



Environment and Community Services

Portfolio Plan for 2022/23

Introduction

Message from Councillor William Huntington-Thresher

Environment and Community Services Portfolio Holder



In the previous portfolio year, we have had encouraging news that our services continue to perform well when compared with other London Boroughs and in many areas, we are a top performing borough. But, we must and need to do more, to both maintain our performance and go further and our latest Environment Portfolio Plan outlines how we intend to do this.

Our latest commitment to become 'net zero' by 2027, is significant and rightly demands our attention. We had previously pledged to be net zero by 2029 and have successfully been producing carbon management plans for over a decade now, with the scope and scale increasing over time. Soon, all of street lights will be powered by energy efficient LED lanterns and with our Tremendous tree planting initiative also underway, good progress is being made.

We also need to continue focussing on local transport. Our strategy to ensure there is an increase in the numbers of electric vehicle charging points is also coming forwards, which will inevitably be needed as more of us convert to electric car use as well as looking to improve conditions for pedestrians and cyclists where we can. The funding position for our Local Implementation Plan priorities is beginning to look more positive and hopefully more secure than it has been for the last 2 years; our ability to deliver our priorities will depend on the match of our local priorities to those set by DfT and TfL who manage the funding.

I am pleased that more of us have visited local greenspaces and parks in recent times, with the pandemic highlighting how valuable these green areas are. The additional £1million funding for parks this year is more welcome news and yet another way the Council is investing in the environment. Improvements in a number of greenspaces are underway, including with the support of local people and Friends of Parks, to whom our thanks also goes.

Keeping streets clean, including free of both flytipping and graffiti remains important and we are grateful to residents for their support with this, by reporting problems they come across.

We are also grateful to residents for their continued support in so many ways, including their recycling support. We must also seek to minimise our waste, especially mindful of the financial and environmental costs of not doing so. Not only is Bromley one of London's leading recycling boroughs, we now also send minimal amounts to landfill, which is positive. We are supported in the delivery of our Portfolio aims by our high performing contractors, we will continue to actively manage them to maintain their excellent performance and with the PDS scrutinise aspects such as their net zero plans. There is more we can and should still do, as this Portfolio Plan also outlines and this is what we are firmly focussed on in year ahead.

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. Last year, with more people at home we recycled more but there was also a significant increase in non-recyclable refuse increasing costs of waste management. Therefore, we will continue to work with residents and local businesses to waste less and recycle more, and, provide 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 to deliver our new ten-year Open Space Strategy which supports biodiversity, enhances our air quality and improves 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 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 focus "To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents".

Whilst many of the performance indicators within priorities 1 to 5 either directly or indirectly support one or both the 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.

ECS PDS Performance Overview Report Frequency:

The Performance Indicators which are monitored through the ECS PDS Performance Overview report are presented in the tables below. A column has been added to provide the reporting frequency each indicator is monitored by. If the column states N/A this is because the indicator is not in the ECS Performance Overview report as a measurable performance indicator and only remains in the Portfolio Plan as an action for each Priority.

Priority 1

Keep our Streets Clean

Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* ambitions:

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

Strategic links:

This priority has links with the following strategic plans:

- Making Bromley Even Better (Ambitions 3, 4 and 5)
- 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	ECS PDS PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Deliver a support programme for our community volunteers	Continue to provide support to the community (residents' associations, Neighbourhood (Street, Tree, Snow) Friends and other volunteer groups) to improve the streetscene, including identifying problem hotspots and organising targeted clean-ups (1A).	1. Increased number of Street Friend volunteers (>1,350)	N/A	March 2023	Neighbourhood Manager and Street Environment Contract Manager
		2. Support the organisation of Community Impact Days (one per month)	N/A	March 2023	
		3. Distribution and collection of Purple Sacks to volunteers for community led clean-ups (target is 1500 sack collections per annum)	Annually	March 2023	
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.	4. Quarterly review of street cleansing operations	N/A	March 2023	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).	5. Satisfaction with Local Streets (>76%) 6. Satisfaction with Local Area (>82%) 7. Satisfaction with Town Centre (>90%)	Annually	September 2022	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	N/A Monthly	March 2023	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 2023	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 2023	Neighbourhood Manager and Street Environment Contract Manager

