

Environment & Community Services Portfolio Plan 2018/21

Introduction

Maintaining and enhancing our diverse environment continues to be one of our top priorities. From our successful recycling scheme through to maintaining past investment in our roads and pavements and other assets, we are firmly focussed on improving what we do and working with residents to get the best outcomes. Completing the retendering process of a number of the Council's large contracts and effective contract management are further priorities. Achieving these priorities in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated.

Our services operate around the clock - when you leave your home, you walk on the pavements we maintain and drive or ride on the roads we repair. You probably go past green spaces that we look after, with this green heritage going back at least to the times of Charles Darwin. We recognise the importance residents place on our parks & greenspaces both for relaxation and sporting activities. The importance of some of these areas is demonstrated by national recognition such as their Sites of Special Scientific Interest (SSSI) status.

We work hard to keep our streets neat by cleaning our streets and removing litter, by removing dumped rubbish or abandoned vehicles and cleaning off graffiti. From road safety and maintenance to transportation and parking schemes, our work helps keep residents, visitors and those working in our Borough to be safe, whilst promoting a range of travel choices and working to reduce the environmental impacts of transport.

The scale of the services we provide in what is London's largest Borough is immense, with every resident using our services every day. Meeting the rightly high expectation of our residents is a challenge, especially when this is set alongside the much publicised tight financial constraints the Council is operating in and we are grateful for the support that residents continue to show.

Residents have supported our work magnificently over many years, with our high recycling rates and the highly valued ever popular Friends network being two examples of where residents are working in partnership with the Council, with numerous reports of street problems being another, which has allowed us to respond as efficiently as possible to an issue which needs attention.

We really do value our partnership work with residents and others who visit our Borough for leisure and work reasons. We are looking to deepen and widen this work in the coming years. It is no accident that so many of the Priority Outcomes outlined in this Portfolio Plan require the active support of local people. Likewise, the Portfolio name reflects this too, as it is now called Environment and Community Services. This emphasises the importance of working directly with residents whilst at the same time underlining the Council's commitment to deliver services.

This Portfolio Plan summarises the activities planned to be undertaken to maintain and enhance our environment together with a number of new initiatives.

Councillor William Huntington-Thresher

Portfolio Holder, Environment & Community Services

Our Aims

The services delivered as part of the Environment & Community Services Portfolio 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 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 everyone. Indeed, protecting the borough now and for future generations remains a priority despite the challenging financial climate within which we work.

The main challenge continues to be how to continue to deliver quality environmental services with significantly less funding and, therefore, there is a continuing focus on budgetary control, contract performance monitoring and management, and commissioning opportunities.

A number of environmental service initiatives will be undertaken during 2018/19 including:

- completing the £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;
- continuing to deliver the smart parking agenda to ensure service improvements for our customers;
- 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;
- developing the successful Green Garden Waste Collection Scheme to reach more customers across the borough and reduce traffic at the Household Waste & Recycling Centres;
- improving communications to further enhance food waste recycling;
- continuing to support the delivery of Environment commissioning options for the Portfolio's larger contracts from 2019 onwards.

This 2018/21 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.

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; 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

Deliver the Neighbourhood Management model by reviewing business management processes, improving supplier service provision, and enhancing our work with local communities.

The Neighbourhood Management model is now fully established and continues to support delivery of services to residents across the borough. This innovative approach to managing the streetscene has improved how we coordinate activity with our contractors and make our services 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: 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 four Business Improvement Districts (Bromley, Orpington, Penge and Beckenham Town Centres) to find mutual solutions for 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 resolve 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 autumn leafing programme was identified in the 2017 satisfaction survey as having a relatively low score (57%). Changes were made to the programme as a result, with commencement earlier in the year (October 2017 to January 2018), to better align with times of increased leaf fall. A total of 1,106 tonnes of leaves were collected in 2017/18, in comparison to 944 tonnes and 934 tonnes in 2016/17 and 2015/16 respectively. This shows a 17.16% increase in tonnage removed during this revised formal leafing period.

