

Environment and Community Services

Portfolio Plan for 2021/22

Introduction

Message from Councillor William Huntington-Thresher

Environment and Community Services Portfolio Holder



Even during the pandemic, work to both maintain and improve our environment has continued locally, both at a strategic and operational level albeit adapted to fit the circumstances. This Environment and Community Services Portfolio plan builds on this work and is the Council's key strategic plan, drawing together the wide range of environmental services we deliver, come rain or shine. We know these universal services are highly valued, with perhaps the pandemic underlining just how important these services are, including local greenspaces, which have received even more visitors in recent times.

We are already working with residents, groups, businesses and voluntary organisations to improve the environment, including working with Friends of Parks groups and Street Friends as part of this. Last winter's snowfall also highlighted the work of our Snow Friends as well and thank you to all our Friends for your time and continued commitment.

My thanks also goes to all those who are 'doing their bit', in large ways and small, from recycling as much as you can, reporting street problems to the travel choices we make and much more. The important message is by doing what we can, we are making a difference, often on many levels. Recycling and minimising waste for instance helps minimise environmental impact but also makes financial sense, meaning we can better use Council funds elsewhere, on other frontline services, including to protect the most vulnerable.

The Environment and Community Services Portfolio plan outlines what we are proposing across the full range of our services, from street cleaning to transport, and parks and greenspace management too. It includes our recycling and waste management service and our commitment to achieve net zero carbon emissions by 2029, which is part of our Carbon management work. All of this underlines the council's proud clean and green image, which builds on work over many years.

The Environment and Community Services Portfolio Plan seeks to challenge us to do more and improve, with identified targets included for all services. We all have a part to play, to both protect and enhance our Environment on multi-faceted levels, with our ultimate objective of serving our residents very much our continued focus.

Our priorities

This Portfolio Plan is shaped around the delivery of the following priorities:

Priority 1 Keep our streets clean

Satisfaction with the street environment has a significant impact on residents' confidence in the Council. We need to ensure that we deliver an approach that supports consistent street care, ensuring that people are happy to live in, work in and visit our Borough. We need to focus on promoting behaviour change, working with community and volunteer groups and taking appropriate action to ensure the street environment meets local needs.

Priority 2 Minimise Waste and Maximise Recycling

Reducing the amount of waste generated is not only better for the environment but also minimises disposal costs. Bromley's recycling performance remains high compared with other London boroughs, at around 50%. Last year, we recycled more but there was also a dramatic increase in non-recyclable refuse. Therefore, we will continue to work with residents and local businesses to waste less and recycle more, providing a high quality waste service that is financially and environmentally sustainable.

Priority 3 Enhance Bromley's Parks and Green Spaces

We need to conserve and enhance Bromley's parks and green spaces through the Fully Managed Parks Service in order to support biodiversity, enhance our air quality and improve the health and wellbeing of our residents and visitors. We will work in partnership with the volunteer community and our Service Provider, *idverde* to deliver vibrant green spaces that people want to visit.

Priority 4 Maintain our Transport Infrastructure and Public Realm

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. In addition to providing Winter Services, localised flooding is likely to become more frequent and problematic and we will support the delivery of practical inter-agency solutions.

Priority 5 Improve Travel, Transport & Parking

Rising numbers of cars as the number of residents and households increases leads to congestion, parking issues and a reduction in air quality. Lack of connectivity and investment in transport prevents access to opportunities and services. We will seek to address these issues by promoting sustainable, safe and active travel, improving our road network, lobbying for improved public transport and managing on and off-street parking to balance the needs of motorists, residents and businesses.

Priority 6 Overarching Portfolio Themes

Both the Council's Council's Net Zero Carbon Action Plan and Air Quality Action Plan are included as overarching portfolio themes given their strategic importance. The theme directly supports the Council's long held focus on a "safe, clean and green environment great for today and the future".

Whilst many of the performance indicators within priorities 1 to 5 either directly or indirectly support one or both the Council's Council's Net Zero Carbon Action Plan and Air Quality Action Plan, the overarching Priority 6 themes section recognises the overarching and strategic importance of both plans for the Portfolio, the Council and the Borough as a whole. In recognition of their importance, both the Council's Net Zero Carbon Action Plan and Air Quality Action Plan have their own separate long-term plans and progress in achieving the aims of these plans and the action taken will be outlined at least annually to the Environment and Community Services PDS Committee as part of the scrutiny process.

