

**APPENDIX TO ES18003**

Environment Portfolio Plan 2017/20: Six-Month Progress Report

<b>Outcome 1</b>	<b>Improving the Street Scene</b>
<b>Issues</b>	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

<b>Aim</b>	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	
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>	
<b>1.1:</b> 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	<ul style="list-style-type: none"> <li>• There was a 9% decrease in street cleansing, parks and fly tipping enquiries</li> <li>• Over 95% of customer enquiries are responded to within published Service Standards</li> </ul>	
<b>1.2:</b> 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	<ul style="list-style-type: none"> <li>• 6 MOPAC operations attended by Enforcement Officers and Ward Security</li> <li>• Targeting known/suspected fly tipping areas/suspects</li> <li>• Mobile fly tipping patrols undertaken by LBB Enforcement Officers in Police vehicles</li> </ul>	
<b>1.3:</b> 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	<ul style="list-style-type: none"> <li>• Anti-fly tipping cards inserted into every letter / caution correspondence regarding investigation into fly tipping / dumped rubbish</li> <li>• All fly tipping reports checked and investigated subject to credible evidence being found regarding the offender</li> <li>• There have been fewer incidents compared with the first six months of last year: 1,538 compared with 1,796</li> </ul>	
<b>1.4:</b> 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	<ul style="list-style-type: none"> <li>• Three joint operations undertaken                             <ul style="list-style-type: none"> <li>○ Elmers End</li> <li>○ Sevenoaks Road, St Mary Cray</li> <li>○ Bickley</li> </ul> </li> <li>• 60 vehicles stopped and checked</li> <li>• Three vehicles seized</li> </ul>	
<b>1.5:</b> Develop Neighbourhood Working to reduce the occurrence of common customer problems through improved business processes and systems – enabling a more responsive to local issues.	<ul style="list-style-type: none"> <li>• Restructure and Annual Review completed by June 2017</li> <li>• Business systems and procedures currently under review and a number of recommendations already made and implemented</li> <li>• Recruitment underway and on target to be completed by January 2018</li> </ul>	

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<p><b>1.6:</b> Work collaboratively with the Bromley and Orpington Business Improvement Districts to find mutual solutions to improve the public and private realm</p>	<ul style="list-style-type: none"> <li>• Working with stakeholders on the Penge and Beckenham BID proposals</li> <li>• Monthly meetings with BID Ambassadors to discuss operational updates and conduct town centre 'walk abouts' to highlight any issues</li> <li>• Systems synchronisation meetings held for BID reporting mechanisms (Strata)</li> <li>• Successfully introduced commercial paper recycling by SP First Mile Centre</li> <li>• Joint working to address private areas of land with accumulated waste in Bromley Town Centre</li> <li>• LBB Neighbourhood Manager regularly attends BID team &amp; annual review meetings</li> </ul>
<p><b>1.7:</b> Contribute to the commissioning of streetscene services (along with other key environmental services such as Waste Management and Grounds Maintenance) by 2019</p>	<ul style="list-style-type: none"> <li>• Lot 3 Contract Specification signed-off by ES Commissioning Board (September 2017)</li> <li>• Strategic depot review completed for approval by ES Commissioning Board (September 2017)</li> </ul>
<p><b>1.8:</b> 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</p>	<ul style="list-style-type: none"> <li>• Snow Friends Conference delivered and attended more than 100 current and potential Snow Friends</li> <li>• Four Big Bromley Brush clean-up events delivered and support provided for Petts Woodstock clean-up</li> <li>• Neighbourhood Officers attended 5 Residents Association meetings</li> <li>• 732 man hours worked by 'community pay back' on a variety of projects</li> </ul>
<p><b>1.9:</b> Continue to adapt street cleaning techniques and frequencies/times to address local issues identified by Members and communities</p>	<ul style="list-style-type: none"> <li>• Revised programme implemented in September 2017</li> <li>• Acquired a new 'Street Scrubber' for use within Bromley Town Centre</li> <li>• Additional crews commissioned to assist with autumn weather demands. Leafing programme being built week-by-week, increasing responsiveness to local needs</li> </ul>
<p><b>1.10:</b> Maintain high levels of resident satisfaction with the street cleansing service and evidence this through residents' surveys</p>	<ul style="list-style-type: none"> <li>• 2017 Resident Satisfaction Survey reported 74% were satisfied with the cleanliness of the streets, 79% with neighbourhoods and 84% with the Town Centres (compared with 71%, 86% and 90% in 2016)</li> </ul>
<p><b>1.11:</b> 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</p>	<ul style="list-style-type: none"> <li>• Adverts in local papers and magazines</li> <li>• Increase in street chairs and tables licensing in Beckenham</li> <li>• Bromley Market will have to move (to High Street near to Primark and Market Square) and reduce stall numbers</li> </ul>

