

Environment Portfolio Plan 2017/20

Introduction

Environment Portfolio services affect the daily lives of all Bromley residents and many compare favourably with those of other councils. Our key aims are to maintain the high service standards residents rightly expect from street cleaning, waste collection, highways maintenance and parks management and to ensure the 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 consistently 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 immediate future concerns how to continue to deliver quality environmental services with significantly less funding and, therefore, there is a continuing focus on budgetary control, contract monitoring and management, and commissioning opportunities.

A number of new environmental service initiatives will be undertaken during 2017/18 including:

- implementing a two-year £11.8m capital programme to invest in our roads and pavements to reduce the need for active maintenance and accident claims;
- implementing a number of major town centre public realm improvement projects;
- improving traffic flow and road safety at key junctions;
- delivering improved parking services with the new enforcement contractor (APCOA);
- delivering local enhancements including tree planting, flower beds and improved street furniture;
- raising awareness of our parks and countryside including through the [Bromley Parks website](#)
- implementing further fly tipping controls and taking more intelligence-led enforcement action;
- developing the successful Green Garden Waste Collection Scheme to reach more customers across the whole borough and reduce traffic at the Household Waste Recycling Centres;
- improving communications to further enhance food waste recycling;
- developing commissioning options for the Portfolio's larger contracts from 2019 onwards.

This 2017/20 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 will be delivered through a number of clearly identified aims and their associated contracts. To ensure these are delivered, performance is regularly monitored and reported to Members.

This Portfolio Plan contributes to Building a Better Bromley's 'Quality Environment' aspirations:

- Sustain a clean, green and tidy environment through value-for-money 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; and
- Identify infrastructure investment opportunities to reduce future maintenance costs associated with maintaining a high quality streetscene, including roads and street furniture.

Outcome 1: Improving the Street Scene

Further develop the Neighbourhood Management model by reviewing business management processes, improving supplier service provision, and enhancing our work with local communities, while taking appropriate enforcement action as required

The Neighbourhood Management model has now been in place for one year. This innovative approach to managing the streetscene is designed to improve how we coordinate activity with our contractors and make our services much more responsive to local issues and residents' needs – with the ultimate aim of improving customer satisfaction.

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

We are now working with two Business Improvement Districts (Bromley and Orpington Town Centres) to find mutual solutions to improving the quality of the public and private realm.

A continuous review of the Council's approach to street cleaning by the Neighbourhood Management team has identified different approaches to tackling local issues and ensuring suppliers provide a timely and quality service. The direction of travel is to develop more proactive solutions, based on evidence, to problems such as detritus removal from channels in heavily parked areas and tackling littering in country lanes. We will also continue to measure public satisfaction levels with cleanliness in residential and retail areas.

The public can help by reporting problems such as fly-tipping, potholes, and street lighting defects. Fix-My-Street (FMS), an on-line reporting facility, now handles more than 56% of residents' reports and, to date, some 81,000 FMS reports have been made (~ 21,000 being made during 2016/17).

We now wish to take a more strategic approach to caring for our streets and have developed a draft Street Care Plan to assist service managers, suppliers, and partners in aligning policy and resources for education, enforcement and operations. This 'road map' towards more joined-up solutions will be deployed during 2017/18.

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. We wish to expand this activity, ideally with each street having at least one Snow Friend Coordinator and Street Friend. There are currently 4,557 Snow Friends organised by more than 411 coordinators. The Snow Friends scheme is also promoted to young people, who assist elderly and less able residents by keeping the pavements outside their homes snow-free and safe. There are now 1,373 Street Friends – who report problems such as graffiti and fly-tipping and/or assist in litter-picking and graffiti removal.

Arboricultural Services continue to promote and train our Tree Friends (a Tree Friends Toolkit has been produced) who help by removing seasonal obstructions and basal growth in a way that protects street tree health. It is our aim to increase scheme participation and for each Residents' Association to have a Tree Friend Coordinator – there are currently sixteen such coordinators.

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 incidents are decreasing but offensive graffiti is still tackled as a priority. Abandoned vehicles, however, have become more of an issue due to the decrease in scrap values. The contract has been re-let and in June 2017 the Enforcement Team received further training to ensure the Council handles reports as efficiently and in line with current legislation.

