

Environment & Community Services Portfolio Plan

2019/20

Introduction

The Services delivered by the Environment & Community Services (ECS) Portfolio are key to ensuring that Bromley is a great place to live and visit and will remain so in the future. The local environment is an important issue for residents and contributes to the National targets for the maintenance and improvement of Environmental Issues. This includes working to ensure that we consider the impact on future generations of our actions today - these are however not easily expressed in annual targets but are a key consideration when delivering services (e.g. Reducing energy consumption, reducing landfill & increasing recycling, facilitating healthy lifestyles).

The London Borough of Bromley is committed to sustaining and enhancing the environment around us. We will further our positive impacts by keeping our Borough clean, through the removal of litter, graffiti and abandoned vehicles and we will support biodiversity by enhancing our many green spaces and working with much valued 'Friends'. This year we will continue to focus on promoting resource efficiency through our waste reduction, reuse and recycling campaigns for instance and bringing about service improvements, which includes extending our low energy street lighting initiative to cover more of the Borough. Seeking environmental efficiencies at all levels is essential given the current budgetary pressures facing local authorities. We will explore better ways of working, including with residents, and improved use of our resources as part of our Transforming Bromley programme this year.

We will continue to improve the opportunities and range of travel choices as outlined in our Local Implementation Plan (LIP3) which sets out the borough's transport priorities, which include improving road safety by reducing collisions and casualties on the roads, making it easier to walk and choose to cycle, reducing congestion and working with partner organisations to deliver new public transport connectivity - with the aim of reducing pressure on our road network and improving air quality for our residents. We are committed 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.

This year, we have launched new Environmental Services Contracts – the largest suite of contracts ever to be let in the Borough. These new long term contracts will ensure that we continue to deliver services for residents that are amongst the top performing boroughs in terms of our recycling scheme, with a commitment to reduce landfill to virtually zero, that we maintain exceptional levels of street cleanliness and that our green spaces are thriving places that the diverse communities we serve, can enjoy.

The scale of the services we provide in what is London's largest Borough is immense, with our services operating seven days a week and every resident using our services in some way every day. Residents have supported our work magnificently over many years, with our much valued Friends network being one example of where residents are working in partnership with the Council. This year we will work in partnership with our Friends by identifying community issues that are a priority, helping to support the range of services residents value. Our improvements to Fix My Street will enable us to better deal with reports of street and other problems, by responding as efficiently as possible to issues requiring our 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. We face many challenges to both manage the

Environment & Community Services Portfolio Plan: 2019/20

daily delivery of a multitude of services, whilst also looking to best position these services for the future. I am optimistic we can and will do this, all the while mindful of the need to work with and serve our residents and crucially, maintaining our focus on service delivery with good customer service at its heart.

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 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 2019/20 including:

- completing the £11.8m capital programme to invest in our roads and pavements to reduce the need for active maintenance and accident claims;
- Completing the Beckenham and Bromley major town centre public realm improvement projects, along with preliminary design works for the Shortlands and Bromley "Friendly Streets" project;
- 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;
- working collaboratively with service providers to deliver our new suite of Environmental Services Contracts.

This 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

Continue to 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 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. The suite of new Environmental Services contracts including Street Environment have been awarded and commenced in April 2019. They will ensure that we deliver excellent and high performing services whilst providing real value for money. In addition, enhanced synergies will be achieved as the service provider procured for the Street Environment and Waste Collection operations is the same contractor.

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; engaging with community and voluntary groups to organise local clean-ups; scheduling deep-cleaning programmes; and providing facilities for recycling, for cigarette waste, and litter. We continue to work 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%). Building on 2017's successful leafing season, a further revision to the methodology was implemented during 2018, in keeping with the drive for continuous improvement within Neighbourhood Management. Utilising the data gathered from the previous seasons, (particularly in 2017 given the wider adoption of Arboriculture information to determine the scheduling across the borough), in 2018/19 a total of 1,550 tonnes of leafing material was removed from the borough's highways, marking a vast improvement on the previous year's total of 1,158 tonnes. Since 2015/16, tonnages are up by 65%. Refinements will continue to be sought for 2019 and beyond.