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<b>Outcome 2</b>	<b>Minimising Waste, and Increasing Recycling</b>
<b>Issues</b>	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

<b>Aim</b>	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	
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>	
<b>2.1:</b> 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	<ul style="list-style-type: none"> <li>• Tendering process for the Environment Contracts has been designed to drive best value on a whole life basis</li> <li>• Revised tender publication date of January 2018 (Notice issued 8 January 2018)</li> </ul>	
<b>2.2:</b> Continue to monitor green garden waste arisings (from all sources) each month to inform the future design of green waste services	<ul style="list-style-type: none"> <li>• Tonnage and customer figures reported monthly and analysed to indicate participation / drop out to inform contract monitoring meetings and promotional campaign</li> <li>• 2017/18 total was 10,683t compared with 2016/17 total of 10,728t – which is a 0.42% decrease (in total garden waste)</li> <li>• Promotional campaign being developed for February 2018 launch</li> </ul>	
<b>2.3:</b> 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	<ul style="list-style-type: none"> <li>• Food for Thought campaign promoted through Spring and Winter editions of Environment Matters</li> <li>• Food Waste Recycling Behaviour Change campaign being developed for launch in early 2018</li> </ul>	
<b>2.4:</b> 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	<ul style="list-style-type: none"> <li>• 23,660 customers as at end September 2017, which is an increase of 12% (2,469 additional customers) compared with the same period last year</li> </ul>	
<b>2.5:</b> Make improvements to the infrastructure at the Waldo Road Waste Transfer Station to improve material quality and recycling rates	<ul style="list-style-type: none"> <li>• Improvements to Waldo Road in 2018/19 including separate enclosures for recycling to reduce contamination and improving the weighbridge customer experience</li> </ul>	
<b>2.6:</b> Enhance the customer experience through a phased roll-out of new technologies, including service information delivered electronically to the customer	<ul style="list-style-type: none"> <li>• Exploring use of a Mobile App that provides residents with notifications about their waste and recycling Information</li> </ul>	
<b>2.7:</b> Demonstrate legislative compliance with the Waste Regulations (England & Wales) 2011 in terms of the separate kerbside collections of	<ul style="list-style-type: none"> <li>• Current service is compliant with the national Waste Regulations</li> <li>• Lots 1 and 2 specifications (of proposed ES</li> </ul>	

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paper, glass, metals and plastics	contract) require that prospective bidders are compliant with current waste legislation
<b>2.8:</b> 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	<ul style="list-style-type: none"><li>• By end September 2017, 5,539t of waste had been diverted to MBT from landfill</li></ul>

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<b>Outcome 3</b>	<b>Enhancing Bromley's Parks &amp; Green Spaces</b>
<b>Issues</b>	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

