemes are being introduced around railway stations for commuters plus new cycle hubs are planned at Beckenham, Orpington and Crystal Palace.

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

Outcome 6: Improving Customer Service & Business Management

Maintaining high service standards, ensuring services are professionally managed and providing value-for-money, and upholding good governance and accountable decision-making

This 2016/19 Environment Portfolio Plan sets out our service priorities in terms of six clearly defined outcomes (and associated aims and performance measures) and good customer service and sound business management practice are at the heart of this service provision.

The Plan's implementation will be scrutinised by Environment PDS Members in June 2016 and November 2016 (six month progress update).

During the year, Officers support Members in their work by ensuring that well-evidenced reports – including in relation to the contracts underpinning this Plan – are presented to committee in a timely manner, allowing for proper Member scrutiny.

More generally, the Plan is supported by sound business practices that help to: ensure compliance with the Council's governance and procurement rules; reduce risk; ensure the plan remains on track through the provision of monitoring data.

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 and social media to make it easier for residents to use our services.

The various communications issues relating to each of the Outcomes are set out on the final page of this Portfolio Plan.

Customers are also made aware of our service standards and kept informed of progress to help ensure satisfaction.

Clearly having publically available service information is important given the Portfolio Holder is responsible for the direction of travel and performance of the Council's environmental services. If the services aims and performance are clear and public then it is easier for the public to understand the various service issues and also to hold the Council to account.

Similarly, the service frequently receives Freedom of Information requests and, again, having information already in the public domain means these questions can be answered more efficiently.

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 • Growth in social media use requires the Council to continue to adapt its processes and services to meet customer expectations
Aim	<ul style="list-style-type: none"> • Develop a Neighbourhood Management approach to commissioning street care services including promoting behaviour change, working with community and volunteer groups, and taking appropriate enforcement action to ensure the street environment reflects local needs
In 2016/17 we will:	
1.1: Keep the borough's streets and parks clean and green and reduce litter, dog fouling and fly-tipping through a programme of contracted works, education and enforcement activity	
1.2: Continue to support monthly multi-agency operations (e.g. Operation Crystal) to target anti-social behaviour hotspots in partnership with the Metropolitan Police, DVLA, DW&P, and local housing associations	
1.3: Use existing and adopt new legislative powers and enforcement penalties in respect of fly-tipping to help keep our streets clean and safe	
1.4: Conduct monthly operations with the Metropolitan Police to target vehicles involved in fly-tipping, including potentially seizing vehicles which are unlicensed to carry waste	
1.5: Establish the new Neighbourhood Management approach to caring for our streets and green spaces through three multidisciplinary area-based teams to make our services more responsive to residents' needs and improve customer satisfaction	
1.6: Develop a three-year Street Care Plan, in liaison with a Member Working Group, to join-up policy and resources in respect of education, enforcement and operations by Autumn 2016	
1.7: Commence a programme of activity to commission streetscene services (along with other key environmental services such as Waste Management and Grounds Maintenance) by 2019	
1.8: Continue to engage with the community (Residents' Associations, Street, Tree, Snow Friends and other volunteer groups) to improve the streetscene, including identifying problem hotspots and organising clean-ups. And produce a Street Friends' Toolkit (Autumn 2016) to complement the Tree Friends' Toolkit (produced in 2015)	
1.9: Continue to adapt street cleaning frequencies / times to ensure they reflect the varying needs / issues of local communities (e.g. weekend working)	
1.10: Maintain high levels of resident satisfaction with the street cleansing service and evidence this through monitoring activity	
1.11: Continue to develop and improve the borough's outdoor street café culture, increase visits by specialist street markets, and consider options for future market provision	