Enquiries for Neighbourhood Management for the Streetscene service areas (across all channels) have been fairly consistent in volume over the past three years: 25,692 (2016/17), 24,494 (2017/18) and 25,734 (2018/19). 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 almost 70% of residents' reports and, since 2007, 131,188 FMS reports have been made (25,591 being made during 2018/19).

We continue to review and promote our Neighbourhood Friends schemes that supplement the work of our new Environmental Services providers. Our 1,552 Street Friends report problems in their neighbourhoods, such as graffiti and fly tipping, with many of them litter picking or participating in larger clean-ups with friends, family and neighbours. We also have 4,156 Snow Friends in 428 groups who help keep their roads and pavements safer during the winter period.

Arboricultural Services continue to promote and train our Tree Friends 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 57 such groups.

Outcome 2: Minimising Waste & Increasing Recycling

Effectively managing the Borough's waste by providing a high quality service that is financially and environmentally sustainable

Bromley's recycling performance remains significantly above average compared with other London boroughs, at 50%. In addition, our waste arisings have dropped further, by 1541 tonnes in 2018/19 which is very encouraging, as a reduction in waste disposal costs will help to reduce budgetary pressures on the service.

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 and be expanding the range of materials we include in doorstep collections.

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. 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 2019/20, we intend to further expand the successful paid for Green Garden Waste Collection Service, aiming, to increase subscriptions to over 30,000 customers as this is preferential to residents using cars to take their green waste to the Reuse & Recycling Centres. In 2018/19, the number of Green Garden Waste customers reached 28,386 which was an increase of 7.11% 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 through the new Waste Collection & Disposal contract which commenced in April 2019. We will continue to develop disposal options through the new contract to increase our use of Alternative Treatment Methodologies (ATM) to ensure we work towards virtually zero waste to landfill by 2020/21.

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. Our Parks and Greenspace Strategy sets out to provide *'an accessible, attractive, safe, secure and sustainable network of open space, sport and recreation facilities that protects and enhances biodiversity, improves choice, access and quality of life for all residents, workers and visitors and engenders pride and involvement in the local community'*.

Bromley has 167 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 49 active 'Friends of Parks' groups – who, on behalf of the Council, act as custodians for 50% of Bromley's greenspace and in 2018/19 contributed circa 47,000 hours of valued voluntary work. In addition to this vital conservation work, during 2018/19 Friends groups helped to raise more than £144k external investment and submitted an application for a Woodland Support Grant from Natural England of £35k over five years.

idverde's fundraising team further supports external investment and are currently working on 21 investment projects. Highlights include the Croydon Road Recreation Ground bandstand, Scadbury medieval moated manor, sports pavilion re-build projects at Goddington Park and Poverest Park, Locksbottom cricket club pitch improvement works at Farnborough Recreation Ground, Kings Meadow, Norman Park and Tugmutton play projects, a sensory trail at High Elms and various allotment projects.

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.

The Bromley Environmental Education Centre at High Elms (BEECHE) developed its core values and in 2019 onwards will look at establishing these further. The core values set out BEECHE's commitment:

1. Responsibility & Ownership: We foster positive attitudes in our learners, empowering them to take ownership over our environment and natural world. By promoting sustainable behaviours and positive attitudes towards nature conservation we aim to inspire action for the nature found on our doorstep and beyond.

2. Fun, Creativity & SEAL (Social & Emotional Aspects of Learning): We aim to nurture the sense of enjoyment, inspiration and creativity gained from experiential learning within nature. We believe that outdoor learning improves self-esteem, well-being, behaviour, problem-solving, cooperative learning and promotes a sense of respect for the natural world and each other.

3. Passion: Passion is the cornerstone of our environmental education. A passion for our environment and education is key to achieving positive outcomes for each of our learners. We aim to instil our passion in our learners by embedding our core values and culturing a sense of awe and wonder in all that we do.

4. Scientific Inquiry: The 'outdoor classroom' provides a meaningful way to engage learners in practical science, giving them experience of collecting and analysing data, and making predictions in the real world, beyond the limitations of the classroom or laboratory.

Proposed initiatives from 2019 onwards include:

- a recruitment strategy to target additional young people: 'Volunteer Champions' (including work with Capel Manor College and the inclusion of young people on the Friends group panels);
- growing and retaining the Green Flag portfolio (the current sites that have successfully been awarded Green Flag status are Queen's Gardens, Biggin Hill Recreation Ground, Chislehurst Common, Chislehurst Recreation Ground, South Hill Wood and Keston Common);
- 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;
- digitising cemeteries ledgers and establishing a Burial and Cremation Administration System improving the cemeteries service to all end users;
- establishing a new five year strategy for the Borough's parks, countryside and greenspace through research and consultation.