All 6 priorities will be delivered in accordance with our commitment to improving customer service. We will ensure our decision making is transparent and supported by sound governance, contract monitoring and performance management.

Priority 1

Keep our Streets Clean

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- For Bromley to have a safe, clean and green environment great for today and the future.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Building a Better Bromley
- Waste Reduction and Recycling Plan
- Street Care Plan 2021-2024 (*draft*)
- Air Quality Action Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Deliver a support programme for our community volunteers	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 (1A).	<ol style="list-style-type: none"> 1. Increased number of Street Friend volunteers (>1,350) 2. Support the organisation of Community Impact Days (one per month) 3. Distribution and collection of Purple Sacks to volunteer for community led clean-ups (1500 sacks per annum) 	<p>N/A</p> <p>N/A</p> <p>Annually</p>	<p>March 2022</p> <p>March 2022</p> <p>March 2022</p>	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Review street cleansing procedures	Continue to adapt street cleaning techniques and frequencies/times to address local issues identified by Members and communities, supplemented by the Client Monitoring Team.	<ol style="list-style-type: none"> 4. Quarterly review of street cleansing operations 	N/A	March 2022	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Deliver the annual resident satisfaction survey	Maintain high levels of resident satisfaction with the street cleansing service, evidenced through independent annual residents' surveys (1B).	<ol style="list-style-type: none"> 5. Satisfaction with Local Streets (>73%) 6. Satisfaction with Local Area (>85%) 7. Satisfaction with Town Centre (>86%) 	Annually	September 2021	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)

Monitor Street Cleansing outcomes against established standards	Undertake a programme of street cleansing inspections to ensure cleansing is delivered to the required specification and expected outcomes (1C).	8. To undertake a monthly minimum of 1,448 inspections 9. Achieve the cleanliness standards as specified (i.e. COPLR) for Street Cleansing with >92% of inspections graded as meeting the acceptable standard	Monthly	March 2022	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Benchmarking against other Local Authorities	Where possible, based on reliable data, benchmark value for money and satisfaction with average values from other local authorities.	10. Above average cost of service (Y/N) 11. Above average customer satisfaction (Y/N)	N/A	March 2022	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Review and update the Street Care Plan 2021-24	Relaunch the Street Care Plan by consolidating and updating it to be pertinent and reflective of the new service contract that commenced in April 2019.	12. Approval by Environment PDS Committee (Y/N)	N/A	March 2022	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)

Priority 2

Minimise Waste and Increase Recycling

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- For Bromley to have a safe, clean and green environment great for today and the future.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Building a Better Bromley
- Waste Reduction and Recycling Plan
- Air Quality Action Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Minimise Waste	Encourage and assist residents and businesses to minimise their waste through behaviour change campaigns and service design (2A and 2B).	13. Total Local Authority Collected Waste (<145,000 tonnes)	Monthly	March 2022	Amy Harris, (Waste Strategy Manager and Waste Disposal Contract Manager)
		14. Residual Waste collected per Household (<450 kg/household)	Monthly	March 2022	
Increase recycling rate	Encourage and support residents and businesses to minimise their waste and recycle more with a focus on promoting and enhancing our recycling collection services and the quality of the materials we collect. Review the business waste service to improve the customer experience and increase customer numbers and consider implementing an economically viable business waste recycling service (2C and 2D).	15. Flats recycling campaign delivered (Y/N)	N/A	December 2021	Amy Harris, (Waste Strategy Manager and Waste Disposal Contract Manager)
		16. Environment Matters newsletter delivered twice (Y/N)	N/A	March 2022	
		17. Household Waste Recycled (>51%)	Monthly	March 2022	Jim Cowan, (Neighbourhood Manager and Waste Collection Contract Manager)
		18. Local Authority Collected Waste Recycling Rate (44%) ¹	Monthly	March 2022	
		19. Missed bins (/100,000 collections) <120	Monthly	March 2022	

¹ Local Authority Collected Waste (LACW) refers to all waste collected by the local authority. This includes household and business waste collected, but also includes construction and demolition waste.

