



Environment and Community Services

Portfolio Plan for 2024/25

Introduction

Message from

Portfolio Holder for Environment, Councillor Will Rowlands



Caring for and supporting our environment remains incredibly important for so many reasons, not least because of the impact we can have today, benefitting residents now and future generations too. Our commitments in support of the environment remain - our borough is renowned for the presence of its trees for instance and whilst it is important the streets remain clean, trees help enhance the beauty of local streets across the borough as well as having wider environmental benefits too.

Our Portfolio Plan outlines continues our Tremendous tree planting work, with our target to plant 5000 new trees in four years now to be achieved ahead of schedule, bringing benefits now

and in the future too. In the same way, we continue to work in our parks in support of our ten-year fit for purpose Open Space Strategy for Bromley, with our Platinum Jubilee Fund part of this approach.

Whilst we are again London's leading recycling borough, with both the financial and environmental benefits waste minimisation and recycling brings, we need to do more and we are.

We will continue to work closely in partnership with residents, with this partnership key to both sustaining and improving our waste management performance and improving our parks and streets, where the impact of both Friends of Parks and Street Friends is much evident and valued. As we continue to make progress therefore as outlined in our Portfolio Plan, we also recognise and thank residents for their role as well.

Portfolio Holder for Transport, Highways & Road Safety, Councillor Nicholas Bennett



As London's largest borough, with over 550 miles of road, a distance equal to that from Bromley to Zurich, our focus is ensuring we have safe roads, free, as far as practicable, of congestion and therefore aiding economic development and free movement for residents. To this end we have a firm policy of not closing off roads by creating local traffic neighbourhoods nor have we installed general 20 MPH limits. We have also declined to join London Council schemes for e-scooters and rental e bikes as we do not feel they are appropriate for our borough.

Our Portfolio plan outlines Bromley's continued programme of school travel plans, cycle and road safety training for young people which have all helped to make our roads amongst the safest in

London.

Maintaining the highway and footway network continues to be a challenge with limited funding. However our recent capital funding grant is very welcome. We are examining ways in which we can further mechanise road repair and renewal, using condition surveys and Fix My Street to prioritise the roads most in need of attention. In the coming year a number of roads with humps are to be resurfaced and we will consult residents as to whether they wish the humps to be re-installed.

We are committed to first rate public transport and Council Members, through our regular Public Transport Forum meetings with bus, rail and taxi operators, discuss the concerns of passengers.

Road space is limited in our town centres and our parking policy is designed to ensure that it is used efficiently to support local businesses. Our charges are amongst the lowest in London and we do not penalise motorists with multiple tariffs.

In recent years we have seen a move towards more home working and this has led to a reduction in parking and we have been able to release, for housing, a number of car parks. With increased numbers of electric cars, we are looking at ways to help car owners who do not have driveway charging, to this end we are trialling gully and on-street charging.

Our highway and road safety strategy will continue to develop to respond to innovations like autonomous vehicles.

Our priorities

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

Priority 1 Keep our streets clean – Environment Portfolio

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 - Environment Portfolio

Reducing the amount of waste we throw away 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 continuing to stay at home, we collected more waste and recycling than we have ever collected and this increased 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 – Environment Portfolio

Our ten-year Open Space Strategy aims to conserve and enhance Bromley's parks and green spaces, and our tree management strategy ensures the health of the borough's trees.

Our services will support biodiversity, enhance 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 Providers, idverde and Glendale to deliver vibrant green spaces that people want to visit.

Priority 4 Maintain our Transport Infrastructure and Public Realm - Transport, Highways & Road Safety Portfolio

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 - Transport, Highways & Road Safety Portfolio

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 environmental, 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 Themes for all Portfolios

Whilst much of the work and progress towards meeting the Council's Net Zero Carbon target is within the environment and transport and streets portfolios the work to meet the target is actually taking place across all portfolios.

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.

Environment and Community Service (ECS) Policy Development Scrutiny (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, Bromley Friends (Street & Snow) and other volunteer groups) to improve the streetscene, including identifying problem hotspots and organising targeted clean-ups	<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 volunteers for community led clean-ups (target is 1500 sack collections per annum) 	N/A N/A N/A	March 2025 March 2025 March 2025	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.	4. Quarterly review of street cleansing operations	N/A	March 2025	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 (including online surveys from 2023).	5. Satisfaction with Local Streets (>76%) 6. Satisfaction with Local Area (>82%) 7. Satisfaction with Town Centre (>90%)	Annually	September 2024	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	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 2025	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 will include Enviro-crime investigations. The updated plan will include initiatives and strategies to ensure fly-tipping investigations are enhanced and increased with improved outcomes	10. Approval by Environment PDS Committee (Y/N)	N/A	March 2025	Neighbourhood Manager and Street Environment Contract Manager Environmental Investigations Manager
Investigate and enforce complaints of enviro-crime in accordance with the regulatory framework	Keep the borough's streets clean and green and reduce litter, dog fouling and fly-tipping through a programme of contracted works, education and enforcement activity	11. Present annual Enviro-crime report to PDS	N/A	March 2025	Environmental Investigations 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.	1. Total Local Authority Collected Waste (<145,000 tonnes)	Monthly	March 2025	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager
		2. Residual Waste collected per Household (<425 kg/household)	Monthly	March 2025	
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.	3. Flats recycling campaign delivered (Y/N)	N/A	March 2025	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager
		4. Environment Matters newsletter delivered twice (Y/N)	N/A	December 2024	
		5. Household Waste Recycled (>51%)	Monthly	March 2025	
			Monthly	March 2025	