Bromley has a database of street tree features (with each recorded feature potentially containing several trees). This equates to approximately 36,000 street tree features, 20,000 park tree features and 10,000 school tree features, in addition to 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 2019/20, 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 2019/20, the Council will further investigate woodland management options, with a view to off-setting management costs, for example utilising the sales of timber, where appropriate, for use in energy production via biomass and sale of other timber based products. Woodland management planning will also aim to future proof woodlands against existing and emergent threats such as emerging pathogens and climate breakdown to reduce economic and ecological risk, benefitting biodiversity and amenity value. The results of the pilot exercise undertaken on a limited number of sites in 2017/18 will be analysed and a forward strategy developed.

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 best practice guidance, we operate a preventative approach to maintaining our highway network, which has a replacement value of £1.4bn. 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, winter service, 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 has required 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 an £8.5m capital 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 and further LBB capital funding.

We continue to manage Streetworks through the London Permit Scheme, to ensure that all activity (e.g. utility company 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.

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

Following public consultation, Bromley has now had the LIP3 strategy approved, this sets out Bromley's aspirations for transport to 2021/22 and in the longer term to 2041. It sets out how the Council will deliver and also work with partners such as rail operators to deliver an efficient and high quality transport network that safely supports borough residents, visitors to the borough for work and leisure and the borough's economy.

In the context of a growing city, Bromley's population is predicted to increase by almost 30,000 by 2032. This level of population growth will present challenges for the Borough's transport networks, to ensure that residents can still move about safely and efficiently to access employment, education, health provision, retail and leisure opportunities. Providing an efficient transport network has a central role in ensuring the quality of life in Bromley and promoting economic growth across the Borough and Capital. To accommodate this increase in demand requires us to make the most efficient use of the capacity we have on our transport networks, through the use of space efficient modes. Essentially this means that high quality, attractive alternatives to car travel need to be developed to provide genuine transport choice and to avoid gridlock in the more built up parts of the Borough. We need to focus on the most efficient use of the available capacity and encourage residents to choose the most appropriate mode for their particular journey, thereby enhancing the Borough's quality of life, health and local economy.

To deliver this choice we are planning ambitious walking and cycling schemes to support choice for local journeys and reduce congestion on busy corridors. The flagship of the Borough's investment is the Shortlands & Bromley Friendly Streets project (funded by Bromley and TfL via the Liveable Neighbourhoods Programme). Over the four years of the project, the Council will deliver a number of interventions across the scheme area to make walking and cycling more attractive, including improved pedestrian crossings around the station. It will also seek to reduce queuing traffic under Shortlands Railway Bridge, improve journey time reliability and reduce the negative impacts of traffic locally, whilst enhancing the public realm around the shops. Additionally in 2019/20 the Borough will deliver new cycling routes, including the Greenwich to Kent House Cycleway two and Crofton Road cycle corridor. By 2022, the Borough will aim to have delivered the Lower Sydenham to Bromley Cycleway, along with at least one Local Cycle Route.

Despite traditionally good road accident statistics, reducing casualty numbers remains a challenge. A key focus will continue to be the reduction of Killed and Seriously Injured (KSI) collisions and a targeted approach to all personal injury collisions through the implementation of collision remedial schemes at cluster sites. The Borough has an active road-user education programme, with a particular focus on children and teenagers as they approach driving age.

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. In the case of schools who achieve the highest Gold standard STARS accredited travel plans, the Borough will work collaboratively to deliver infrastructure identified as important to facilitate active travel to in these schools' travel plans. We are also committed to supporting the development of travel planning and advice for the Council's own staff.

Management of parking remains a key priority across the Borough. We will take an approach to implementing parking measures that balance 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, where parking pressures are greatest.

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.

Cycle parking is a key part of providing quality cycling infrastructure and the Borough will continue to invest in cycle parking at key destinations including shopping parades along with ambitious targets for upgraded cycle parking at 25% of the Borough's stations by 2022. The Borough will continue to provide Bikehangers where there is demand from residents. Additionally we are looking at innovative solutions to provide season ticket basis or pay as you go secure cycle parking for those who wish to have a higher level of service/security than on-street cycle parking can provide.