Neighbourhood Management has achieved a 3% decrease in customer service requests compared to 2016/17, for the Streetscene service areas, which can largely be attributed to the improvements in the leafing programme.

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 63% of residents' reports and, since 2007, 103,468 FMS reports have been made (22,036 being made during 2017/18).

We continue to support 1,465 Street Friends - volunteers who report problems in their neighbourhood such as fly tipping and abandoned vehicles or arrange clean-ups with their friends, family and neighbours. We currently have 4,255 Snow Friends in 415 groups who did a great job in assisting with the snow removal from their streets during this year's 'Beast from the East'. We will continue to promote both of these schemes with the aim of identifying a Snow Friends group and at least one Street Friend for each street in the borough.

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 47 such coordinators.

Graffiti incidents continue to decrease as an overall trend and we continue to prioritise offensive graffiti removal.

Outcome 2: Minimising Waste & Increasing Recycling

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

Bromley's recycling performance remains above average compared with other London boroughs, at ~50%. In addition, our waste arisings have dropped by just over 4000 tonnes in 2017/18 which is very encouraging, as a reduction in waste disposal costs will help to reduce budgetary pressures on the service.

There appears to be a recycling rate 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.

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 2018/19, we intend to further expand the successful paid Green Garden Waste Collection Service, aiming for 26,500 customers by 31 March 2019 (a 10% annual increase), as this is preferential to residents using cars to take their green waste to the Reuse & Recycling Centres. In 2017/18, the number of Green Garden Waste customers reached 23,863, which was an increase of 4.4% on the previous year. This year we will promote further improvements in the service by introducing an option for residents to pay by Direct Debit. We will continue to focus resources on developing improvements to the collection service to maintain high standards of service performance with the additional benefit of reducing traffic at the household waste recycling centres. The waste 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). We will further develop options through the new contract to increase our use of Alternative Treatment Methodologies (ATM) to divert more waste from expensive landfill. Landfill Tax 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 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. Through our new waste contracts we will seek to support the Circular Economy in London and drive efficiency to deliver value for money for Bromley residents.

Neighbourhood Management has achieved a decrease of 7% for 2017/18 for the number of customer service requests in the Waste Service area and we aim to see this figure improving further throughout 2018/19.

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 165 parks, open spaces, golf courses 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 active 'Friends of Parks' groups – who, on behalf of the Council, act as custodians for 50% of Bromley's greenspace and contribute thousands of hours of valued voluntary work. In addition to this vital conservation work, during 2017/18 Friends groups helped to raise more than £175k external investment and submitted an application for a Woodland Support Grant from Natural England of £35k over five years.

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 from 2018 onwards include:

- a recruitment strategy to target additional young people: 'Volunteer Champions';
- growing the Green Flag portfolio (in addition to the three further applications that were made in 2017/18 – Queen's Gardens, Biggin Hill Recreation Ground and Chislehurst Common, that are awaiting judging results);
- securing external funding to deliver a range of projects (set out in the Action Plan) such as works to the medieval moated manor at Scadbury Park and overseeing delivery of projects such as the new Chislehurst pavilion.

Bromley has approximately 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 (SINCs) – which require active conservation. Trees also need to be managed for amenity and public safety. During 2018/19, 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 2018/19, the Council will further investigate woodland management options (including with the Forestry Commission), with a view to making such management cost-neutral – benefitting biodiversity and public access. The results of the pilot exercise undertaken on a limited number of sites in 2017/18 will be analysed and a forward strategy developed.

Neighbourhood Management has achieved a decrease in customer service requests of 3% for 2017/18 (compared with 2016/17) for the Greenspace service areas, which is positive.

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 our £1.4bn highway network. This helps to prevent deterioration and additional costs while ensuring the impact of highway works on public traffic is minimised.

A new Highway Maintenance contract comprising major works, minor works, highway drainage and street lighting has been awarded to JB Riney for an initial period of eight years. These services were previously delivered by four separate contractors and this will require careful management to ensure a smooth transition to the new contractor.