Environment Portfolio Plan: 2016/19

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Fly-tipping enforcement actions (NI 196i)	344	295	375	330	350	325	300	300
Fly-tipping incidents (NI 196ii)	2,495	2,681	3,377	3,343	<3,500	<3,250	<3,000	<3,000
¹ Street & Environmental cleanliness (% below std)								
a) litter	5.7	5.8	5.6	1.3	<6.0	6.0	6.0	6.0
b) detritus	9.9	7.5	4.4	2.2	<8.0	8.0	8.0	8.0
c) graffiti	0.7	0.8	0.5	0.1	<1.0	1.0	1.0	1.0
d) fly-posting (NI195)	0.6	0.9	0.4	0.8	<1.0	1.0	1.0	1.0
² Public satisfaction with cleanliness (%):								
• Streets	--	79	71	69	>70	70	75	75
• Neighbourhoods	--	84	88	79	>70	70	75	75
• Town Centres (ES11)	--	91	90	87	>75	75	80	80
³ Streets meeting acceptable cleanliness standards (%) (ES12)	95	96.9	97.6	99.0	>95	95	95	95
Defect Correction Notices issued to contractor (%) (ES13)	n/a	3.05	1.94	0.7	<3.0	<3.0	<3.0	<3.0

¹ NI195 measures four elements three times a year at random borough locations inspected by client officers

² Annual Public Satisfaction Survey undertaken by an independent consultant under the Street Cleansing contract (2015/16 data is based on the August 2015 survey and so on)

³ Contractor Performance is measured by client officers (through Nautoguide) inspecting routine scheduled activities, based on contractual cleaning frequencies for each street

Outcome 2	Minimising Waste & Increasing Recycling
Issues	<ul style="list-style-type: none"> • Recycling rates have plateaued, so how can we encourage greater public involvement in waste minimisation and recycling? • Recycling markets remain volatile (e.g. capacity and income / costs), which makes budgeting and service planning an on-going challenge • Legislation (e.g. EU Circular Economy package) may require the Council to review its collection and disposal options to ensure regulatory compliance

Aim	<ul style="list-style-type: none"> • To increase the proportion of waste recycled and reduce the amount of waste sent to landfill, within budgetary constraints
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In 2016/17 we will:

2.1: Develop options for integrating services on expiry of the current waste collection and waste disposal contract (2019) to maximise economies of scale and harmonise collection and disposal methodologies for all elements of the waste stream

2.2: Continue to monitor green garden waste arisings each month, in the light of further changes to satellite site provision and the continued expansion of the paid collection service

Environment Portfolio Plan: 2016/19

2.3: Encourage and assist residents to minimise their waste, recycle more, and promote home composting through our Neighbourhood Management teams and promotional activity
2.4: Increase Green Garden Waste Collection Service paying customer numbers to 20,000 and introduce the option to pay by Direct Debit
2.5: Explore options for site reconfiguration at Waldo Road and Churchfields Road HWRCs to facilitate better separation and quality control of recyclable and reusable materials
2.6: Consider options for the future continuation of the kerbside collection service for Waste Electronic and Electrical Equipment in the light of the changes to the WEEE regulations
2.7: Demonstrate legislative compliance with the Waste Regulations (England & Wales) 2011 in terms of the separate kerbside collections of paper, glass, metals and plastics
2.8: Following the trial waste treatment at the Southwark MBT plant, evaluate the financial and environmental benefits of formalising this disposal option

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Household waste recycled/composted (%) (NI 192)	50	50	49	47.3	49	50	51	51
Dry recycling (kg/household) (ES14)	261	267	249	236	260	260	260	260
Organics recycling (kg/household) (ES15)	177	186	184	178	180	180	180	180
Municipal waste landfilled (%) NI 193	25	26	27	27.22	26	25	24	24
Residual household waste (kg per household) (NI 191)	451	466	464	478	450	445	440	440
Total waste arising (refuse & recycling) (tonnes) (ES16)	139,360	145,577	144,660	146,192	145,000	145,000	145,000	145,000
Missed bins* (/000,000 collections) (ES6)	43*	49*	78	128	60	60	60	60

* Calculation method was changed in 2014/15, so previous data cannot be directly compared