Whilst Bromley does not experience the same level of intensity of air quality issues as other inner and central London areas, there are locations in the Borough, especially around key surface transport corridors where emissions are unnecessarily high. The Council recognises idling vehicles as an unnecessary source of emissions and will be participating in the London-wide campaign funded by the Mayor's Air Quality Fund, this is currently in development and we will be considering how we implement this locally during 2019. In 2019/20 the Borough will deliver Rapid Electric Charge points to support the uptake of electric vehicles, especially Black Taxis.

The Borough is keen to harness the power of innovation to improve the transport offering for residents and visitors to the Borough. During 2019/20 the Council will continue to inform the Innovate UK funded Streetwise project, led by UK Artificial Intelligence specialist FiveAI. Streetwise is a project which aims to develop autonomous vehicle (AV) technology that is suitable for an urban environment and then apply it to a transport service in London. The Borough has also worked with Lime Bike to launch a dockless electric bike hire scheme and will continue to develop the car club network to offer greater transport choice and help relieve pressure on parking.

In terms of public transport, we will continue to seek improvements to provide more capacity and new connectivity. We will lobby and work with partners to develop deliverable and cost effective solutions that offer fast, frequent and convenient public transport services at an affordable cost for funders. A key priority is to improve connectivity between Bromley town centre and Lewisham and Canary Wharf/ Docklands, potentially through options to provide higher frequency rail service on Southeastern Metro services to Lewisham. The Council will also seek options to improve orbital travel around outer London on key corridors to the Borough's town centres, to support the economic regeneration of Bromley in a sustainable way and provide alternatives to the car. In this regard, the Council will seek to work with TfL to support the potential limited stop bus corridor identified in the Mayor's Transport Strategy (MTS) between Beckenham and Bexleyheath, which connects with the London Tram network at Beckenham Junction and will also seek to work with TfL to understand whether there is a case to provide interchange opportunities between this corridor and the Elizabeth Line.

We will also continue to lobby the DfT to fund accessibility improvements and work with Network Rail to deliver the funded accessibility enhancements at Shortlands, Petts Wood and St Mary Cray.

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 2019/20 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 and Community Services (ECS) Policy Development and Scrutiny (PDS) Members through a performance overview item at each committee meeting.

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. This will include progress reports for our Environmental Services Contract, the largest to date, which commenced in April 2019.

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. Sound business cases identify areas where the Council can target investment to realise cost savings as well as potential environmental benefits. For example, our street lighting upgrades deliver cheaper bills and lower our energy consumption. We would look to support further initiatives where appropriate.

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 (FoI) 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. Steps have been taken during 2018 to develop an ECS Performance Management Framework, to embed a Contract Monitoring Framework and develop associated procedures, to ensure that contracts are delivered and managed to the highest possible standards with a focus on continual improvement.

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
In 2019/20 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 targeted 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	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
¹ Public satisfaction with cleanliness (%):					
• Streets	74	74	72	>75	>76
• Neighbourhoods	79	79	79	>81	>82
• Town Centres (ES11)	84	84	88	>90	>90
² Streets (%) meeting acceptable cleanliness standards (ES12)	90.4	99.0	94.92	>92	>92

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

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 2019/20 we will:	
2.1: Implement options 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 on promoting and enhancing our kerbside recycling services in order to divert more waste from the residual waste stream.	
2.3: Increase Green Garden Waste Collection Service paying customer numbers to over 30,000 and introduce the option to pay by Direct Debit.	
2.4: Outline further 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 additional service information delivered electronically to the customer.	
2.6: Further develop our use of Alternative Treatment Methodologies (ATM) to divert more waste from unsustainable and expensive landfill, aiming for virtually zero waste to landfill by 2020/21.	