The condition of Bromley's roads and pavements is consistently identified by residents as a particularly important issue and so remains a Council priority. To this end, we will complete the £11.8m investment project to improve the condition of our roads and pavements, as approved by Members, with priorities based on detailed technical assessments of all non-principal (B and C) roads and unclassified roads. Planned maintenance of principal (A) roads is funded by TfL and in November 2017 TfL announced a two-year funding moratorium for across London. This will inevitably result in higher demand for reactive maintenance - which is funded by LB Bromley.

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 has significantly reduced energy consumption and maintenance costs. Consideration will now be given to replacing the remaining lanterns to further reduce revenue costs using SALIX / Carbon Off-setting funding.

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 and 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.

The Highways Team will also work with other Environment & Community Services colleagues to complete major public realm improvement projects in Beckenham High Street, Bromley High Street pedestrian area, Penge High Street 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 managing the provision of 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 2018/19 congestion reduction programme, we will be focussing on key junctions at Red Lodge Road / Station Road (West Wickham) and investigating ways to make improvements for drivers, cyclists and pedestrians in the vicinity of Shortlands Station and shopping parade. Congestion must also be tackled in conjunction with TfL and neighbouring boroughs, as motorists avoiding congested areas can cause problems elsewhere.

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.

We are planning ambitious walking and cycling schemes to support choice for local journeys and reduce congestion on busy corridors. Flagship cycling routes include two planned Quietways in the north of the borough, which will form part of London's strategic cycle network. Improvements are also planned for cycling and walking to Orpington station.

Despite traditionally good road accident statistics, reducing casualty numbers remains a challenge. 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 (e.g. the Court Road / Warren Road junction in Orpington) 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.

We will also continue to develop and enhance the on-line self-service parking permit solutions to bring improvements to ease of access and on-line control to all users, and to increase the virtual permit provision to cover all types of parking permits offered by Parking Services (including Visitor Vouchers).

Since April 2017, APCOA has been providing parking related services on behalf of the borough as part of the 10-year contract. The Council and APCOA strive to be innovative in their approach to the management of parking services, utilising the experience of all parties and building on strong communication relationships.

In terms of public transport, we will continue to seek improvements 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 have been 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 Spring 2019.

Outcome 6: Improving Customer Service & Business Management

Maintaining high service standards, ensuring services are professionally managed and providing value-for-money. Upholding good governance and accountable decision-making, ensuring services are commissioned on time and delivered within budget

This 2018/21 Environment Portfolio Plan sets out our service priorities in terms of six outcomes (and associated aims and performance measures) and good customer service and sound business management practice underpins the quality of our service provision.

The Plan's implementation will be scrutinised by Environment PDS Members in the July 2018 (twelve month review) and November 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 Portfolio Plan is supported by sound business practices that help to: ensure compliance with the Council's governance and procurement rules; reduce risk; and 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 Portfolio 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 (Fol) requests and, again, having information already in the public domain means these questions can be answered more efficiently.

It is vital that we ensure our services are delivered in line with sound business management principles, including robust governance, accountable decision-making and sound budget monitoring and management.

The various communications and business management 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"> • Satisfaction with the street scene has a significant impact on residents' confidence in the Council • Neighbourhood Officers need to continue monitoring to ensure contractors are following routine street schedules • Analysis of customer requests is required to compare information and improve the service

Aim	<ul style="list-style-type: none"> • Deliver 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 action to ensure the street environment meets local needs
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In 2018/19 we will:

1.1: 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.

1.2: Continue to adapt street cleaning techniques and frequencies/times to address local issues identified by Members and communities.

1.3: Maintain high levels of resident satisfaction with the street cleansing service, evidenced through annual residents' surveys.