Outcome 3	Enhancing Bromley's Parks & Green Spaces
Issues	<ul style="list-style-type: none"> • Our parks and green spaces are valued by residents and have also ecological and recreational 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 Fully Managed Parks Service working in partnership with the volunteer community, including by securing external funding for improvements

Environment Portfolio Plan: 2016/19

In 2016/17 we will:
3.1: Deliver Member-approved policies and actions to achieve specified project outcomes – as reviewed by the Joint Management Board and Parks, Greenspace & Countryside (PG&C) Stakeholder Panel
3.2: Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside provided by The Landscape Group and monitored through the Council's new Neighbourhood Management teams
3.3: Work in partnership with volunteers, stakeholders (allotment holders and sports providers), and Friends of Parks groups to ensure local priorities are identified and delivered
3.4: Raise public awareness about Parks, Greenspace & Countryside (PGC) including through the development of a dedicated website (summer 2016) providing on-line information e.g. for booking events in parks, and environmental classes at BEECHE etc
3.5: 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
3.6: 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
3.7: Develop and maintain paths, infrastructure and other hard landscaping features in parks, open spaces and the countryside so they remain safe and useable
3.8: Maintain the borough's 67 equipped play areas so they provide good quality local facilities for all, potentially including improving Whitehall Recreation Ground and equipment for less-abled users at Chislehurst
3.9: Contribute to improving residents' health by supporting park users, sports activity providers, allotment holders and other partners – including the new Whitehall Recreation Ground Green Gym and working with Nash College at Brook Lane and BEECHE
3.10: Implement the Events and Activities Strategy (2015-19) to promote and support public use of parks and green spaces especially for community events and activities

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Service Standard (%) (ES10.4)	-	-	92.72	97.83	95	95	95	95
External Grants & Partnership Funding (£,000) (ES17)	401 175	339 186	337 172	207 43	- -	340 -	- -	- -
*Improve Grounds Maintenance Service (%) (ES18)	-	-	-	75 / 84	71	73	75	77

* Quality Assessment of contractor's compliance against specification: Q1/Q2 = 75%. Q3/Q4 = 84%

Outcome 4	Managing our Transport Infrastructure & Public Realm
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 to protect the Council's asset • Localised flooding is likely to 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 highway asset
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In 2016/17 we will:
4.1: Integrate all highways management functions (planned and reactive works) within one highways team to provide a single point of contact and improve service effectiveness
4.2: Investigate potential capital investment opportunities to reduce revenue expenditure on reactive and planned highways maintenance by improving the condition of the highway asset
4.3: Adopt the Highway Asset Management Plan (summer 2016) to help prioritise maintenance and investment decisions - helping to ensure the Council achieves value-for-money by balancing priorities including cost and quality
4.4: Improve the condition of the highway network by completing the approved Planned Highways Maintenance Programme of road and pavement resurfacing
4.5: Consider further opportunities for Street Lighting invest-to-save initiatives (e.g. through SALIX Carbon Management Fund)
4.6: Review the Winter Service's effectiveness and priorities in the light of experience gained in responding to past ice, snow and flooding incidents
4.7: Undertake highway safety inspections and implement 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
4.8: Implement the new Department of Transport Code of Practice to deliver a risk-based approach to maintaining highway assets e.g. roads, street lighting, and highway structures

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Condition of principal (A) roads (% considered for maintenance) (NI 168)	3	5	1.0	2.0	<6	<6	<6	<6
Condition of non-principal classified (B & C) roads (% considered for maintenance) (NI 169)	5	5	3.0	2.0	<8	<8	<8	<8
Average Time to	2.75	1.34	1.15	1.17	<5.0	<5.0	<5.0	<5.0

Environment Portfolio Plan: 2016/19

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Repair a Faulty Street Light (days) (ES5)								

Aim	<ul style="list-style-type: none"> To coordinate and improve the standard of work carried out by the utilities
In 2016/17 we will:	
4.9: 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)	
4.10: 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	