Performance Indicators	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
Total waste arisings (refuse & recycling) (tonnes)	149,875	145,748	144,207	146,000	147,000
Household waste recycled/composted (%)	48.4	48.5	48	50	50
Municipal waste landfilled (%)	23.7	18	13	24	24
Residual household waste (kg per household)	486.7	434	454	450	440
Number of Green Garden Waste customers	21,845	23,863	28,189	30,000	30,000
Missed bins* (/000,000 collections)	182*	119	135	120	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 to be delivered by the Service Provider.
In 2019/20 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, cleanliness and accessibility of parks, open spaces and the countryside through joint monitoring by Service Providers and our Neighbourhood Management client teams	
3.3: Work in partnership with stakeholders (allotment holders and delegated sports managers providers) and Friends of Parks groups to ensure local priorities are delivered	
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) and overseeing delivery of projects such as the new Chislehurst pavilion complete spring 2019, Kings Meadow Playground, BMX track at Midfield Way (Access Sports' biggest ever track specifically aimed at local youth)	
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: 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 	
3.8: Maintain the borough's equipped play areas so they provide good quality local facilities for all	
3.9: 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, as well as regular education sessions at BEECHE	
3.10: Develop a recruitment strategy to target additional young people to act as volunteers to support work in the parks	

Environment & Community Services Portfolio Plan: 2019/20

3.11: 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
3.12 Ensure that prescription requirements of existing Higher Level Stewardship funding schemes are met in 2019/20
3.13 Identify alternative funding for habitat management in the borough to replace expiring SSSI High Level Stewardship agreement (Expires February 2020)
3.14 Increase range of environmental education sessions offered via BEECHE
3.15 Maintain current reach/attendance of environmental education sessions

Performance Indicators	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
Service Standard (%)	99.2	99.0	99.49	98	98
External Grants & Partnership Funding (£,000)	437 60	175 20	44.6 12.8	- -	- -
Number of hours worked by Friends of Parks group volunteers	45,000*	40,902	47,220	47000	47,000
Number of attendees for environmental education sessions at BEECHE	-	-	-	4000	4500
Number of volunteer hours achieved by work parties in countryside & woodland sites	-	-	-	9000	9000

**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 has worked hard to ensure that the full return for 2018/19 was received.*

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
------------	--

In 2019/20 we will:

4.1: 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) was adopted in 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

4.2: 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

4.3: Continue to investigate options for investing (e.g. through SALIX or Carbon Off-setting Fund and LBB capital) in Street Lighting initiatives to further reduce energy consumption and maintenance costs

4.4: 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

4.5: Complete the major public realm projects in Beckenham High Street, Bromley High Street pedestrian area and Penge High Street

4.6: Provide professional advice on the highways and traffic implications of proposed planning developments to minimise impacts on the road network

Performance Indicators	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
Condition of principal (A) roads (% considered for maintenance)	2.0	2.0	2.0% (provisional)	<6	<6
Condition of non-principal classified (B & C) roads (% considered for maintenance)	2.0	2.0	Awaiting Data	<8	<8

Environment & Community Services Portfolio Plan: 2019/20

Aim	<ul style="list-style-type: none"> To coordinate and improve the standard of work carried out by the utility companies
In 2019/20 we will:	
4.7: Continue to monitor the progress of utility works (through the London Permit scheme), and take enforcement action when works are not completed within the agreed timescale (to reduce traffic congestion)	
4.8: Continue to inspect utilities works to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets. The number of defects identified in recent years have reduced dramatically as Utilities improve their performance – which affects income	

Performance Indicators	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
Number of FPNs issued ¹	427	145	48	Outcome* Based	Outcome* Based
Number of Defect Notices ²	3,887	2009	2,037	Outcome* Based	Outcome* Based

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

*Whilst targets will not be set, progress will be tracked throughout the year and reported to Committee

Aim	<ul style="list-style-type: none"> To improve the borough's resilience to the risk of flooding
In 2019/20 we will:	
4.9: Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role	
4.10: Continue to ensure surface water drainage is properly considered in the development process and that suitable plans exist to maintain sustainable drainage assets into the future	