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
¹ Public satisfaction with cleanliness (%):								
• Streets	71	69	74	74	>70	>74	>75	>76
• Neighbourhoods	88	79	79	79	>80	>80	>81	>82
• Town Centres (ES11)	90	87	84	84	>90	>90	>90	>90
² Streets (%) meeting acceptable cleanliness standards (ES12)	97.6	99.0	90.4	99.0	>95	>98	>98	>98
Defect Correction Notices issued to contractor (%) (ES13)	1.94	0.7	4.5	2.35	<3.0	<3.0	<3.0	<3.0

¹ Annual Public Satisfaction Survey undertaken by an independent consultant under the Street Cleansing contract (2017/18 data is based on the August 2017 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

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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 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
In 2018/19 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: Encourage and assist residents to minimise their waste and recycle more with a special focus in 2018/19 on promoting greater use of the Food Waste Recycling Service through the 'Food for Thought' campaign.	
2.3: Increase Green Garden Waste Collection Service paying customer numbers to 26,500 and introduce the option to pay by Direct Debit by April 2019.	
2.4: Make improvements to the infrastructure at the Waldo Road Waste Transfer Station to improve material quality and recycling rates.	
2.5: Enhance the customer experience through a phased roll-out of new technologies, including service information delivered electronically to the customer.	
2.6: Further develop our use of Alternative Treatment Methodologies (ATM) in 2018/19 to divert more waste from unsustainable and expensive landfill.	

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
Total waste arisings (refuse & recycling) (tonnes) (ES16)	144,660	146,192	149,875	145,748	149,000	146,000	146,000	147,000
Household waste recycled/composted (%) (NI 192)	49	47.3	48.4	48.5	50	50	50	50
Municipal waste landfilled (%) NI 193	27	27.22	23.7	18	24	24	24	24
Residual household waste (kg per household) (NI 191)	464	478	486.7	434	485	485	480	480
Number of Green Garden Waste customers (ES 24)	15,864	18,192	21,845	23,863	26,500	28,000	29,000	30,000
Missed bins* (/000,000 collections) (ES6)	78	128	182*	119	180	120	125	120

* 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 2018/19 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	
3.2: Maintain the quality, appearance and cleanliness of parks, open spaces and the countryside through joint monitoring by idverde and our Neighbourhood Management client teams.	
3.3: Work in partnership with stakeholders (allotment holders and sports providers) and Friends of Parks groups to ensure local priorities are delivered and develop a recruitment strategy to target additional young people: 'Volunteers Champions'	
3.4: 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.)	
3.5: Work in partnership with community groups to secure external funding to deliver a range of projects (set out in the Action Plan) such as works to the medieval moated manor at Scadbury Park and overseeing delivery of projects such as the new Chislehurst pavilion	
3.6: Ensure no net loss of 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	
3.7: 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	
3.8: Further develop infrastructure through idverde's Annual Condition Survey to: <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) 	
3.9: 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).	
3.10: Contribute to improving residents' well-being by supporting park users, sports activity providers, allotment holders – including Green Gyms, Outdoor Gyms and Nash College classes for disabled children at Brook Lane and BEECHE.	

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3.11: Develop schemes to improve our parks including expanding the use of the Tikspack dog waste bag dispensing system (free to users), and apply for Green Flag status for three more parks

3.12: Continue to implement the [Events & Activities Strategy \(2015-19\)](#) to promote and support public use of parks and green spaces, especially for community events and activities

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
Service Standard (%) (ES10.4)	92.72	97.83	99.2	99.0	95	98	98	98
External Grants & Partnership Funding (£,000) (ES17.1 & 17.2)	337 172	207 43	437 60	175 20	- -	- -	- -	- -
Improve Grounds Maintenance Service (%) (ES18)	-	-	84	95	90	92	94	96
Number of hours worked by Friends of Parks group volunteers (ES 25)	39,000	45,000	45,000*	40,902	47,000	47,000	47000	47,000

**figures were not collected for 2016/17 due to a review of the efficiency of previous data collection methodology. The 2016/17 figure has therefore been estimated by the service provider based on the previous year's data. Only 29 of 46 groups returned their data in 2017/18 and the service provider is working hard to ensure a full return for 2018/19 (hence the target of 47,000 reported hours)*