<b>Aim</b>	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	
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>	
<b>3.1:</b> Deliver Member-approved policies and actions to achieve specified project outcomes – as reviewed by the Parks, Greenspace & Countryside (PG&C) Stakeholder Panel	<ul style="list-style-type: none"> <li>Annual plan produced on time and reviewed by the Stakeholder Panel</li> </ul>	
<b>3.2:</b> 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)	<ul style="list-style-type: none"> <li>Monthly joint monitoring inspections conducted as per the contract</li> <li>Additional monthly 'Confirm Connect' inspections conducted</li> <li>Monthly KPIs reported and monitored at the monthly contract meetings</li> </ul>	
<b>3.3:</b> 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	<ul style="list-style-type: none"> <li>Volunteer Development Taskforce to create the Volunteer Development Plan</li> <li>Recruitment of younger volunteers has begun through links with the RSPB, LSEC, Princes Trust and NCS</li> <li>Idverde trained 18 ex-offenders and employed four</li> <li>6 student work placements provided</li> <li>Idverde provided funding support to various stakeholder groups</li> <li>Idverde partnered with GoodGym</li> <li>Idverde worked with Orpington District Archaeological Society, Historic England and the Friends of Scadbury Park to progress positive park management</li> <li>Achieved Wildlife Trust Garden Award for Brook Lane Community Garden</li> </ul>	
<b>3.4:</b> Develop monthly management data, including dashboards, to ensure that evidence drives continuous service improvement	<ul style="list-style-type: none"> <li>Idverde provided KPIs within their monthly dashboard</li> <li>The idverde Performance Monitoring System has been expanded</li> </ul>	
<b>3.5:</b> 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)	<ul style="list-style-type: none"> <li>6,400 people visited <a href="#">Bromley Parks website</a> (September)</li> <li>95% of event bookings are completed online</li> <li>Events booking system, 'EventApp', averages about 25-35 applications per month</li> <li>2 out of 5 BEECHE bookings are made online.</li> <li>Bromley Parks Twitter account now engages with over 1,300 followers</li> </ul>	

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<p><b>3.6:</b> 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>	<ul style="list-style-type: none"> <li>• Six month external funding £128k (Q2 external funding £60k)</li> <li>• Chislehurst Clubhouse: FC Elmstead submitted information to LBB Planning</li> <li>• £11,800 raised for restoration of the Bowie Bandstand from 2017 summer fundraising event</li> </ul>
<p><b>3.7:</b> 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 – benefiting biodiversity and public access</p>	<ul style="list-style-type: none"> <li>• Phase 1 (Parks) &amp; 2 (Highways) of 2017/18 revenue-funded Planting Programme are on order with the contractors (467 trees)</li> <li>• Waiting confirmation on 'Environmental Initiatives' capital funding for further tree planting</li> <li>• New inspection frequency in operation across highways and parks surveying programmes</li> <li>• Second year of Clear Borough Programme, addressing young tree maintenance, basal growth and crown lifting issues for street trees borough-wide (concludes within the next 6 months)</li> </ul>
<p><b>3.8:</b> 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>	<ul style="list-style-type: none"> <li>• Review / assessment of recording data collection and reporting processes underway</li> <li>• LBB, Ward Security &amp; Police have dealt with over 10 illegal traveller incursions into LBB parks and open spaces</li> <li>• Ward Security undertake monthly joint patrols of ASB hotspot sites (including Penge, Crystal Palace, The Crays, &amp; Hobblingwell)</li> <li>• All dangerous dogs reports reported to Police L.E.A.D team for further investigation. Dog attacked and killed in Bromley High Street (during summer) being investigated</li> </ul>
<p><b>3.9:</b> Further develop infrastructure through idverde's Annual Condition Survey to:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• identify paths and hard landscaping which require improvement (in liaison with Amey)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Condition Survey completed in October.</li> <li>• Monthly tripartite meetings (LBB, idverde, Amey) ensure works are completed in a timely manner</li> <li>• Hazardous landscaping that requires Amey liaison is immediately reported for action to mitigate risk</li> </ul>
<p><b>3.10:</b> 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>	<ul style="list-style-type: none"> <li>• Funding secured for additional play equipment in Whitehall Rec</li> <li>• New "kickabout" goals, funded by the Friends Group</li> <li>• Blake Rec funding application submitted</li> <li>• Newbury Playground plan produced for updated play</li> </ul>
<p><b>3.11:</b> 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>	<ul style="list-style-type: none"> <li>• Park Run established at Hobblingwell Park</li> <li>• Idverde's supporting Elmstead FC with the design and funding application</li> <li>• Sports England funding secured (10k) for Sparrows Den rugby pitch improvements</li> <li>• Idverde provided support to Penge Green Gym through fundraising walks</li> <li>• Walking for Health routes cleared safe</li> </ul>