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 2019/20 we will:	
5.1: Look to deliver high quality cycling and walking infrastructure to enhance transport choice and contribute to relieving congestion	
5.2: Continue to improve transport and accessibility in our town centres and to local shops to ensure they contribute to a thriving local economy by: <ul style="list-style-type: none"> • enhancing public realm and sense of place in town centres and around shops, through schemes such as the Shortlands & Bromely Friendly Streets project; • provide high quality alternatives to the car serving town centres, to reduce congestion; • 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 deliverable and cost effective solutions that offer fast, frequent and convenient public transport services at an affordable cost for funders, especially to enhance connectivity with Canary Wharf, including higher frequencies to Lewisham and enhance orbital transport opportunities including investigating the potential for a Beckenham to Bexley express bus and potential connection with the Elizabeth Line	
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. delivery of new cycle parking at Kent House)	
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, TfL and others to reduce the environmental impacts of transport especially through, anticipation in the MAQF funded anti-idling campaign, facilitating appropriate electric vehicle charging infrastructure including the first Rapid Charge Points in the Borough and seeking to include green infrastructure such as trees within the design of transport schemes

Performance Indicators	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
Children travelling to school by foot, cycle or scooting (%) (From School Census)	N/A (New Target)	N/A (New Target)	N/A (New Target)	46	48
¹ Daily trips originating in the borough made by bicycle (%)	1.2	1.2	Awaiting Data	1.6	1.7
² Daily trips originating in the borough made by foot (%)	25.3	26	Awaiting Data	28.6	29
³ Average vehicle delay (mins/km) – Principal Roads	0.8	data currently unavailable	Awaiting Data	0.70	0.70
Maintain Bus Excess Wait Time (EWT) Annually at less than or equal to 1.0 minutes	N/A (New Indicator)	N/A (New Indicator)	0.8	<1.0	<1.0

^{1,2 & 3} Calendar year

Aim	• To reduce road casualties
In 2019/20 we will:	
5.9: Continue implementing the Council's programme of accident reduction measures in key locations	
5.10: Target road safety remedial action at those most at risk of serious injury; including young drivers, pedestrians, motorcyclists and cyclists	
5.11: Implement the Council's road safety education programme in schools and the wider community	

Performance Indicators	16/17 Actual	17/18 Actual	18/19 Actual	2019 Target	2020 Target
People killed/seriously injured in road accidents	129	107	Awaiting Data	≤92	≤86
Children killed/seriously injured in road accidents*	Awaiting back-cast data	Awaiting back-cast data	Awaiting Data	tbc	tbc
Total road accident injuries and deaths*	Awaiting back-cast data	Awaiting back-cast data	Awaiting Data	tbc	tbc

Road casualty data are recorded on a calendar year basis

* Awaiting TfL's back-cast data related to new reporting methods.

Environment & Community Services Portfolio Plan: 2019/20

Aim	<ul style="list-style-type: none"> To manage the provision of accessible, affordable, fair and effective parking services
In 2019/20 we will:	
5.12: Continue the successful Shared Parking Service (with LB Bexley).	
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 enhance the quality of parking in Bromley's main Civic car park.	
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	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Target	20/21 Target
Customers using online self-serve transactions to challenge PCNs (%)	67.5	70.5	66.29	76.6	78.7
Number of incidents of graffiti, rubbish, fly tipping etc. not cleared proactively as part of routine maintenance	N/A	228	31	80	70
Percentage of machine non-operational time during full period	N/A	1.5	1.76	1.0	1.0

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 ensure service changes are communicated effectively to users • To uphold good governance and accountable decision-making
In 2019/20 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 changes to waste and recycling collections, 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: 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 regularly; • 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. 	
6.7: 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. 	
6.8: Ensure compliance with governance, finance and procurement rules, including systems for recording contract exemptions, service risks, and evidence for the Annual Governance Statement.	

Communication Issues

The main communication challenges concern:

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

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

Outcome 1: Improving the Street Scene

- Promoting Street, Tree and Snow Friends and Fix-my-Street to improve residents' engagement in a holistic approach to 'street care'
- Ensuring residents are informed of any changes to the street cleansing service and understand the impact the seasons have on our approach

Outcome 2: Minimising Waste & Increasing Recycling

- Considering how best to communicate service changes and reminding residents of their waste and recycling collection days, including changes due to Bank Holidays
- Refocussing on promoting residents' participation in 'wasting less and recycling more' to maintain high recycling rates, including promoting an enhanced use of the Food Waste Recycling Service
- Promoting the Green Garden Waste Collection Service, including the Direct Debit option, to achieve 30,000 paying customers by the year-end

Outcome 3: Enhancing Bromley's Parks & Green Spaces

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

Outcome 4: Managing our Transport Infrastructure & Public Realm

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

Outcome 5: Improving Travel, Transport & Parking

- 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