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 2018/19 we will:
4.1: Complete the Highway capital investment programme (by autumn 2018) to reduce revenue expenditure on reactive and planned maintenance by improving the highway asset's condition.
4.2: 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 2018 (Report to Environment PDS September 2018). 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. Consider best delivery model for the service following award of Highway Maintenance Contract.
4.4: Continue to investigate options for investing (e.g. through SALIX or Carbon Off-setting Fund) in Street Lighting initiatives to further reduce energy consumption and maintenance costs.
4.5: Review and report on the Winter Service's effectiveness and priorities in the light of experience gained in responding to past ice, snow and flooding incidents.
4.6: Complete the major public realm projects in Beckenham High Street, Bromley High Street pedestrian area (November 2018), Penge High Street and the Walnuts Shopping Centre, Orpington.
4.7: Provide professional advice on the highways and traffic implications of proposed planning developments to minimise impacts the road network.

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
Condition of principal (A) roads (% considered for maintenance) (NI 168)	1.0	2.0	2.0	2.0	<6	<6	<6	<6
Condition of non-principal classified (B & C) roads (% considered for maintenance) (NI 169)	3.0	2.0	2.0	2.0	<8	<8	<8	<8

Environment & Community Services Portfolio Plan: 2018/21

Aim	<ul style="list-style-type: none"> To coordinate and improve the standard of work carried out by the utility companies
In 2018/19 we will:	
<p>4.8: 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>4.9: Continue to inspect utilities works to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets. The number of defects identified in recent years have reduced dramatically as Utilities improve their performance – which affects income</p>	

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
Number of FPNs issued ¹ (ES19)	534	509	427	145	n/a	n/a	n/a	n/a
Number of Defect Notices ² (ES20)	4,300	4,588	3,887	2009	4,000	1,500	1,500	1,500

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 2018/19 we will:	
<p>4.10: Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role</p>	
<p>4.11: 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>4.12: 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, parking issues and heightened awareness of air quality • 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 the ownership of electric and hybrid vehicles by facilitating appropriate public and residential charging points • To promote safer travel, and reduce the number and severity of road accidents • To provide accessible, affordable, fair and effective parking services
In 2018/19 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.	
<p>5.2: Continue to improve transport and accessibility in our town centres to ensure they contribute to a thriving local economy by:</p> <ul style="list-style-type: none"> • implementing congestion relief schemes at Red Lodge Road / Station Road (West Wickham) and through Shortlands • ensuring public realm schemes (including 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).	
5.6: Reduce traffic congestion, improve road safety (including public perception of improving 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 especially through facilitating appropriate public and residential charging points.	

Environment & Community Services Portfolio Plan: 2018/21

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
¹ Children travelling to school by car (%) (From School Census - NI 198)	23	24	24	Due Dec. 2018	<30	<30	<30	<30
² Daily trips originating in the borough made by bicycle (%) (ES21)	1.0	1.7	1.2	2017 data due July 2018	1.4	1.5	1.6	1.7
³ Daily trips originating in the borough made by foot (%) (ES22)	25.0	25.3	25.3	2017 data due July 2018	28.4	28.5	28.6	28.7
⁴ Average vehicle delay (mins/km) – Principal Roads (ES23)	0.77	0.8	0.8	2017 data due July 2018	0.70	0.70	0.70	0.70

¹ Latest reported data: Academic year: 2016/17

^{2, 3 & 4} Latest reported data: Calendar year 2016

Aim	<ul style="list-style-type: none"> To reduce road casualties
In 2018/19 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 2018/19	
5.11: Implement the Council's road safety education programme in schools and the wider community	

Performance Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2017 Target	2018 Target	2019 Target	2020 Target
People killed/seriously injured in road accidents (NI 47)	53	77	92	Data due July 2018	≤67	≤67	≤67	≤67
Children killed/seriously injured in road accidents (NI 48)	10	6	5	Data due July 2018	≤ 8	≤8	≤8	≤8
Total road accident injuries and deaths (ES7)	868	943	924	Data due July 2018	≤765	≤765	≤765	≤765