Priority 2

Minimise Waste and Increase Recycling

Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* ambitions:

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

Strategic links:

This priority has links with the following strategic plans:

- Making Bromley Even Better (Ambitions 3, 4 and 5)
- Reduction and Recycling Plan
- Air Quality Action Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	ECS PDS 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 (<150,000 tonnes)	Monthly	March 2023	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager
		14. Residual Waste collected per Household (<450 kg/household)	Monthly	March 2023	
Increase recycling rate	Encourage and support residents and businesses to 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 2022	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager
		16. Environment Matters newsletter delivered twice (Y/N)	N/A	March 2023	
		17. Household Waste Recycled (>51%)	Monthly	March 2023	
		18. Local Authority Collected Waste Recycling Rate (44%) ¹	Monthly	March 2023	

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 non-recyclable refuse to energy recovery facilities that will power homes and industry, where possible (2E).	19. Local Authority Collected Waste sent to landfill (<2%)	Monthly	March 2023	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager
Deliver a high-quality service	Continue to provide a high-quality recycling and waste service, where all residents and business customers receive their scheduled collection on the right day (2F).	20. Total number of missed recycling and waste collections (/100,000 collections) <120	Monthly	March 2023	Head of Neighbourhood Management and Waste Collection Contract Manager
Increase number of Green Garden Waste customers	Increase Green Garden Waste Collection Service paying customer numbers by 15% each year (2G).	21. Green Garden Waste customers total 1st April 2022 is 46,000 Year-end target is >15% increase from previous year end total Monthly target >1.25% increase from previous month end total	Monthly	March 2023	Head of Neighbourhood Management and Waste Collection Contract Manager
Our GGW Customers subscribe by using Direct Debit	Promote the use of the GGW DD system so that 10% of the month's renewals and subscriptions are made by Direct Debit payment (2H).	22. Monthly target >10% of overall Green Garden Waste monthly renewals is by Direct Debit	Monthly	March 2023	Head of Neighbourhood Management and Waste Collection Contract 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.	23. Continue to improve customer access to waste information by further developments to the waste works reporting platform (Y/N)	N/A	Ongoing	Head of Neighbourhood Management 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 futureproof the Council Waste Depots.	24. Depot Capital Infrastructure Programme Implementation Phase commenced (Y/N)	N/A	March 2023	Assistant Director of Environment and Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal 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 (21).	25. Reduction in Waste Service Provider's emissions . The annual target is to produce - 0.12 CO2eq per tonne of waste managed in 2023.	Annually	March 2023	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager
--	---	--	----------	------------	---

Priority 3

Enhance Bromley's Parks & Green Spaces

Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* ambitions:

- For children and young people 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 residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Making Bromley Even Better (Ambitions 1,2,3,4 and 5)
- Open Space Strategy 2021-2031
- Regeneration Strategy
- Air Quality Action Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	ECS PDS PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Launch a Bromley Parks Strategy	Implement the ten-year fit for purpose Open Space Strategy for Bromley, along with associated action plans	26. Strategy Launched (Y/N)	N/A	Ongoing	Parks & Grounds Maintenance Contract Manager and idverde 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 our fully managed Parks service (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 2023	Parks & Grounds Maintenance Contract Manager and idverde Contract Manager

<p>Increase public awareness of parks and the benefits they offer</p>	<p>Raise public awareness regarding the Boroughs Parks, Greenspaces & Countryside through promotional activities and the https://www.bromleyparks.co.uk/ website.</p> <p>Promote and support public use of parks and green spaces for community events and activities.</p> <p>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 (3B and 3C).</p>	<p>29. No. of events in parks (>250)*- 30. Number of environmental education activities for children and young people (>2500) *</p> <p>*The ability to deliver the above measures will depend on the Government restrictions around COVID-19.</p>	<p>Annually Monthly N/A</p>	<p>March 2023 March 2023</p>	<p>Parks & Grounds Maintenance Contract Manager and idverde Contract Manager</p>
<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 and ten year Open Space Strategy outcomes.</p> <p>Ensure that prescription requirements of existing Higher Level Stewardship funding schemes are met in 2022.</p> <p>Increase financial support for large scale grassland, heathland and woodland projects in the borough.(3D and 3E).</p>	<p>31. External Funding and Partnership Funding received (outcome based, no target)</p>	<p>Quarterly (if available from funders)</p>	<p>March 2023</p>	<p>Parks & Grounds Maintenance Contract Manager and idverde Contract Manager</p>
<p>Innovation and Sustainability Opportunities</p>	<p>Implement service provider innovation to support Bromley's commitment to Carbon reduction, conservation and enhanced biodiversity</p>	<p>32. Reduction in glyphosate usage (90% over 5 years) 33. Closed loop composting system implemented (100% target). 34. Percentage of service provider small equipment inventory that is battery powered (80% by 2025) 35. Percentage of Service Provider All-Terrain</p>	<p>N/A N/A N/A N/A</p>	<p>March 2025 March 2023 March 2023 March 2023</p>	<p>Parks & Grounds Maintenance Contract Manager and idverde Contract Manager</p>