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Number of FPNs issued ¹ (ES19)	817	817	534	509	n/a	n/a	n/a	n/a
Number of Defect Notices ² (ES20)	-	5,792	4,300	4,588	6,000	4,000	4,000	4,000

¹Fixed Penalty Notices are issued to Utilities for working without a permit, having incorrect registration details, or being in breach of permit conditions

²Defect Notices are 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 2016/17 we will:	
4.11: Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role	
4.12: Continue 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	
4.13: Deliver the Action Plan set out in the Local Flood Risk Strategy	

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 greenhouse gas emissions by promoting cycling, walking and public transport journeys • To promote safer travel, and reduce the number and severity of road accidents • To provide accessible, affordable, fair and effective parking services
In 2016/17 we will:	
5.1: Look to decrease congestion and address journey times on priority routes, including at key junctions on the major road corridors across the borough	
5.2: Continue to improve transport and accessibility 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 Beckenham and Penge town centres • ensuring public realm schemes (inc. Beckenham town centre) contribute to improved transport infrastructure, and • ensuring building works at opportunity sites don’t detrimentally impact local transport networks 	
5.3: Improve rail connectivity, capacity and reliability to Bromley by lobbying for the Docklands Light Railway and the extension of London Overground (suburban rail services) plus engage with Network Rail’s ‘Kent Route Study’	
5.4: Help to reduce avoidable delays to bus journeys by improved parking management, tackling pinch points, and making bus stops more accessible	
5.5: Make transport interchanges safer and easier to use – including railway station access improvements (e.g. Orpington and Kent House)	
5.6: Reduce traffic congestion, improve road safety, and encourage walking and cycling by supporting schools, developers and businesses to implement Travel Plan actions such as cycle parking and training, improving safety around schools, and encouraging car clubs	
5.7: Ensure parking is readily available across the borough especially near town centres, local shopping parades, railway stations and hospitals and that it balances the needs of residents, visitors and commuters	
5.8: Lobby King’s College Hospital NHS Foundation Trust to improve parking at and around Princess Royal University Hospital	

Environment Portfolio Plan: 2016/19

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
¹ Children travelling to school by car (%) (From School Census - NI 198)	28	25	23	2015/16 due Aug. 2016	<30	<30	<30	<30
² Daily trips originating in the borough made by bicycle (%) (ES21)	0.8	1.3	1.0	2015 due June 2016	1.3	1.4	1.5	1.6
³ Daily trips originating in the borough made by foot (%) (ES22)	26.5	27.4	25.0	2015 due June 2016	28.3	28.4	28.5	28.6
⁴ Average vehicle delay (mins/km) – Principal Roads (ES23)	0.66	0.74	0.77	2015 due June 2016	0.70	0.70	0.70	0.70

¹ Academic year (2014/15). ^{2,3&4} 2014/15 column = Calendar year 2014 and so on (awaiting 2015 data).

Aim	• To reduce road casualties
In 2016/17 we will:	
5.9: Continue implementing the Council's programme of accident reduction measures in key locations	
5.10: Identify and prioritise locations for accident reduction measures in 2017/18	
5.11: Implement the Council's road safety education programme in schools and the wider community	

Performance Indicators	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2015 Target	2016 Target	2017 Target	2018 Target
People killed/seriously injured in road accidents (NI 47)	90	70	53	77	≤73	≤67	≤67	≤67
Children killed/seriously injured in road accidents (NI 48)	5	10	6	5	≤ 8	≤8	≤8	≤8
Total road accident injuries and deaths (ES7)	822	788	868	943	≤785	≤765	≤744	≤723

Road casualty data are recorded on a calendar year basis and are generally available following May

Aim	• To provide accessible, affordable, fair and effective parking services
In 2016/17 we will:	
5.12: Continue the successful Shared Parking Service with LB Bexley, including reviewing opportunities for developing and widening the scope of the shared service	