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	<ul style="list-style-type: none"> <li>• Recruited three seasonal staff and two volunteers through unemployment agencies</li> <li>• Accessibility improvements to the 'Acorn Trail' at Scadbury Park,</li> <li>• Partnership with the "Men In Sheds Association" to develop initiatives for Brook Lane Community Garden</li> </ul>
<p><b>3.12:</b> 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>	<ul style="list-style-type: none"> <li>• Widening the dog walk pathway in Riverside Gardens</li> <li>• Pauls Cray Hill Park pathways have been widened</li> <li>• New footpath being created to provide access to the Keston Common war memorial for users</li> <li>• Footpath installed at Farnborough Recreation Ground</li> <li>• Partnering Bromley College to facilitate student placements in Elmfield Woods and Norman Park around conservation and litter picking</li> <li>• Tikspack dog waste initiative roll out scheduled for the end of the year.</li> <li>• Various Friends Groups showing an interest in obtaining Green Flag Awards.</li> </ul>
<p><b>3.13:</b> Implement the Events &amp; Activities Strategy (2015-19) to promote and support public use of parks and green spaces, especially for community events and activities</p>	<ul style="list-style-type: none"> <li>• EventApp has been in place since May</li> <li>• Idverde provided resource and strategic support at fundraising events for Bowie Bandstand</li> <li>• Around 20,000 attended Crystal Palace Overground festival in June</li> <li>• Nostalgia Festival was held at Normal Park</li> <li>• Circus returned to Bromley</li> </ul>

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<b>Outcome 4</b>	<b>Managing our Transport Infrastructure &amp; Public Realm</b>
<b>Issues</b>	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

<b>Aim</b>	To continue to invest in a timely and effective manner in our roads, pavements and street lighting to maintain the highway asset	
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>	
<b>4.1:</b> 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	<ul style="list-style-type: none"> <li>Phase 1 &amp; 2 approved by Environment Portfolio Holder</li> <li>Phase 3 considered at October Environment PDS</li> <li>Spend profile in line with estimates</li> </ul>	
<b>4.2:</b> 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	<ul style="list-style-type: none"> <li>Officers have been working with LoTAG and other boroughs to establish guidance documents on adopting the new CoP</li> <li>Meeting to be arranged with all stakeholders in Q3 to agree future action plan and timescale</li> </ul>	
<b>4.3:</b> 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	<ul style="list-style-type: none"> <li>Weekly monitoring completed</li> <li>Monthly performance meetings have been held and actions minuted</li> </ul>	
<b>4.4:</b> Continue to investigate options for investing (e.g. through SALIX) in Street Lighting initiatives to further reduce energy consumption and maintenance costs.	<ul style="list-style-type: none"> <li>Street Lighting Policy Paper prepared for 6 October 2017 Environment PDS meeting</li> </ul>	
<b>4.5:</b> Review the Winter Service's effectiveness and priorities in the light of experience gained in responding to past ice, snow and flooding incidents	<ul style="list-style-type: none"> <li>Winter Service P&amp;P reviewed and published in October 2017</li> </ul>	
<b>4.6:</b> Implement major public realm projects in Beckenham High Street, Penge High Street, Bromley High Street pedestrian area, and Walnuts Shopping Centre Orpington	<ul style="list-style-type: none"> <li>Schemes progressing to timetable and budget</li> </ul>	

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<b>Aim</b>	To coordinate and improve the standard of work carried out by the utility companies	
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>	
<b>4.7:</b> 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)	<ul style="list-style-type: none"> <li>• Q2: 29 Fixed Penalty Notices issued</li> <li>• 6-month: 57 Fixed Penalty Notices issued to utilities</li> <li>• Q2: 506 defects issued</li> <li>• 6-month 965 defects have been issued to utilities</li> </ul>	
<b>4.8:</b> Continue to inspect utilities works to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets	<ul style="list-style-type: none"> <li>• Q2:/6-months Activity levels continue to be met</li> </ul>	