Reduce waste to landfill	Send virtually zero waste to landfill by increasing recycling and sending the majority of non-recyclable refuse to energy recovery facilities that will power homes and industry (2E).	20. Local Authority Collected Waste sent to landfill (<2%)	Monthly	March 2022	Amy Harris, (Waste Strategy Manager and Waste Disposal Contract Manager)
Increase number of Green Garden Waste customers	Increase Green Garden Waste Collection Service paying customer numbers to over 40,000. Implementation of new Direct Debit system for Green Garden Waste subscribers is in place (2F).	21. Green Garden Waste customers (>40,000) 22. Implementation of new Direct Debit system for Green Garden Waste subscribers is in place and aim to complete by September 2021.	Monthly N/A	September 2021 March 2022	Jim Cowan, (Neighbourhood Manager and Waste Collection Contract Manager)
Improve our waste transfer stations	Design improvements to the infrastructure at the Waldo Road and Churchfields Waste Transfer Stations, which improve recyclable material quality and recycling rates through the Depot Improvement Programme.	23. Depot Improvement Scheme Design Work completed (Y/N)	N/A	March 2023	Matt Wyatt, (Senior Property Manager)
Improve customer access to waste information	We will continue to improve how customers report and access service information in a real time environment, ensuring an improved customer journey.	24. Green Garden Waste and Commercial Waste web site functionality implemented (Y/N)	N/A	August 2021	Jim Cowan, (Neighbourhood Manager and Waste Collection Contract Manager)
Reduce waste supply chain (Scope 3) vehicle emissions	Reduce the environmental impact caused by the management of waste in Bromley, with a focus on optimising waste collection routes and reducing vehicle and equipment emissions (2G).	25. Reduction in Waste Service Provider's emissions (%).The annual target is to produce -0.12 CO ₂ eq per tonne of waste managed in 2022.	Annually	March 2022	Amy Harris, (Waste Strategy Manager and Waste Disposal Contract Manager)

Priority 3

Enhance Bromley's Parks & Green Spaces

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- For Bromley to have a safe, clean and green environment great for today and the future.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Building a Better Bromley
- Open Space Strategy 2021-2031 (*draft*)
- Regeneration Strategy
- Air Quality Action Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Launch a Bromley Parks Strategy	Establish a ten-year fit for purpose Open Space Strategy for Bromley, along with associated action plans, following Stakeholder and Public consultation	26. Strategy Launched (Y/N)	N/A	June 2021	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (id verde Contract Manager)
Monitor parks and greenspace outcomes against established standards	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 (3A)	27. Meet contractual quality standards for parks and open spaces (>75% contractual tasks delivered to service standards) 28. Highway verges and amenity grass cutting/strimming, within contractual service standards and timescales (>75%)	N/A Monthly	Ongoing March 2022	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (id verde Contract Manager)
Increase public awareness of parks and the benefits they offer	Raise public awareness about Parks, Greenspace & Countryside (PGC) through promotional activities and the newly updated https://www.bromleyparks.co.uk/ website. Promote and support public use of parks and green spaces for community events and activities. Improve Bromley's environmental education offering in our parks, at BEECHE and in Bromley Schools (including reaching additional pupils with social, emotional and mental health (SEMH) needs through a recently adopted partnership with New Woodlands Primary School)(3B and 3C).	29. No. of events in parks (>250)* 30. Number of environmental outreach visits to BEECHE and schools (>1800 children and young people reached)* 31. No. of forest school outdoor learning opportunities delivered at Crystal Palace Park (target tbc) *The ability to deliver the above measures will depend on the Government restrictions around COVID-19.	Annually Monthly N/A	March 2022 March 2022 March 2022	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (id verde Contract Manager)