		6. Local Authority Collected Waste Recycling Rate (44%) ¹ 7. Recycling Contamination Rate (%)	Annually	March 2025	
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.	8. Local Authority Collected Waste sent to landfill (<1%)	Monthly	March 2025	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.	9. Total number of missed recycling and waste collections (/100,000 collections) <120	Monthly	March 2025	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.	10. >15% increase in number of customers from previous year end total	Monthly	March 2025	Head of Neighbourhood Management and Waste Collection Contract Manager
Our Green Garden Waste Customers subscribe by using Direct Debit	Promote the use of the Green Garden Waste Direct Debit system so that 10% of the month's renewals and subscriptions are made by Direct Debit payment .	11. >10% of overall Green Garden Waste monthly renewals is by Direct Debit	N/A	March 2025	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.	12. 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

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.

Improve our waste transfer stations	Commence improvements to the infrastructure at the Waldo Road and Churchfields Waste Transfer Stations, which futureproof the Council Waste Depots.	13. Depot Capital Infrastructure Programme Implementation Phase commenced (Y/N)	N/A	March 2025	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.	14. Progress on optimising and refining service schedules through Strategic Partnership Board (Y/N)	N/A	March 2025	Head of Environmental Strategy, Technical Support and Commissioning Waste Disposal Contract Manager

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.

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
- Net Zero Carbon Plan

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	ECS PDS PERFORMANCE OVERVIEW REPORTING FREQUENCY	TARGET DATE	LEAD
Deliver the Open Space Strategy	Review the action plan against the ten-year fit for purpose Open Space Strategy for Bromley	1. Progress against the Open Space Strategy is scrutinised by the Environment PDS Committee annually (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	2. Meet contractual quality standards for parks and open spaces for key maintenance features (Key Services Objectives 1-7) 3. Report on monthly Highway verges and amenity grass	N/A Monthly	March 2025 March 2025	Parks & Grounds Maintenance Contract Manager and idverde Contract Manager

		cutting/strimming, within contractual service standards and timescales			
Distribute the Parks Platinum Jubilee Fund	Work in partnership with community groups to identify project and develop applications that support delivery of the ten year Open Space Strategy outcomes and the aspirations of local people.	4. Grant funding distributed (Y/N) 5. Projects delivered meet the outcomes identified in the application form (outcome based, no target) 6. Progress is scrutinised by the ECS PDS Annually (Y/N)	N/A N/A N/A	Ongoing (until the fund is spent) Ongoing March 2025	Parks & Grounds Maintenance Contract Manager and idverde Contract Manager
Innovation and Sustainability Opportunities	Implement service provider innovation to support Bromley's commitment to Carbon reduction, conservation and enhanced biodiversity	7. Reduction in glyphosate usage (90% over 5 years) 8. Closed loop composting system implemented (100% target). 9. Percentage of service provider small equipment inventory that is battery powered (80% by 2025) 10. 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 2025 March 2025 March 2025	Parks & Grounds Maintenance Contract Manager and 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.	11. Annual programme of inspections, servicing and repairs for the borough's equipped play areas identifying funding opportunities for playground enhancements	N/A	March 2025	Parks & Grounds Maintenance Contract Manager and idverde Contract Manager

			N/A	March 2025	
Improve wellbeing through improved access to activities and volunteering in parks	<p>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.</p> <p>Increasing outdoor exercise facilities to promote physical health.</p> <p>Develop a recruitment strategy to target additional young people to act as volunteers to support work in the parks.</p>	<p>12. Public Satisfaction of Parks (>80%)</p> <p>13. Include well-being metrics within the Public Satisfaction Survey.</p> <p>14. Young volunteer recruitment strategy implemented (Y/N)</p>	<p>Annually</p> <p>N/A</p> <p>N/A</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>	<p>Parks & Grounds Maintenance Contract Manager and idverde Contract Manager</p>
Ensure no net loss of street trees	<p>Ensure that more street trees are planted than felled .</p>	<p>15. No net loss of street trees (No. planted vs felled)</p>	<p>Annually</p>	<p>March 2025</p>	<p>Arboricultural Manager</p>
Increase areas of Woodland	<p>Investigate increased woodland development options, benefitting biodiversity and public access whilst supporting Bromley Council's ambition to be net zero carbon by 2027.</p>	<p>16. 15. 16. Sites identified for woodland establishment Grant funding secured for the delivery of woodland sites</p>	<p>N/A</p> <p>N/A</p>	<p>March 2025</p> <p>March 2025</p>	<p>Arboricultural Manager</p>