<b>Aim</b>	To improve the borough's resilience to the risk of flooding	
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>	
<b>4.9:</b> Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role	<ul style="list-style-type: none"> <li>• Partnership meetings ongoing (an occasionally difficult relationship with Thames Water is being maintained)</li> <li>• Residents are regularly using generic email address to raise flooding and drain related issues.</li> <li>• Preliminary Flood Risk Assessment (PRFA) update is complete, with the Environment Agency for review</li> </ul>	
<b>4.10:</b> 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	<ul style="list-style-type: none"> <li>• Strategic Flood Risk Assessments (SFRA) assessments completed, awaiting publication by Planners</li> <li>• Comments / conditions placed on 360 planning applications</li> </ul>	
<b>4.11:</b> Deliver the Action Plan set out in the Local Flood Risk Strategy	<ul style="list-style-type: none"> <li>• Works completed at - Beechwood Estate Orpington (Ramus Wood) – A21 jetting to Farnborough Hill – Greys Park Close and Heathfield Road.</li> <li>• Liaison with Environment Agency is ongoing (an though contribution to one of their schemes failed due to legal complexity)</li> <li>• Ordinary Watercourse Consent (OWC) surveys to recommence in 3<sup>rd</sup> and 4<sup>th</sup> quarters.</li> </ul>	

<b>Outcome 5</b>	<b>Improving Travel, Transport &amp; Parking</b>
<b>Issues</b>	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

<b>Aims</b>	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
<b>In 2017/18 we will:</b>	<b>6-Month progress</b>
<b>5.1:</b> Look to reduce congestion and address journey times on priority routes, including at key junctions on the major road corridors across the borough	<ul style="list-style-type: none"> <li>• Lobbying TfL to prioritise Keston Mark Junction</li> <li>• Westmoreland Road/Masons Hill junction modelling work has taken place</li> <li>• Shorthand's Station redesign underway</li> <li>• Hayes Street widening scheme – designs completed and awaiting formal Members views</li> </ul>
<b>5.2:</b> 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"> <li>• implementing congestion relief schemes at Croydon Road / Anerley Road (Penge) and Red Lodge Road / Station Road (West Wickham)</li> <li>• ensuring public realm schemes (inc. Beckenham town centre) contribute to improved transport infrastructure, and</li> <li>• ensuring that building works at development sites do not detrimentally impact upon local transport networks</li> </ul>	<ul style="list-style-type: none"> <li>• Croydon Road / Anerley Road Scheme approved by Environment PDS</li> <li>• West Wickham, Red Lodge Road Scheme has received a Stage 1 Safety Audit (reported to PDS on 15 November 2017)</li> </ul>
<b>5.3:</b> Improve rail connectivity, capacity and reliability by lobbying for the Docklands Light Railway, Underground and London Overground (suburban rail services) extensions to Bromley	<ul style="list-style-type: none"> <li>• Services at Canary Wharf – no change</li> <li>• Continue to remind TfL on Bakerloo line from Lewisham to Bromley objective</li> <li>• Maintain Safeguarding Lines – no change</li> </ul>

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<p><b>5.4:</b> Help to reduce avoidable delays to bus journeys by improved parking management, tackling pinch points, and making bus stops more accessible</p>	<ul style="list-style-type: none"> <li>• Hayes Street and Coney Hall P&amp;D Scheme – consultation due in November 2017</li> <li>• Penge, Lawrie Road / Crystal Palace Road ready to be implemented.</li> <li>• Bromley, Westmoreland Road / Hayes Road Scheme completed</li> <li>• Bus stop improvements are on-going</li> </ul>
<p><b>5.5:</b> Make transport interchanges safer and easier to use, including railway station access improvements (e.g. Orpington and Kent House)</p>	<ul style="list-style-type: none"> <li>• Station forecourt design being taken forward by South Eastern and shortly to embark on the detailed design and appoint contractors</li> <li>• New cycle hubs identified at Elmstead Woods and Kent House in conjunction with South Eastern for delivery this year</li> </ul>
<p><b>5.6:</b> 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</p>	<ul style="list-style-type: none"> <li>• Requests for bike hangers will be actioned subject to end of year spend</li> <li>• Bromley South and Shorthand's Cycle route - land ownership issue identified, awaiting confirmation from Network Rail</li> <li>• Orpington to Green Street Green Cycle route - progressing well and approved at July PDS</li> <li>• Orpington, Crofton Road Pedestrian route planned to implement during this financial year</li> </ul>
<p><b>5.7:</b> 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</p>	<ul style="list-style-type: none"> <li>• Penge CPZ Scheme implemented Q3</li> <li>• Anerley Station Area Scheme to go live December 2018</li> <li>• Review Roads off Orpington High Street - consultation complete</li> <li>• Timelines for improvements to Bromley CPZ A - zone under discussion with Members; likely to be 2018/19 (once St Mark's Square opens)</li> </ul>
<p><b>5.8:</b> Work with London Councils and TfL and others to reduce the environmental impacts of transport through charging points and car clubs etc</p>	<ul style="list-style-type: none"> <li>• New sites this year in Bromley: South Hill Road, Chelsfield and The Meadway, includes a combination of standard and rapid charging points. Proposals well advanced for rapid charging points for taxis at 3 sites</li> <li>• Another 15 public sites are under consideration</li> </ul>