Road casualty data are recorded on a calendar year basis: waiting for TfL to supply 2017's data

*New Metropolitan Police method for determining what constitutes a serious injury means on average figures have increased by ~20% across London

Environment & Community Services Portfolio Plan: 2018/21

Aim	<ul style="list-style-type: none"> To manage the provision of accessible, affordable, fair and effective parking services
In 2018/19 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: Continue to enhance the smart parking agenda by encouraging the use of self service applications for penalty charges and parking permits, increasing the availability of cashless parking facilities throughout the borough, and developing the relevant web pages and working with third party suppliers to improve the customer experience when searching for available parking spaces in the borough.	
5.14: Ensure that the Council continues to maintain suitable industry standards to retain all Safer Parking Awards for all borough car parks and make sure that the associated parking charges remain reasonable to serve all the different types of users.	
5.15: Continue to enhance the paperless permit solution, with consideration of the possibility of introducing virtual visitor permits and removing all types of paper permits from use, reducing associated costs and improving the customer experience	

Performance Indicators	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
Customers using online self-serve transactions to challenge PCNs (%) (ES26)	60.8	66.9	67.5	70.5	(71.9)*	74.1	76.6	78.7
Customers using online self-serve to make Residential/Business Permit applications, including suspension/dispensations, etc. (%) (ES27)	90% approx	94%	96%	97.0%	97%	97.5%	98%	98.5%
Car parks with the safer parking award (%) (ES28)	100%	100%	100%	100%	100%	100%	100%	100%

**Based on projection of previous years*

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
In 2018/19 we will:	
6.1: Sustain customer service improvements, including managing social media, to ensure appropriate channels are used by residents to request services and provide feedback.	
6.2: Communicate strategic and borough-wide messages online and also by publishing news releases, public notices and 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 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: Deliver the commissioning of streetscene services (along with other key environmental services such as Waste Management and Grounds Maintenance) by 2019.	
6.7: 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 • presenting performance information to each committee meeting, include budget monitoring for larger contracts (or where any budgetary issues have been identified) • reporting the Forward Work Programme to each committee meeting • reporting on the status of the Portfolio's £50k+ contracts twice per year • facilitating scrutiny powers over a range of public bodies, contractors, and the Council itself. 	
6.8: Ensure that sound business practices are firmly embedded, including that: <ul style="list-style-type: none"> • key contract 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. 	
6.9: Ensure compliance with governance, finance and procurement rules, including systems for recording contract exemptions, service risks, and evidence for the Annual Governance Statement.	

Performance Indicators	15/16 Actual	16/17 Actual	17/18 Actual	17/18 Target	18/19 Target	19/20 Target	20/21 Target
Service Stds (% of activity undertaken on time) (ES10EP)	96.50	95.6%	96.4%	95	95	95	95
Communication Issues							
<p>The main communication challenges concern:</p> <ul style="list-style-type: none"> 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 <p>The specific communications issues associated with this Portfolio Plan's outcomes include:</p> <p>Outcome 1: Improving the Street Scene</p> <ul style="list-style-type: none"> Promoting Street, Tree and Snow Friends and Fix-my-Street to improve residents' engagement in a holistic approach to 'street care' Ensuring residents are informed of any changes to the street cleansing service and understand the impact the seasons have on our approach <p>Outcome 2: Minimising Waste & Increasing Recycling</p> <ul style="list-style-type: none"> 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 <p>Outcome 3: Enhancing Bromley's Parks & Green Spaces</p> <ul style="list-style-type: none"> 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 <p>Outcome 4: Managing our Transport Infrastructure & Public Realm</p> <ul style="list-style-type: none"> 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 <p>Outcome 5: Improving Travel, Transport & Parking</p> <ul style="list-style-type: none"> 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 Continue to enhance the smart parking agenda by encouraging the use of self-service online applications for parking activities 							