<p>Secure External Funding for community projects</p>	<p>Work in partnership with community groups to secure external funding to deliver a range of projects as per the Fundraising Plan, which include:</p> <ul style="list-style-type: none"> • Repairing and stabilising the most urgent brickwork at Scadbury Medieval Moated Manor • Restoring the bandstand at Croydon Road Recreation Ground • Improving cricket pitch playing surfaces at Farnborough Recreation Ground • A range of allotment improvement projects • Enhancing butterfly habitats • Supporting grass root sports Clubs to improve their facilities at Goddington Park and Poverest Park <p>Identify alternative funding for habitat management in the borough to replace expired (Feb 2020) SSSI High Level Stewardship agreement. Ensure that prescription requirements of existing Higher Level Stewardship funding schemes are met in 2021. Increase financial support for large scale Grassland, heathland and woodland projects in the borough, including; Hangrove, High Elms and Keston Common (3D and 3E).</p>	<p>32. Large Projects completed (Y/N)</p> <p>33. Securement of Development and Repair Grants from Historic England</p> <p>34. Conservation Architect to support tendering of capital works and their delivery</p> <p>35. Completion of works and initial maintenance</p> <p>36. External Funding and Partnership Funding received (outcome based, no target)</p> <p>37. Completion of fundraising plan projects on site.</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>Quarterly (if available from funders)</p> <p>N/A</p>	<p>March 2022</p> <p>December 2021</p> <p>April 2022</p> <p>October 2021 March 2022</p> <p>March 2022</p>	<p>James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (idverde Contract Manager)</p>
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Review and manage resources	Implement service provider innovation to support Bromley's commitment to Carbon reduction and enhanced biodiversity	38. Reduction in glyphosate usage (90% over 5 years) 39. Closed loop composting system implemented (100% target). 40. Percentage of service provider small equipment inventory that is battery powered (80% by 2025) 41. Percentage of Service Provider All-Terrain Vehicle (ATV) fleet that is electric (100% by 2025)	N/A N/A N/A N/A	March 2025 March 2022 March 2022 March 2022	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (idverde Contract Manager)
Enhance the borough's outdoor play areas	Maintain the borough's equipped play areas so they provide good quality local facilities for all. A number of new play spaces will be developed, including: <ul style="list-style-type: none"> enhanced play provision at Kings Meadow Recreation Ground cycle track and community club at 	42. Minimum of 3 major new play spaces implemented (Y/N) 43. Completion of scheme to funder requirements and associated launch 44. Completion of capital scheme to funder requirements, delivery of participation programme and establishment of new cycle club	N/A N/A N/A	March 2022 April 2022 October 2022	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (id verde Contract Manager)
Improve wellbeing through improved access to activities and volunteering in parks	Contribute to improving residents' well-being by supporting park users, sports activity providers, allotment holders and Green Gyms. Understand how parks and green spaces have contributed to residents' well-being during the Covid pandemic. Develop a recruitment strategy to target additional young people to act as volunteers to support work in the parks (3F).	45. Public Satisfaction of Parks (>75%) 46. Include well-being metrics within the Public Satisfaction Survey. 47. Young volunteer recruitment strategy implemented (Y/N)	Annually N/A N/A	March 2022 March 2022 March 2022	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (id verde Contract Manager)
Ensure no net loss of street trees	Ensure that more trees are planted than felled. Maintain Bromley's publicly owned tree stock in a safe condition. Replace trees in parks and green spaces as appropriate (3G).	48. No net loss of street trees (No. planted vs felled)	Annually	March 2022	Hugh Chapman, Arboricultural Manager

Increase areas of Woodland	Investigate increased woodland development options, benefitting biodiversity and public access whilst supporting Bromley Council's ambition to be net zero carbon by 2029.	49. Target is to introduce tree management strategy which would include at ten year plan to increase areas of woodland.	N/A	March 2022	Hugh Chapman, Arboricultural Manager
Ensure that contract standards are maintained by Arboricultural Service Provider	Ensure that the Arboricultural Service Provider, Glendale, delivers all monthly work orders within the required contractual timescales (3H).	50. Total monthly tasks completed on time by Arboricultural Services contractor (% of all jobs)	Monthly	March 2022	Hugh Chapman, Arboricultural Manager