		Vehicle (ATV) fleet that is electric (100% by 2025)			
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.	36. Minimum of 3 major new play spaces implemented (Y/N) 37. Completion of scheme to funder requirements and associated launch (Y/N)	N/A N/A	March 2023 April 2022	Parks & Grounds Maintenance Contract Manager and idverde Contract Manager
Improve wellbeing through improved access to activities and volunteering in parks	Support and encourage the physical and mental health benefits that the Open Space portfolio covers by engaging with park users, sports activity providers, allotment holders and volunteers. Increasing outdoor exercise facilities to promote physical health. Develop a recruitment strategy to target additional young people to act as volunteers to support work in the parks (3F).	38. Public Satisfaction of Parks (>75%) 39. Include well-being metrics within the Public Satisfaction Survey. 40. Young volunteer recruitment strategy implemented (Y/N)	Annually N/A N/A	March 2023 March 2023 March 2023	Parks & Grounds Maintenance Contract Manager and idverde Contract Manager
Ensure no net loss of street trees	Ensure that more trees are planted than felled (3G).	41. No net loss of street trees (No. planted vs felled) -	Annually	March 2023	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 2027.	42. Target is to introduce tree management strategy which would include a ten year plan to increase areas of woodland by 10% (Y/N).	N/A	March 2023	Arboricultural Manager
Ensure that contract standards are maintained by	Ensure that the Arboricultural Service Provider, Glendale, delivers all monthly work orders within the required contractual timescales (3H).	43. Total monthly tasks completed on time by Arboricultural Services	Monthly	March 2023	Arboricultural Manager

Arboricultural Service Provider		contractor (75% of all jobs)			
Deliver a four year street tree planting programme (2021 – 2025)	Deliver a tree planting programme with an aftercare maintenance regime (3I)	44. Planting 1250 trees annually (No.) (number font was 12 not 10)	Annually	March 2023	Arboricultural Manager
Deliver an annual Tree Safety Inspection plan	Undertake street tree safety inspections and implement reactive works to ensure the borough's trees are maintained to an appropriate standard (3J).	45. Tree safety inspections completed on time Annual target 20200 (No.)	Annually	March 2023	Arboricultural Manager

Priority 4

Maintain our Transport Infrastructure and Public Realm

Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* 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 residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Making Bromley Even Better (Ambitions 2,3,4 and 5)
- Highway Asset Management Plan
- Winter Service Policy & Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	ECS PDS 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).	46. Condition of principal (A) roads (% considered for maintenance)	Annually	March 2023	Assistant Director, Highways
		47. Condition of non-principal classified B & C roads (% considered for maintenance)	Annually	March 2023	
		48. Condition of unclassified roads (% considered for maintenance)	Annually	March 2023	
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	49. Undertake boroughwide condition survey to assess impact of recent capital project	N/A	March 2023	Assistant Director, Highways
		50. Completion of planned capital carriageway and footway maintenance projects (% complete)	N/A	March 2023	

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 claims for personal injury and damage to property (4D and 4E).	51. Highway safety inspections completed on time (%) 52. Highway maintenance tasks completed within required timescale (%)	Monthly Monthly	March 2023 March 2023	Assistant Director, Highways
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).	53. Routine street lighting maintenance tasks completed within four working days (%) 54. Routine street lighting maintenance tasks completed within eight working days (monthly) (%)	Monthly Monthly	March 2023 March 2023	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 2027 net zero carbon target.	55. Replace remaining streetlights with low energy LED units from existing revenue budgets	N/A	June 2022	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.	56. Updated winter service policy & plan produced (Y/N)	N/A	November 2022	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).	57. Projects completed within required budgets and timescales (Y/N)	N/A	March 2023	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.	58. Planning applications processed within required timescale (%)	N/A	March 2023	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).	59. Number of FPNs issued (outcome) ²	Monthly	Ongoing	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