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.	17. Total monthly tasks completed on time by Arboricultural Services contractor (75% of all jobs)	Monthly	March 2025	Arboricultural Manager
Deliver a four year street tree planting programme (2021 – 2025)	Deliver a tree planting programme with an aftercare maintenance regime	18. Planting 1250 trees annually (No.)	N/A	March 2025	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 .	19. Tree safety inspections completed on time Annual target 20200 (No.)	Annually	March 2025	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 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 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.	<ol style="list-style-type: none"> 1. Condition of principal (A) roads (% considered for maintenance) 2. Condition of non-principal classified B & C roads (% considered for maintenance) 3. Condition of unclassified roads (% considered for maintenance) 	N/A	March 2025	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	4. Undertake boroughwide condition survey to assess impact of recent capital project 5. Completion of planned capital carriageway and footway maintenance projects (% complete)	N/A N/A	March 2025 March 2025	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 claims for personal injury and damage to property.	6. 10 day highway maintenance tasks completed within required timescale (%) 7. 35 day highway maintenance tasks completed within required timescale (%)	Monthly Monthly	March 2025 March 2025	Assistant Director, Highways
Ensure street lighting is maintained to the correct standards	The contractor's performance in completing street lighting repair works are monitored against required timescales. Reduce energy consumptions and maintenance costs through low energy LED units for all borough Street Lighting.	8. Routine street lighting maintenance tasks completed within four working days (%) 9. Routine street lighting maintenance tasks completed within eight working days (monthly) (%)	Monthly Monthly	March 2025 March 2025	Assistant Director, Highways
Investigate upgrade programme for illuminated signs and bollards	To investigate continued investment in illuminated signs and bollards to further reduce energy consumption and maintenance costs.	10. Implement a programme for illuminated signs and bollards (Y/N)	N/A	March 2025	Assistant Director, Highways
Review and update the Winter Service Plan	Review on the Winter Service's effectiveness and priorities in the light of experience gained in responding to past ice, snow and flooding incidents.	11. Updated winter service policy & plan produced (Y/N)	N/A	March 2025	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).	12. Projects completed within required budgets and timescales (Y/N)	N/A	March 2025	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.	13. Planning applications processed within required timescale (%)	N/A	March 2025	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).	14. Number of FPNs issued (outcome) ²	N/A	Ongoing	Assistant Director, Highways
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.	15. Number of Defect Notices (outcome) ³	N/A	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.	16. Flood Plan implemented (Y/N)	N/A	March 2025	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.	17. Planning applications processed within required timescale (%)	N/A	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

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

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 walking and cycle schemes	<p>Look to deliver high quality cycling and walking infrastructure to enhance transport choice and contribute to relieving congestion. Current schemes for which grant funding has been awarded or applied for include:</p> <ul style="list-style-type: none"> • Kent House to Croydon cycle route • New controlled crossings on Southend Road • Main Road, SMC, pedestrian crossing near Riverside School & park • Additional cycle permeability schemes • Bike hangars in residential areas plus cycle stands in town centres • Cycle training for top juniors, secondary school pupils and adults, plus accompanied rides. 	<p>1. Delivery of walking and cycling schemes</p>	<p>N/A</p>	<p>March 2025</p>	<p>Assistant Director of Traffic and Parking</p>
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.</p> <p>Current schemes for which grant funding has been awarded include new bus lanes in Anerley Road.</p>	<p>2. Maintain Bus Excess Wait Time (EWT)</p>	<p>Annually</p>	<p>March 2025</p>	<p>Assistant Director of Traffic and Parking</p>