Priority 4

Maintain our Transport Infrastructure and Public Realm

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- For Bromley to have a safe, clean and green environment great for today and the future.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Highway Asset Management Plan
- Winter Service Policy & Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Implement the Council's Highway Asset Management Plan	Use of the Council's Highway Asset Management Plan and condition surveys to prioritise maintenance and investment decisions – ensuring the Council achieves value-for-money by balancing priorities including cost and quality. (4A, 4B and 4C).	51. Condition of principal (A) roads (% considered for maintenance) 52. Condition of non-principal classified B & C roads (% considered for maintenance) 53. Condition of unclassified roads (% considered for maintenance)	Annually Annually Annually	March 2022 March 2022 March 2022	Garry Warner, (Assistant Director, Highways)
Ensure highway network is maintained through planned works programmes	Use condition surveys to prioritise planned maintenance projects and complete projects within required budget and timescales (Note-following completion of capital programme annual planned maintenance programmes are on hold until 2023)	54. Undertake boroughwide condition survey to assess impact of recent capital project 55. Completion of planned capital carriageway and footway maintenance projects (% complete)	N/A N/A	August 2021 March 2022	Garry Warner, (Assistant Director, Highways)
Deliver an annual Highway safety Inspection and Maintenance Routine	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	56. Highway safety inspections completed on time (%) 57. Highway maintenance tasks completed within required timescale (%)	Monthly Monthly	March 2022 March 2022	Garry Warner, (Assistant Director, Highways)

	claims for personal injury and damage to property (4D and 4E).				
Ensure street lighting is maintained to the correct standards	The contractor's performance in completing street lighting and highway repair works is monitored against required timescales (4F and 4G).	58. Routine street lighting maintenance tasks completed within four working days (%) 59. Routine street lighting maintenance tasks completed within eight working days (monthly) (%)	Monthly Monthly	March 2022 March 2022	Garry Warner, (Assistant Director, Highways)
Implement a street lighting upgrade programme	Continued investment in Street Lighting initiatives to further reduce energy consumption and maintenance costs, to support the delivery of our 2029 net zero carbon target.	60. Replace remaining streetlights with low energy LED units from existing revenue budgets	N/A	March 2026	Garry Warner, (Assistant Director, Highways)
Review and update the Winter Service Plan	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.	61. Updated winter service policy & plan produced (Y/N)	N/A	November 2021	Garry Warner, (Assistant Director, Highways)
Deliver major traffic improvement projects	Complete the major traffic improvement projects included in the Local Implementation Plan once approved by Transport for London (TfL).	62. Projects completed within required budgets and timescales (Y/N)	N/A	March 2022	Garry Warner, (Assistant Director, Highways)
Provide Planning advice to developers	Provide professional advice on the highways and traffic implications of proposed planning developments to minimise impacts on the road network.	63. Planning applications processed within required timescale (%)	N/A	March 2022	Garry Warner, (Assistant Director, Highways)
Monitor and enforce against overdue utility works on the highway	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) (4H).	64. Number of FPNs issued (outcome) ²	Monthly	Ongoing	Garry Warner, (Assistant Director, Highways)
Maintaining the highway asset by monitoring reinstatement	Continue to inspect utilities works to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets (4I).	65. Number of Defect Notices (outcome) ³	Monthly	Ongoing	Garry Warner, (Assistant Director, Highways)

² 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

³ 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

performance standards by utility companies					
Implement a Flood Risk and Resilience Plan	Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role.	66. Flood Plan implemented (Y/N)	N/A	March 2022	Garry Warner, (Assistant Director, Highways)
Support the delivery of Sustainable Urban Drainage within the Planning process	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.	67. Planning applications processed within required timescale (%)	N/A	Ongoing	Garry Warner, (Assistant Director, Highways)

Priority 5

Improve Travel, Transport and Parking

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For children to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- For Bromley to have a safe, clean and green environment great for today and the future.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Bromley's Transport for the Future (Bromley's Third Local Implementation Plan, 2019)

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Implement new walking and cycle schemes	Look to deliver high quality cycling and walking infrastructure to enhance transport choice and contribute to relieving congestion. Current schemes include improved cycling and walking routes: <ul style="list-style-type: none"> • Orpington Station from Crofton Road • Orpington Town Centre from the Ramsden Estate • Kent House Station • Laurel Grove/Blean Grove Permeability • Shortlands & Bromley Friendly Streets project; and • Hayes Village local neighbourhood scheme We will include green infrastructure such as trees and green walls within the design of transport schemes in	68. Daily trips originating in the borough made by bicycle (%) 69. Daily trips originating in the borough made by foot (%)	Annually Annually	March 2022 March 2022	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).