<p><b>Aim</b></p>	<p>To reduce road casualties</p>
<p><b>In 2017/18 we will:</b></p>	<p><b>6-Month progress</b></p>
<p><b>5.9:</b> Continue implementing the Council's programme of accident reduction measures in key locations</p>	<ul style="list-style-type: none"> <li>• Improvements in Penge High Street due Q4</li> <li>• Junction improvement at Court Road / Charterhouse due Q3</li> <li>• Improvements at Court Road / Warren Road - consultation with Members underway</li> <li>• Study underway to develop other cluster sites</li> </ul>
<p><b>5.10:</b> Identify and prioritise locations for accident reduction measures in 2017/18</p>	<ul style="list-style-type: none"> <li>• Study underway to identify any treatable cluster sites</li> <li>• Study due when full 2016 data available on the TLRN vs borough roads</li> </ul>

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<p><b>5.11:</b> Implement the Council's road safety education programme in schools and the wider community</p>	<ul style="list-style-type: none"> <li>• Business as usual</li> </ul>
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<p><b>Aim</b></p>	<p>To provide accessible, affordable, fair and effective parking services</p>
<p><b>In 2017/18 we will:</b></p>	<p><b>6-Month progress</b></p>
<p><b>5.12:</b> Deliver improved Parking Services with the new contractor APCOA and ensure successful implementation of the new enforcement contract during 2017/18</p>	<ul style="list-style-type: none"> <li>• Six month formal performance report and contract meeting with service improvement plan and actions points recorded and minuted</li> <li>• Further monitoring over the next six months</li> <li>• Spreadsheet regularly updated and defaults awarded as per contract specification</li> </ul>
<p><b>5.13:</b> Continue the successful Shared Parking Service (with LB Bexley), including reviewing opportunities for developing and widening the scope of the shared service</p>	<ul style="list-style-type: none"> <li>• No update</li> </ul>
<p><b>5.14:</b> 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</p>	<ul style="list-style-type: none"> <li>• Improved use of technology discussed with APCOA during the first six months of the contract</li> <li>• Business cases by APCOA to be presented to the Council for consideration and evaluation over the next six months</li> </ul>
<p><b>5.15:</b> 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</p>	<ul style="list-style-type: none"> <li>• Regular performance and operational meetings held between the Council and APCOA</li> <li>• Key performance indicators scrutinised and discussed at above referenced meetings before being finalised for monthly contract payments</li> </ul>
<p><b>5.16:</b> 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</p>	<ul style="list-style-type: none"> <li>• A portal has been made available following discussions with the supplier</li> <li>• Officers attended groups ensuring proposed developments moved forward, to maximise the opportunities are available through the technology used</li> <li>• Regular reviews of web pages, recovery documents and communication is continuing</li> <li>• Recent integration of self-serve communication portal with the penalty charge system to streamline the process and improve customer ease of use</li> </ul>

<b>Outcome 6</b>	<b>Improving Customer Service &amp; Business Management</b>
<b>Issues</b>	How to best communicate our services, especially service changes?
	How to meet residents' expectations regarding excellent service provision with progressively reduced resources?
	How to ensure the public understands the Council's ongoing commitment to maintaining a quality environment in an age of austerity?