Maintaining the highway asset by monitoring reinstatement performance standards by utility companies	Continue to inspect utilities works to ensure reinstatement is undertaken to the correct standard – taking enforcement action where necessary to protect highway assets (4).	60. Number of Defect Notices (outcome) ³	Monthly	Ongoing	Assistant Director, Highways
Implement a Flood Risk and Resilience Plan	Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role.	61. Flood Plan implemented (Y/N)	N/A	March 2023	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.	62. Planning applications processed within required timescale (%)	N/A	Ongoing	Assistant Director, Highways

³ *Defect 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*

Priority 5

Improve Travel, Transport and Parking

Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* ambitions:

- For children and young people 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 residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Strategic links:

This priority has links with the following strategic plans:

- Making Bromley Even Better (Ambitions 1,2,3,4 and 5)
- Bromley's Transport for the Future (Bromley's Third Local Implementation Plan, 2019)

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	ECS PDS 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 Town Centre from the Ramsden Estate • Shortlands & Bromley Friendly Streets project • Kent House to Croydon cycle route We will include green infrastructure such as trees within the design of transport schemes in order to improve air quality (5A and 5B).	63. Daily trips originating in the borough made by bicycle (%) 64. Daily trips originating in the borough made by foot (%)	Annually Annually	March 2023 March 2023	Assistant Director of Traffic and Parking

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>65. Average vehicle delay (mins/km) – Principal Roads</p> <p>66. Maintain Bus Excess Wait Time (EWT)</p>	<p>Annually</p> <p>Annually</p>	<p>March 2023</p> <p>March 2023</p>	<p>Assistant Director of Traffic and Parking</p>
Implement road safety measures	<p>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>	<p>67. People killed/seriously injured in road accidents** (No.)</p> <p>68. Children killed/seriously injured in road accidents** (No.)</p> <p>69. Total road accident injuries and deaths**(No.)</p>	<p>Monthly</p> <p>Monthly</p> <p>Monthly</p>	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>	<p>Assistant Director of Traffic and Parking</p>
Implement sustainable travel plans	<p>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>	<p>70. Children travelling to school by foot, cycle or scooting (%) (From School Hands Up Surveys)</p> <p>71. Cycle training activities (No.)</p> <p>72. School Travel Plans (No.)</p>	<p>Annually</p> <p>Monthly</p> <p>Monthly</p>	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>	<p>Assistant Director of Traffic and Parking</p>
Increase the availability of Electric Vehicle Charging Points	<p>To promote the ownership of electric vehicles by facilitating appropriate public and residential charging points. Also to support the use of electric buses within the borough.</p>	<p>73. Total no. of electric vehicle charging points installed (Outcome)</p> <p>74. Electric bus scheme trialled (Y/N)</p>	<p>Annually</p> <p>N/A</p>	<p>March 2023</p> <p>March 2023</p>	<p>Assistant Director of Traffic and Parking</p>
Implement a borough wide anti-idling campaign	<p>Delivery of awareness activities and penalties for idling vehicles across the borough, following the Bromley anti-idling campaign launch in September 2020 (5K, 5L, 5M).</p>	<p>75. Anti-idling warning notices issued Outcome based, no target</p> <p>76. Schools engaged in anti-idling campaign (No.)</p>	<p>Monthly</p> <p>Monthly</p>	<p>March 2023</p> <p>March 2023</p>	<p>Assistant Director of Traffic and Parking</p>

	We are aiming to engage with an increasing number of schools with regards to the anti-idling campaign.				
Provide good quality parking on and off street	<p>Ensure parking is readily available across the borough especially near town centres, local shopping parades, railway stations and hospitals and that it balances the needs of residents, visitors and commuters.</p> <p>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).</p> <p>Continue to work towards a fully paperless permit solution (including visitor permits) (5N, 5O, 5P. 5Q).</p>	<p>77. Machines non-operational time during full period (%)</p> <p>78. Cashless parking usage in on and off street locations (% of users paying for on and off street parking by RingGo)</p> <p>79. Number of incidents of graffiti, rubbish and fly tipping not cleared proactively as part of routine maintenance (No.)</p> <p>80. % of cases closed as Civil Enforcement Officers (CEO) errors within the month (<2%)</p>	<p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p>	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p>	<p>Assistant Director of Traffic and Parking and Head of Parking Services</p>

Road casualty data is 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 *Making Bromley Even Better* ambitions:

- For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.