	order to improve air quality (5A and 5B).				
Reduce delays for vehicles and improve bus users' journeys	<p>Help to reduce avoidable delays to journeys by improved parking management, tackling pinch points, and making bus stops more accessible.</p> <p>Make transport interchanges safer and easier to use, including railway station access improvements and providing cycle parking at interchanges (5C and 5D).</p>	<p>70. Average vehicle delay (mins/km) – Principal Roads</p> <p>71. Maintain Bus Excess Wait Time (EWT)</p>	<p>Annually</p> <p>Annually</p>	<p>March 2022</p> <p>March 2022</p>	<p>Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).</p>
Implement road safety measures	To promote safer travel and reduce the number and severity of road accidents, by targeting road safety remedial schemes at casualty cluster sites and providing education to those most at risk of serious injury (including young drivers, pedestrians, motorcyclists and cyclists) (5E, 5F, 5G).	<p>72. People killed/seriously injured in road accidents** (No.)</p> <p>73. Children killed/seriously injured in road accidents** (No.)</p> <p>74. Total road accident injuries and deaths**(No.)</p>	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>March 2022</p> <p>March 2022</p> <p>March 2022</p>	<p>Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).</p>
Implement sustainable travel plans	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 (5H, 5I, 5J).	<p>75. Children travelling to school by foot, cycle or scooting (%) (From School Hands Up Surveys)*</p> <p>76. Cycle training activities (No.)*</p> <p>77. School Travel Plans (No.)*</p> <p>*The ability to deliver the above measures will depend on the Government restrictions around COVID-19.</p>	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>March 2022</p> <p>March 2022</p> <p>March 2022</p>	<p>Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).</p>

Increase the availability of Electric Vehicle Charging Points	To promote the ownership of electric vehicles by facilitating appropriate public and residential charging points including the first Rapid Charge Points in the Borough. Also to support the use of electric buses within the Borough.	78. Continue to install new charging points (Y/N) 79. Electric bus scheme trialled (Y/N)	N/A N/A	March 2022 March 2022	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).
Implement a borough wide anti-idling campaign	Delivery of awareness activities and penalties for idling vehicles across the borough, following the Bromley anti-idling campaign launch in September 2020 (5K, 5L and 5M). We are aiming to engage with 14 schools per calendar year with regards to the anti-idling campaign.	80. Warning notices issued Outcome based, no target 81. PCNs issued Outcome based, no target 82. Schools engaged in anti-idling campaign (No.)	Annually Annually Annually	March 2022 March 2022 March 2022	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).
Provide good quality parking on and off street	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. 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 Centre car park. Since July 2020, Bromley's main Civic Centre car park has been enhanced to be operated by Automatic Number Plate Recognition (ANPR). Continue to work towards a fully paperless permit solution (including visitor permits). (5N, 5O, 5P, 5Q,).	83. Customers using online self-serve transactions to challenge PCNs (%) 84. Machines non-operational time during full period (%) 85. Cashless parking usage in on and off street locations (% of users paying for on and off street parking by RingGo) 86. Number of incidents of graffiti, rubbish and fly tipping not cleared proactively as part of routine maintenance (No.)	Monthly Monthly Monthly Monthly	March 2022 March 2022 March 2022 March 2022	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).

Road casualty data are recorded on a calendar year (January to December) basis

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

Priority 6

Overarching Portfolio Themes

Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For Bromley to have a safe, clean and green environment great for today and the future.

Strategic links:

- Carbon Management Reduction Plan
- Air Quality Action Plan

ACTION	DETAIL	MEASURES OF SUCCESS	PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Produce Net Zero Carbon Plan	The Net Zero Carbon plan was presented to PDS in 2020 and it outlines the action we will take to reduce the council's organisational emissions to zero by 2029. The Carbon Management programme also addressed reducing emissions outside of LBB (i.e. borough wide emissions to aim towards net zero too).	87. The Net Zero Carbon plan is scrutinised by the Environment PDS Committee annually (Y/N)	N/A	March 2022	Lee Gullick (Carbon Programme Manager)
Produce an Air Quality Annual Status Report	Councils are required to undertake a regular review and assessment of the air quality within the borough, and assess levels of air pollution against the air quality objectives. Where levels are found to be in excess of these objectives. An AQAP must be produced as part of Bromley's duty under the London Local Air Quality Management statutory process, and in recognition of the legal requirement on the local authority to work towards air quality objectives under Part IV of the Environment Act 1995. The AQAP was refreshed in 2020 and it outlines the action we will take to improve air quality in the London Borough of Bromley in the next 5 years to 2025. In addition to the AQAP, Councils are	88. The ASR is scrutinised by the Environment PDS Committee annually (Y/N)	N/A	September 2021	Charlotte Hennessey (Manager of Environmental Pollution Regulation and Private Rented Sector Housing Enforcement and HMO Licensing)

	required to produce an Annual Status Report (ASR). The purpose of the ASR is to shift the focus towards what is being done to improve air quality locally and therefore, provides an update on monitoring undertaken and progress towards the various actions set out in our action plan.				
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Performance Indicators