Implement road safety measures	To promote safer travel and reduce the number and severity of road collisions, 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). Sites currently under investigation include Lawrie Park Road junction with Crystal Palace Park Road; The Avenue junction with Pickhurst Lane; and Addington Road junction with Corkscrew Hill.	3. People killed/seriously injured in road collisions** (No.) 4. Children killed/seriously injured in road collisions**(No.) 5. Total road collisions injuries and deaths**(No.)	Monthly N/A Monthly	March 2025 March 2025 March 2025	Assistant Director of Traffic and Parking
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.	6. Children travelling to school by foot, cycle or scooting (%) (From School Hands Up Surveys) 7. High level Cycle training activities (No.) 8. Continue to monitor the number of school travel plans annually.	N/A Monthly N/A	March 2025 March 2025 March 2025	Assistant Director of Traffic and Parking
Increase the availability of Electric Vehicle Charging Points	To promote the ownership of electric vehicles by facilitating appropriate public and residential charging points: residential EV charging options are being made available this year. Also to support the use of electric buses within the borough.	9. Cumulative no. of electric vehicle charging points installed (Outcome) 10. Electric bus scheme trialled (Y/N)	N/A N/A	March 2025 March 2025	Assistant Director of Traffic and Parking
Develop 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. We are engaging with an increasing number of schools with regards to the anti-idling campaign. This also involves	11. Anti-idling warnings issued (Outcome based, no target) 12. Schools engaged in anti-idling campaign (No.)	N/A 6 monthly	March 2025 March 2025	Assistant Director of Traffic and Parking

	enforcement of these idling cases by CEOs at participating schools.				
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. To support residents by implementing CPZs where suitable.</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 usage of parking facilities throughout the borough and enhance the quality of parking in Bromley's main Civic Centre car park.</p> <p>Continue to work towards a fully paperless permit solution (including visitor permits).</p>	<p>13. Parking usage in on and off street locations</p> <p>14. Number of incidents of graffiti, rubbish and fly tipping not cleared proactively as part of routine maintenance (No.)</p> <p>15. % of cases closed as Civil Enforcement Officers (CEO) errors within the month.</p>	<p>Monthly</p> <p>N/A</p> <p>N/A</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</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.

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.
- To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Strategic links:

- Making Bromley Even Better (Ambition 4 and 5)
- 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.	1. The Net Zero Carbon plan is scrutinised by the Environment PDS Committee annually (Y/N)	N/A	2027	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 mandatory that an Air Quality Strategy and Air Quality Action Plan	2. The ASR is scrutinised by the Environment PDS Committee. It is also submitted to DEFRA and the GLA by the annual deadline for review (Y/N)	N/A	September 2024	Manager of Environmental Protection and Housing Regulation

	<p>(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 published 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 and states the progress made in delivering the AQAP.</p>				
<p>Deliver Council services through procurement projects for contracts ending in 2027.</p>	<p>To ensure the Council's procurement options are reviewed for services which are delivered by external providers.</p> <p>Establish projects to provide enough time to plan and review the opportunities that are available to Bromley. Assessing business needs and challenging the specified levels of service to ensure efficiencies through procurement planning. This will include planning tender evaluation and contract management.</p> <p>Full consideration of options to deliver goods and services must be followed in the procurement strategy.</p>	<p>3. Services to consider procurement options and for decision reporting to be scrutinised at ECS PDS (Y/N)</p> <p>4. Project Boards to establish procurement options for Environmental Service contracts, in order to deliver the service (Y/N)</p>	<p>N/A</p> <p>N/A</p>	<p>March 2025</p>	<p>Director of Environment and Public Protection</p>

Performance Indicators

Number	Performance Indicators	24/25 Target
Priority 1	Keep our streets clean	
1A	Public Satisfaction with Cleanliness (% Streets / Neighbourhoods / Town Centres)	>76% >82% >90%
1B	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)	425
2C	Household Waste Recycled or Composted (%)	51%
2D	Local Authority Collected Waste Recycling Rate (%)	44%
2E	Recycling Contamination Rate (%)	TBC
2F	Local Authority Collected Waste Sent to Landfill (%)	1%
2G	Waste & Recycling collections - homes missed (per 100,000)	120
2H	Number of Green Garden Waste customers (No.)	>15% increase
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	Public Satisfaction with Parks and Grounds Maintenance (%)	80%
3C	Ensure no net loss of street trees (Net positive no. of trees)	Net gain in street trees
3D	Total monthly tasks completed on time by Arboricultural Services contractor (% of all jobs)	75%
Priority 4	Maintain our Transport Infrastructure and Public Realm	
4A	10 day highway maintenance tasks completed within required timescale (%)	90%
4B	35 day highway maintenance tasks completed within required timescale (%)	90%
4C	Routine street lighting maintenance tasks completed within four working days (%)	95%
4D	Routine street lighting maintenance tasks completed within eight working days (monthly) (%)	100%
Priority 5	Improve Travel, Transport & Parking	
5A	Maintain Bus Excess Wait Time (EWT) Annually at less than or equal to 1.0 minutes (time mins)	<1.0
5B	People Killed or Seriously Injured in Road Traffic collisions (No.)	<79
5C	Total Road collisions Injuries and Deaths (No.)	<842
5D	High Level Cycle training activities (No.)	220
5E	Schools engaged in anti-idling campaign (No.)	>50
5F	Parking usage in on and off street locations	3.5million parking sessions