There were 3,246 fly-tipping incidents in 2016/17 and the Council is responding to this anti-social behaviour by taking action, also through the Enforcement Team, including more targeted

surveillance (with the Metropolitan Police), patrols and fining offenders. A one-off-resource (£250k) will be used during the year to undertake multi-agency searches, enhance surveillance capabilities, and install preventative infrastructure.

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 through 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 remains good compared with other London boroughs. That said, there appears to be a ceiling which it is difficult to break through – this is true for most boroughs – without significant changes being made to waste collection practices. So the issue for the immediate future is how to maintain, rather than increase (a longer term aim), our recycling rate.

Our recycling rate is good (48%) but the amount of waste produced per household remains stubbornly high and is rising. High waste arisings continue to impose cost pressures 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 financial viability of recycling. 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 (known as the Circular Economy). In addition, poor waste management (e.g. an over-reliance on landfill) increases greenhouse gas emissions which, in turn, contribute to man-made climate change.

Producing less waste in the first place is key to reducing both costs and environmental impacts. We will, therefore, continue to encourage residents to 'waste less and recycle more' – including by promoting greater use of the weekly Food Waste Recycling Service through the 'Food for Thought' campaign. 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.

During 2017/18, we intend to further expand the successful paid Green Garden Waste Collection Service, aiming for 26,500 customers by 31 March 2018 (a 12.5% annual increase), as this is preferential to residents using cars to take their green waste to the Reuse & Recycling Centres. An option to pay by Direct Debit will also be introduced during the year.

Changes will continue to be made to the Waldo Road and Churchfields Road Household Waste & Recycling Centres to improve material quality, recycling rates, and customer satisfaction. In addition, following a successful waste treatment trial at a specialist Mechanical Biological Treatment plant, the Council will further develop this programme in 2017/18 to divert more waste from expensive landfill (currently a quarter of Bromley's waste is still landfilled).

The service will also continue to work on options to maximise economies of scale and harmonise collection and disposal methodologies for all parts of the waste stream on expiry of the current Waste Collection & Disposal contract (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 long-term 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 160 parks, open spaces and recreation grounds (including 3,000 acres of open space, and 68 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 2016/17 Friends groups helped to raise more than £437k external investment plus £60k of partnership funding for green space improvements.

Since June 2015, the service has been 'fully managed' by idverde, who 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.

Proposed initiatives include:

- a recruitment strategy to target younger people: 'Volunteers for the Future' Task Force
- raising public awareness of London's greenest borough, including through the [Bromley Parks website](#) (through which bookings can be made for holding events in parks or registering for environmental classes at BEECHE)
- securing external funding to deliver projects such as the Club House at Chislehurst Recreation Ground and further developing the Croydon Road Recreation Ground ('Bowie') Bandstand

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.

In 2017/18 the Council will investigate woodland management options (including with the Forestry Commission), with a view to making such management cost-neutral – benefitting biodiversity and public access.

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 utility works, and improving flood risk awareness and resilience

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 deterioration and additional cost while ensuring the impact of highway works on public traffic is minimised.

The condition of Bromley's roads and pavements is consistently identified by residents as a particularly important issue and so remains a priority for the Council. To this end, starting in 2017/18, we will implement a two-year £11.8m investment project to improve the condition of our roads and pavements, as approved by Members, with priorities being 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 we have recently

completed the £8.5m 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. 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.

The Highways team will also work with other Environment & Community Services colleagues to implement major public realm improvement projects in Beckenham High Street, Penge High Street, Bromley High Street pedestrian area, and the Walnuts Shopping Centre Orpington.

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 2017/18 congestion reduction programme, we will be focussing on key junctions at Croydon Road / Anerley Road (Penge) and Red Lodge Road / Station Road (West Wickham). 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. Importantly, a Member Working Group has been proposed to consider priority sites for intervention.

Local people should be able to play their part and the Council will continue to 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. We have an active road user education programme, with a particular focus on children and teenagers as they approach driving age. We will continue our programme of targeted safety improvements at accident cluster sites to reduce deaths and injuries on our roads.

We also 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.

April 2017 saw the introduction a new on-line self-service system to allow residents and businesses to purchase and/or amend their permits and also request suspensions (removing restrictions), dispensations (special permission to park), and season tickets.

April 2017 also saw the introduction of a new single contract for the provision for a number Bromley's parking services including enforcement which aims to help to improve road safety and ease congestion – and ensure regular turnover of town centre spaces. The contract also provides a solution for IT systems, permit processing, cash collections and counting and a business processing solution for a number of administrative functions.