Number	Performance Indicators	21/22 Target
Priority 1	Keep our streets clean	
1A	Distribution and collection of Purple Sacks to volunteer for community led clean-ups (1500 sacks per annum)	1,500
1B	Public Satisfaction with Cleanliness (% Streets / Neighbourhoods / Town Centres)	>73% >85% >86%
1C	Streets Meeting Acceptable Cleanliness (%)	>92%
Priority 2	Minimise Waste and Reduce Recycling	
2A	Total Waste Arising (refuse and recycling) (tonnes)	145,000
2B	Residual Household Waste per Household (kg)	450
2C	Household Waste Recycled or Composted (%)	51%
2D	Waste & Recycling collections - homes missed (per 100,000)	120
2E	Local Authority Collected Waste (%)	2.00%
2F	Number of Green Garden Waste customers (No.)	40,000
2G	Reduction in Waste Service Provider's emissions (%).	-0.12 CO2eq per tonne of waste managed in 2022.
Priority 3	Enhance Bromley's Parks and Green Spaces	
3A	Highways verges and amenity grass cutting/strimming, within contractual service standards and timescales (%)	75%
3B	No. of events in parks (>250)	250
3C	Number of attendees for environmental education sessions at BEECHE	1,800
3D	External Funding (£000)	Outcome
3E	Partnership Funding* (£000)	Outcome
3F	Public Satisfaction with Parks and Grounds Maintenance (%)	80%
3G	Ensure no net loss of street trees (Net positive no. of trees)	Net gain in street trees
3H	Total monthly tasks completed on time by Arboricultural Services contractor (% of all jobs)	75.00%
Priority 4	Maintain our Transport Infrastructure and Public Realm	

4A	Condition of principal (A) roads (% considered for maintenance)	<6%
4B	Condition of non-principal classified (B & C) roads (% considered for maintenance)	<8%
4C	Condition of unclassified roads (% considered for maintenance)	15%
4D	10 day highway maintenance tasks completed within required timescale (%)	90%
4E	35 day highway maintenance tasks completed within required timescale (%)	90%
4F	Routine street lighting maintenance tasks completed within four working days (%)	95%
4G	Routine street lighting maintenance tasks completed within eight working days (monthly) (%)	100%
4H	Number of FPNs Issued (to utilities in relation to permits)	Outcome
4I	Number of Defect Notices (to utilities in relation to reinstatement)	Outcome
Priority 5	Improve Travel, Transport & Parking	
5A	Daily Trips Originating in the Borough made by Bicycle (%)	1.8%
5B	Daily Trips Originating in the Borough made by Foot (%)	29.5%
5C	Average Vehicle Delay (mins per km - principal roads)	<0.70
5D	Maintain Bus Excess Wait Time (EWT) Annually at less than or equal to 1.0 minutes (time mins)	<1.0
5E	People Killed or Seriously Injured in Road Traffic Accidents (No.)	<81
5F	Children Killed or Seriously Injured in Road Traffic Accidents (No.)	<7
5G	Total Road Accident Injuries and Deaths (No.)	<842
5H	Children travelling to school by foot, cycle or scooting (%) (From School Hands Up Surveys)	50%
5I	Cycle training activities (No.)	Target cannot be set at present
5J	School Travel Plans (No.)	90
5K	Anti-idling Warning notices issued (No.)	Outcome
5L	Anti-idling PCNs issued (No.)	Outcome
5M	Schools engaged in anti-idling campaign (No.)	14
5N	Customers using online self-serve transactions to challenge PCNs (%)	70%
5O	Pay and Display Machine Maintenance (Percentage of machine non-operational time during full period)	2%
5P	Cashless parking usage in on and off street locations (Percentage of users paying for on and off street parking by RingGo)	45%
5Q	Number of incidents of graffiti, rubbish, fly tipping etc. not cleared proactively as part of routine maintenance (No.)	7