5.13: Tender in partnership with LB Bexley (Q2 - 2016), the Joint Parking Services Contract with award scheduled for Nov/Dec 2016 and contract commencement scheduled for April 2017
5.14: Continue to improve the effectiveness and fairness of the Council's parking enforcement activities – including continuing to evaluate the impact of the Deregulation Act 2015 (effective April 2015) on CCTV and observation times
5.15: 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
5.16: 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
5.17: Ensure the continuing development of the paperless parking permit solution and continue to develop public on-line access through controlled e-forms as part of the channel shift strategy away from emails.
5.18: Replace the aging fluorescent lighting at the Council's three Multi Storey Car Parks with energy efficient LED lighting, by May 2016, to save ~66% of energy consumption, 250tCO ₂ e, and £55k on energy costs each year

Performance Indicators	12/13 Actual	13/14 Actual	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Appeals 'heard' by the Environment and Traffic Adjudicators (ETA) (against PCNs issued by LBB) (ES8)	663	510	459	331	665	665	665	665
ETA cases won by LB Bromley (% of cases heard) (ES9)	84	85	74	75	80	80	80	80

Outcome 6	Improving Customer Service & Business Management
Issues	<ul style="list-style-type: none"> • How best to communicate our services, especially service changes? • How to meet residents' expectations regarding excellent service provision with progressively reduced resources? • How to ensure the public understands the Council's ongoing commitment to maintaining a quality environment 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
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In 2016/17 we will:

6.1: Sustain customer service improvements, including managing social media interactions, to ensure appropriate channels are used (e.g. through Fix My Street)
6.2: Communicate strategic and borough-wide messages on-line and also by publishing news releases, public notices, the biannual <i>Environment Matters</i> newsletter
6.3: Communicate opportunities for increased public participation in keeping our streets and parks clean, safe and green by promoting the work of volunteers, stakeholders and Friends groups
6.4: Communicate service changes and opportunities directly to residents in a timely manner including Green Garden Waste Service, street cleaning schedules and bank holiday arrangements
6.5: Use Member and customer feedback to help improve service performance and respond effectively, and within agreed timescales, to customer complaints and information requests
6.6: 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 updates on the Portfolio's main contracts • facilitating scrutiny powers over a range of public bodies, contractors, and the Council itself
6.7: Ensure that sound business practices are firmly embedded, including the further development of Contract Monitoring Summaries and performance monitoring data for Member scrutiny
6.8: Ensure compliance with governance, finance and procurement rules, including systems for recording waivers, service risks, and evidence for the Annual Governance Statement

Performance Indicators	14/15 Actual	15/16 Actual	15/16 Target	16/17 Target	17/18 Target	18/19 Target
Service Standards (% of activity undertaken on time) (ES10EP)	93.91	96.50	95	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 using a variety of media and self-service
- positively consult on and communicate the key service changes required as a result of operating in an increasingly tough financial climate

The communications issues associated with this Portfolio Plan's outcomes include:

Outcome 1: Improving the Street Scene

- Promote Street, Tree and Snow Friends and Fix-my-Street to improve residents' engagement in 'street care' (especially given the development of the Street Care Plan and Neighbourhood Management)
- Improve public understanding of the Council's tougher 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 the seasons have on our approach

Outcome 2: Minimising Waste & Increasing Recycling

- Consider how best to communicate service changes and remind residents of their collection days, including changes due to Bank Holidays
- Refocus on promoting residents' participation in 'wasting less and recycling more', now that recycling rates have started to decline
- Actively promote the paid Green Garden Waste paid collection service, including the proposed Direct Debit option, to achieve 20,000 paying customers by the year-end

Outcome 3: Enhancing Bromley's Parks & Green Spaces

- Address issues associated with The Landscape Group taking responsibility for the Fully Managed Parks Service including aligning and highlighting key messages
- 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 & Public Realm

- 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 parking charges and enforcement rules (inc. Blue Badge use), 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