In terms of public transport, we will continue to seek improvements in public transport to provide more choice, e.g. by lobbying for the Docklands Light Railway, Underground and London Overground (suburban rail services) extensions to Bromley and will continue working with Southeastern railways to develop proposals to improve station access. We will also make transport

interchanges safer and easier to use – including railway station access improvements (e.g. Orpington and Kent House). We are also actively involved in the consultations for Network Rail's Kent Route Study, which sets out their plans to improve rail capacity up to 2044 and the South Eastern rail franchising, which is due to come into effect from December 2018.

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 2017/20 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 unpins the quality of our service provision.

The Plan's implementation will be scrutinised by Environment PDS Members in the July 2017 (twelve month data review) and January 2018 (six month progress update) committee meetings.

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

More generally, this 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 regular monitoring data.

Effective public communication is vital to the delivery of the customer-facing services set out in this Plan. It is also important that, internally, different contractors and teams work together to co-ordinate and communicate service messages. In addition to using traditional media to communicate key service messages, managers are making increasing use of on-line facilities (such as the Parks Events App) and social media 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.

Clearly, having publicly 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 service aims and performance are made public and clear, then it is easier for residents to understand the underlying service issues and also to hold the Council to account.

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

The various communications issues relating to each of the six main service outcomes are set out on the last page of this Portfolio Plan.

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 support consistent street care services - delivered by service providers - while also focussing on promoting behaviour change, working with community and volunteer groups, and taking appropriate enforcement action to ensure the street environment meets local needs
In 2017/18 we will:	
1.1: Keep the borough's streets 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 agile, multi-agency, operations and community impact days to target anti-social behaviour hotspots in partnership with the Metropolitan Police, DVLA, DW&P, and local housing associations	
1.3: Offer advice, issue warning letters and Fixed Penalty Notices, and undertake criminal prosecutions, as appropriate, to tackle the menace of fly-tipping with the objective of keeping our streets clean and safe	
1.4: Conduct regular operations with the Metropolitan Police to target vehicles involved in fly-tipping, including potentially seizing vehicles which are not licensed to carry waste	
1.5: Develop neighbourhood working to reduce the occurrence of common customer problems through improved business processes and systems – enabling a more responsive to local issues	
1.6: Work collaboratively with the Bromley and Orpington Business Improvement Districts to find mutual solutions to improve the public and private realm	
1.7: Contribute to the commissioning of streetscene services (along with other key environmental services such as Waste Management and Grounds Maintenance) by 2019	
1.8: Continue to provide support to the community (Residents' Associations, Street, Tree, Snow Friends and other volunteer groups) to improve the streetscene, including identifying problem hotspots and organising clean-ups	
1.9: Continue to adapt street cleaning techniques and frequencies/times to address local issues identified by Members and communities	
1.10: Maintain high levels of resident satisfaction with the street cleansing service and evidence this through residents' surveys	
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	

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Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Fly-tipping enforcement actions (NI 196i)	295	375	330	328	325	325	315	300
Fly-tipping incidents (NI 196ii)	2,681	3,377	3,343	3,246	<3,250	<3,250	<3,125	<3,000
¹ Public satisfaction with cleanliness (%):								
• Streets	79	71	69	71	>70	>70	>70	>70
• Neighbourhoods	84	88	79	86	>70	>80	>80	>80
• Town Centres (ES11)	91	90	87	90	>75	>90	>90	>90
² Streets meeting acceptable cleanliness standards (%) (ES12)	96.9	97.6	99.0	90.4	95	>95	>95	>95
Defect Correction Notices issued to contractor (%) (ES13)	3.05	1.94	0.7	4.5	<3.0	<3.0	<3.0	<3.0

¹ Annual Public Satisfaction Survey undertaken by an independent consultant under the Street Cleansing contract (2016/17 data is based on the August 2016 survey and so on)

² Contractor Performance is measured quarterly by client officers (using the 'Nautoguide App') 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 – particularly in respect of food waste? • Recycling markets still contain elements of volatility depending on the material stream (e.g. capacity and income / costs), which makes budgeting and service planning a continuing challenge • Legislation may require the Council to review its current collection methodology and disposal options to ensure regulatory compliance

Aim	<ul style="list-style-type: none"> • To deliver the most cost-effective waste service in London by increasing the proportion of waste recycled and reducing the amount of waste sent to landfill
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In 2017/18 we will:

2.1: Develop options for integrating services on expiry of the current Waste Collection & 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 (from all sources) each month to inform the future design of green waste services

2.3: Encourage and assist residents to minimise their waste and recycle more with a special focus in 2017/18 on promoting greater use of the Food Waste Recycling Service through the 'Food for Thought' campaign

2.4: Increase Green Garden Waste Collection Service paying customer numbers to 26,500 (12.5% increase) and introduce the option to pay by Direct Debit by April 2018

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2.5: Make improvements to the infrastructure at the Waldo Road Waste Transfer Station to improve material quality and recycling rates
2.6: Enhance the customer experience through a phased roll-out of new technologies, including service information delivered electronically to the customer
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 a successful waste treatment trial at a specialist MBT plant during 2016/17, the Council will further develop this programme in 2017/18 to divert more waste from expensive landfill

Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Household waste recycled/composted (%) (NI 192)	50	49	47.3	48.4	50	50	50	50
Dry recycling (kg/household) (ES14)	267	249	236	252	260	255	255	255
Organics recycling (kg/household) (ES15)	186	184	178	188	180	188	190	192
Municipal waste landfilled (%) NI 193	26	27	27.22	23.7	25	24	24	24
Residual household waste (kg per household) (NI 191)	466	464	478	486.7	445	485	480	480
Total waste arisings (refuse & recycling) (tonnes) (ES16)	145,577	144,660	146,192	149,875	145,000	149,000	148,000	147,000
Missed bins* (/000,000 collections) (ES6)	49	78	128	182*	60	180	180	180

* In 2016/17 the default regime was reviewed and a new calculation methodology adopted

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? • How to ensure a proactive approach to looking after our Parks' infrastructure to reduce reactive management and improve the public's enjoyment?
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
In 2017/18 we will:	
3.1: Deliver Member-approved policies and actions to achieve specified project outcomes – as reviewed by the Parks, Greenspace & Countryside (PG&C) Stakeholder Panel	

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<p>3.2: Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside through joint monitoring by idverde and our Neighbourhood Management teams (who will use the new 'Confirm Connect' system to enhance the joint monitoring regime)</p>
<p>3.3: Work in partnership with stakeholders (e.g. allotment holders and sports providers) and Friends of Parks groups to ensure local priorities are identified and delivered and develop a 'Volunteers for the Future' Task Force – a recruitment strategy to target younger people</p>
<p>3.4: Develop monthly management data, including dashboards, to ensure that evidence drives continuous service improvement</p>
<p>3.5: Raise public awareness about Parks, Greenspace & Countryside (PGC) including through promotion of the dedicated Bromley Parks website managed by idverde (e.g. EventApp – an online event administration booking system) and providing on-line information (e.g. booking environmental classes at BEECHE etc)</p>
<p>3.6: Work in partnership with community groups to secure external funding to deliver projects such as construction of Chislehurst Recreation Ground club house and further develop the Croydon Road Recreation Ground ('Bowie') bandstand</p>
<p>3.7: 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 woodland management options (including with the Forestry Commission), with a view to making such management cost-neutral – benefitting biodiversity and public access</p>
<p>3.8: Ensure our parks and open spaces remain accessible and enjoyable places for recreation by managing the Parks Security contract to reduce antisocial behaviour, illegal traveller incursion, adverse possession, dog attacks, and drug abuse</p>
<p>3.9: Further develop infrastructure through idverde's Annual Condition Survey to:</p> <ul style="list-style-type: none"> • identify and prioritise assets (e.g. benches, gates, railings, bins, etc) in parks, open spaces and the countryside so they are maintained and made safe • identify paths and hard landscaping which require improvement (in liaison with Amey)
<p>3.10: Maintain the borough's 68 equipped play areas so they provide good quality local facilities for all, potentially including Whitehall Recreation Ground (e.g. teenager equipment).</p>
<p>3.11: Contribute to improving residents' well-being by supporting park users, sports activity providers, allotment holders – including Green Gyms, Outdoor Gyms, Nash College classes for disabled children at Brook Lane and BEECHE</p>
<p>3.12: Develop schemes to improve our parks including the Betts Park canal wall, Tikspack dog waste bag dispensing system (free to users), and apply for Green Flag status for three more parks</p>
<p>3.13: Implement the Events & Activities Strategy (2015-19) to promote and support public use of parks and green spaces, especially for community events and activities</p>

Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Service Standard (%) (ES10.4)	-	92.72	97.83	99.2	95	95	95	95
External Grants & Partnership Funding (£,000) (ES17.1 & 17.2)	339 186	337 172	207 43	437 60	340 -	- -	- -	- -

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Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Improve Grounds Maintenance Service (%) (ES18)	-	-	84	91.7	73	90	90	90

Outcome 4	Managing our Transport Infrastructure & Public Realm
Issues	<ul style="list-style-type: none"> • Satisfaction with the condition of roads and pavements is important to residents, 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 a timely and effective manner in our roads, pavements and street lighting to maintain the highway asset
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In 2017/18 we will:

4.1: Implement an £11.8m, two-year, capital investment programme to reduce revenue expenditure on reactive and planned highways maintenance by improving the highway asset's condition

4.2: Prepare to adopt the new DfT Code of Practice 'Well Managed Highways' (to deliver a risk-based approach to maintaining highway assets e.g. roads, street lighting, and highway structures) for implementation by October 2019. This will allow completion of the Council's Highway Asset Management Plan to help prioritise maintenance and investment decisions – ensuring the Council achieves value-for-money by balancing priorities including cost and quality

4.3: 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

4.4: Continue to investigate options for investing (e.g. through SALIX) in Street Lighting initiatives to further reduce energy consumption and maintenance costs.

4.5: Review the Winter Service's effectiveness and priorities in the light of experience gained in responding to past ice, snow and flooding incidents

4.6: Implement major public realm projects in Beckenham High Street, Penge High Street, Bromley High Street pedestrian area, and Walnuts Shopping Centre Orpington

Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	18/19 Target
Condition of principal (A) roads (% considered for maintenance) (NI 168)	5	1.0	2.0	2.0	<6	<6	<6	<6

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Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	18/19 Target
Condition of non-principal classified (B & C) roads (% considered for maintenance) (NI 169)	5	3.0	2.0	2.0	<8	<8	<8	<8

Aim	<ul style="list-style-type: none"> To coordinate and improve the standard of work carried out by the utility companies
In 2017/18 we will:	
<p>4.7: Continue to monitor the progress of utility works (through the London Permit scheme), and take enforcement action when works are not completed within the agreed timescale (to reduce traffic congestion)</p>	
<p>4.8: Continue to inspect utilities works to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets</p>	

Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Number of FPNs issued ¹ (ES19)	817	534	509	427	n/a	n/a	n/a	n/a
Number of Defect Notices ² (ES20)	5,792	4,300	4,588	3,887	4,000	4,000	4,000	4,000

¹Fixed Penalty Notices (FPNs) are issued to Utilities (e.g. water, energy, & telecoms companies) for working without a permit, having incorrect registration details, or being in breach of their permit conditions

²Defect Notices are issued to Utilities for poor quality reinstatement following highway works

Aim	<ul style="list-style-type: none"> To improve the borough's resilience to the risk of flooding
In 2017/18 we will:	
<p>4.9: Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role</p>	
<p>4.10: 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</p>	
<p>4.11: Deliver the Action Plan set out in the Local Flood Risk Strategy</p>	

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 2017/18 we will:	
5.1: Look to reduce 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"> • implementing congestion relief schemes at Croydon Road / Anerley Road (Penge) and Red Lodge Road / Station Road (West Wickham) • ensuring public realm schemes (inc. Beckenham town centre) contribute to improved transport infrastructure, and • ensuring that building works at development sites do not detrimentally impact upon local transport networks 	
5.3: Improve rail connectivity, capacity and reliability by lobbying for the Docklands Light Railway, Underground and London Overground (suburban rail services) extensions to Bromley	
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: Work with London Councils and TfL and others to reduce the environmental impacts of transport through charging points and car clubs etc	

Environment Portfolio Plan: 2017/20

Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
¹ Children travelling to school by car (%) (From School Census - NI 198)	25	23	24	2016/17 data due Aug. 2017	<30	<30	<30	<30
² Daily trips originating in the borough made by bicycle (%) (ES21)	1.3	1.0	1.7	2016 data due June 2017	1.4	1.5	1.6	1.7
³ Daily trips originating in the borough made by foot (%) (ES22)	27.4	25.0	25.3	2016 data due June 2017	28.4	28.5	28.6	28.7
⁴ Average vehicle delay (mins/km) – Principal Roads (ES23)	0.74	0.77	0.8	2016 data due June 2017	0.70	0.70	0.70	0.70