Strategic links:

- Making Bromley Even Better (Ambition 4)
- Carbon Management Reduction Plan
- Air Quality Action Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	ECS PDS PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Deliver a 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 2027.	81. The Net Zero Carbon plan is scrutinised by the Environment PDS Committee annually (Y/N)	N/A	2027	Carbon Programme Manager
Produce a borough wide Carbon Reduction guide for residents and businesses	The Carbon Management team will be developing a signposting document which will assist residents and businesses to make informed decisions about their use of energy and resources that will support a reduction in borough wide emissions.	82. Produce Carbon Reduction guide (Y/N)	N/A	June 2022	Carbon Programme Manager
Produce an Air Quality Annual Status Report	All local authorities are required to undertake a regular review and assessment of the air quality within their area to compare levels of local air pollution against the national air quality objectives. Where levels are found to be in excess of the objectives it is	83. The ASR is produced, scrutinised by the Environment PDS Committee, and then submitted to DEFRA and the GLA by the annual deadline (Y/N)	N/A	September 2022	Manager of Environmental Pollution and Private Rented Sector Housing Head of Service Community Safety,

	<p>mandatory that an Air Quality Strategy and Air Quality Action Plan (AQAP) are produced in recognition of the legal requirement on the local authority to work towards meeting the air quality objectives under Part IV of the Environment Act 1995.</p> <p>The current Bromley AQAP was refreshed in 2020. It lists the actions we will take to improve air quality in Bromley over the next 5 years (to 2025). In addition, London local authorities are required to produce an Annual Status Report (ASR). The ASR provides an update on the results of air quality monitoring undertaken over the previous year and states the progress made in delivering the AQAP.</p>				Environmental and Domestic Regulation
--	--	--	--	--	---------------------------------------

Performance Indicators

Number	Performance Indicators	22/23 Target
Priority 1	Keep our streets clean	
1A	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)	>76% >82% >90%
1C	Streets Meeting Acceptable Cleanliness (%)	>92%
Priority 2	Minimise Waste and Reduce Recycling	
2A	Total Waste Arising (refuse and recycling) (tonnes)	150,000
2B	Residual Household Waste per Household (kg)	450
2C	Household Waste Recycled or Composted (%)	51%
2D	Local Authority Collected Waste Recycling Rate (%)	44%
2E	Local Authority Collected Waste Sent to Landfill (%)	2.00%
2F	Waste & Recycling collections - homes missed (per 100,000)	120
2G	Number of Green Garden Waste customers (No.)	46,000
2H	Monthly target >10% of overall Green Garden Waste monthly renewals is by Direct Debit	>10%
2I	Reduction in carbon emissions generated through the management of waste (CO2eq)	-0.12 CO2eq per tonne of waste managed in 2022/23.
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%
3I	Planting 1250 trees annually (No.)	1250
3J	Tree safety inspections completed on time Annual target 20200 (No.)	20200
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 (%)	2%
5B	Daily Trips Originating in the Borough made by Foot (%)	30%
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.)	<79
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.)	120
5J	School Travel Plans (No.)	>90
5K	Total no. of electric vehicle charging points installed	Outcome
5L	Anti-idling Warning notices issued (No.)	Outcome
5M	Schools engaged in anti-idling campaign (No.)	>14
5N	Pay and Display Machine Maintenance (Percentage of machine non-operational time during full period)	2%
5O	Cashless parking usage in on and off street locations (Percentage of users paying for on and off street parking by RingGo)	65%
5P	Number of incidents of graffiti, rubbish, fly tipping etc. not cleared proactively as part of routine maintenance (No.)	12
5Q	% of cases closed as Civil Enforcement Officers (CEO) errors within the month (<2%)	<2%