<b>Aims</b>	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	
<b>In 2017/18 we will</b>		<b>6-Month progress</b>
<b>6.1:</b> Sustain customer service improvements, including managing social media interactions to ensure appropriate channels are used (e.g. Fix My Street)		<ul style="list-style-type: none"> <li>• Template responses are working well, where applicable</li> <li>• Very low proportion of 'reports' generated by tweets, with most of the twitter reports concerning service failure</li> <li>• Work to encourage reports via the correct online channels</li> </ul>
<b>6.2:</b> Communicate strategic and borough-wide messages on-line and also by publishing news releases, public notices, the biannual Environment Matters newsletter		<ul style="list-style-type: none"> <li>• Environment Matters Winter Edition to feature: strategic waste minimisation messages and the 'call to action' to less frequent recyclers</li> <li>• Waste collection disruption information being published in 'virtual live' process <a href="http://www.bromley.gov.uk/WasteCollectionDelays">www.bromley.gov.uk/WasteCollectionDelays</a></li> <li>• Distribution of Environment Matters being planned</li> </ul>
<b>6.3:</b> 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		<ul style="list-style-type: none"> <li>• Winter Environment Matters actively promoting recruitment to all the different 'Friends' groups</li> <li>• Snow Friends conference held for in the autumn for winter preparation and promote recruitment</li> <li>• Targeted promotion of 'We're watching You' fly tipping campaign is continuing (e.g. in Environment Matters), including how to dispose of waste and the importance of using licensed waste carriers</li> </ul>
<b>6.4:</b> Communicate service changes and opportunities directly to residents in a timely manner, including Green Waste Services, street cleaning schedules and bank holiday arrangements		<ul style="list-style-type: none"> <li>• Planning underway to e-mail 'known residents' about Christmas collection arrangements</li> <li>• Social media work to outline revised service arrangements over Bank Holiday periods</li> <li>• Street emergency works are being publicised, in partnership with utility companies, with variable success.</li> </ul>
<b>6.5:</b> Use Member and customer feedback to help improve service performance and respond effectively, and within agreed timescales, to customer complaints and information requests		<ul style="list-style-type: none"> <li>• Information on the Council's website has been revised and streamlined</li> </ul>

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<p><b>6.6:</b> Support Environment PDS Committee by:</p> <ul style="list-style-type: none"> <li>• ensuring decision-making is transparent and supported by sound procedures</li> <li>• presenting the Portfolio Plan for scrutiny and reporting on its progress twice a year</li> <li>• reporting the Forward Work Programme to each committee meeting – including updates on the Portfolio’s main contracts</li> <li>• facilitating scrutiny powers over a range of public bodies, contractors, and the Council itself</li> </ul>	<ul style="list-style-type: none"> <li>• FWP reports produced for PDS committees on 12 July 2017 and 5 October 2017</li> <li>• Environment Portfolio Plan was produced for scrutiny at July 2017’s Environment PDS meeting</li> <li>• Working Groups coordinated with PDS Chairman and Committee Clerk</li> </ul>
<p><b>6.7:</b> Ensure that sound business practices are firmly embedded, including that:</p> <ul style="list-style-type: none"> <li>• key contract and performance data is captured in the Contracts Database; and</li> <li>• contract management (both strategic and day-to-day) and monitoring (regular performance evaluation against measurable deliverables) conform with corporate guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Environment contracts with TCV greater than £50k on the Contracts Database and officers prompted to update</li> <li>• Quarterly performance data produced for Q1 &amp; Q2 and milestones and 6-month performance updates produced for each Portfolio aim (these are held on Team Business Management)</li> </ul>
<p><b>6.8:</b> Ensure compliance with governance, finance and procurement rules, including systems for recording waivers, service risks, and evidence for the Annual Governance Statement</p>	<ul style="list-style-type: none"> <li>• Annual Governance Statement information and assurance sign-offs coordinated for the Department (April/May 2017).</li> <li>• New templates produced for all contracting activities and to be turned into electronic forms in the Contracts Database during 2018/19</li> </ul>