¹ Latest reported data Academic year: 2015/16. ^{2,3 & 4} Latest reported data Calendar year 2015

Aim	• To reduce road casualties
In 2017/18 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	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2016 Target	2017 Target	2018 Target	2019 Target
People killed/seriously injured in road accidents (NI 47)	70	53	77	Data due June 2017	≤67	≤67	≤67	≤67
Children killed/seriously injured in road accidents (NI 48)	10	6	5	Data due June 2017	≤8	≤8	≤8	≤8
Total road accident injuries and deaths (ES7)	788	868	943	Data due June 2017	≤765	≤765	≤765	≤765

Road casualty data are recorded on a calendar year basis: waiting for TfL to supply 2016's data

Aim	• To provide accessible, affordable, fair and effective parking services
In 2017/18 we will:	
5.12: Deliver improved Parking Services with the new contractor APCOA and ensure successful implementation of the new enforcement contract during 2017/18	

Environment Portfolio Plan: 2017/20

5.13: Continue the successful Shared Parking Service (with LB Bexley), including reviewing opportunities for developing and widening the scope of the shared service
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: Continue to develop 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

Performance Indicators	13/14 Actual	14/15 Actual	15/16 Actual	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Appeals 'heard' by the Environment and Traffic Adjudicators (ETA) (against PCNs issued by LBB) (ES8)	510	459	331	274	665	665	665	665
ETA cases won by LB Bromley (% of cases heard) (ES9)	85	74	75	81	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 2017/18 we will:
6.1: Sustain customer service improvements, including managing social media interactions to ensure appropriate channels are used (e.g. 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 Waste Services, 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 that: <ul style="list-style-type: none"> • key contract and performance data is captured in the Contracts Database; and • contract management (both strategic and day-to-day) and monitoring (regular performance evaluation against measurable deliverables) conform with corporate guidance
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	16/17 Actual	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Service Standards (% of activity undertaken on time) (ES10EP)	93.91	96.50	95.6%	95	95	95	95

Communication Issues

The main communication challenges concern:

- making it easier for residents and others to communicate efficiently with the Council and vice versa – including using My Bromley account holder information and a variety of media and self-service
- consulting on, and positively communicating, service changes required as a result of operating in an increasingly tough financial climate

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

Outcome 1: Improving the Street Scene

- Promoting Street, Tree and Snow Friends and Fix-my-Street to improve residents' engagement in a holistic approach to 'street care' including support for, and understanding of, Neighbourhood Management
- Improving public understanding of the Council's tougher enforcement of dog-fouling, fly-tipping, littering and graffiti offences
- Ensuring residents are informed of any changes to the street cleansing service and understand the impact the seasons have on our approach

Outcome 2: Minimising Waste & Increasing Recycling

- Considering how best to communicate service changes and reminding residents of their waste and recycling collection days, including changes due to Bank Holidays
- Refocussing on promoting residents' participation in 'wasting less and recycling more' to maintain high recycling rates, including promoting an enhanced use of the Food Waste Recycling Service through the 'Food for Thought' campaign
- Promoting the Green Garden Waste Collection Service, including the Direct Debit option, to achieve 26,500 paying customers by the year-end

Outcome 3: Enhancing Bromley's Parks & Green Spaces

- Working with idverde to promote the activities of Friends' and others community groups in caring for the borough's parks and green spaces
- Jointly promoting the use of parks for community events
- Communicating improvements made to individual parks (including addressing issues relating to residents' perceptions) and encourage residents to make greater use of parks

Outcome 4: Managing our Transport Infrastructure & Public Realm

- Ensuring motorists are kept informed about major highways schemes and utility works and explaining how roads and footways are prioritised for maintenance
- Providing flood risk information to the public through the Council's website

Outcome 5: Improving Travel, Transport & Parking

- Communicating parking charges and enforcement rules (inc. Blue Badge use), electronic systems for on-street parking payments, and the self-service parking permit system
- Promoting partnership working with schools to improve road safety and health through cycling, walking, car sharing and using public transport
- Promoting cycling, walking, car sharing and the use of public transport to businesses, visitors and residents, focusing on town centre locations
- Ensuring that our road safety messages are communicated effectively to the public