



Environment and Community Services

Portfolio Plan for 2020/21

Introduction

Message from Cllr William Huntington-Thresher

Environment and Community Services Portfolio Holder



The environment is something that we all care about and is something that is of concern at a national and indeed, international level. Precisely what is meant by the environment varies according to context but each time you walk along the pavement in borough, you interact or are affected by the street environment. As part of our street cleaning operations, we work hard to maintain our streets but clearly the street environment is not just about street cleaning but the wider context too, including how the street looks visually and whether there are trees etc.

The Environment and Community Services (ECS) Portfolio plan is the Council's key strategic plan that draws together the wide range of environmental services we deliver operationally each day, come rain or shine. This does not just include streets, but also includes transport and parks and greenspace management too. It also includes our recycling and waste management service, encompassing one of London's leading recycling services. The Council's commitment to achieve net zero carbon emissions by 2029 is also included within the Portfolio plan. This underlines the council's proud clean and green image, with investment to achieve this target already underway.

The Environment and Community Services Portfolio Plan seeks to challenge us to do more and improve, with identified targets included for services. This includes work to improve road safety and the opportunities and range of travel choices as outlined in our Local Implementation Plan (LIP3), which set out the borough's transport priorities. We will make it easier to walk and choose to cycle, reducing congestion and working with partner organisations to deliver new public transport connectivity.

Since last year, we have been working hard to make our environment contracts as successful and efficient as possible and this work is continuing, with the new recycling services launched in the last year welcome evidence of this.

Bromley is proud of its record of working in partnership with residents, groups, businesses and voluntary organisations to improve the environment, working with Friends of Parks groups and Street Friends as part of this.

We will continue to look to best position all of our services for both now and the future, ultimately to serve our residents and our focus remains very much on service delivery with good customer service at its heart.

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 50%. However, our recycling rate has plateaued. 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, *id verde* 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. 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.

All 5 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 2020-2021 (*draft*)

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	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.	1. Increased number of Street Friend volunteers (>1,350) 2. Monitor the hours/duties of Community Payback operations (outcome based)	March 2021	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Review street cleansing frequencies	Continue to adapt street cleaning techniques and frequencies/times to address local issues identified by Members and communities, supplemented by the Client Monitoring Team.	3. Quarterly review of street cleansing operations	March 2021	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 (1A).	4. Satisfaction with Local Streets (>73%) 5. Satisfaction with Local Area (>85%) 6. Satisfaction with Town Centre (>86%)	December 2020	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 (1B).	7. To undertake a monthly minimum of 2,000 inspections 8. Achieve the cleanliness standards as specified (i.e. COPLR) for Street Cleansing with >94% of inspections graded as meeting the acceptable standard	March 2021	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD

Implement a schedule for rural litter picking	Develop and implement a schedule for rural country lanes for litter picking, tied in with an environmental campaign designed to discourage littering.	9. Schedule implemented (Y/N) 10. Signs displayed and tested for efficacy (Y/N)	March 2021	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Implement a chewing gum removal programme	Remove chewing gum from town centre streets (subject to a successful trial being held in March 2020)	11. Cleanliness standards achieved (Y/N) 12. Town Centre customer satisfaction target scores achieved (86%)	March 2021 December 2020	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Benchmarking via APSE (Association for Public Sector Excellence)	Where possible, based on reliable data, benchmark value for money and satisfaction with average values from other local authorities with data compiled through APSE.	13. Above average value for money services (Y/N) 14. Above average customer satisfaction (Y/N)	March 2021	David Hall, (Neighbourhood Manager and Street Environment Contract Manager)
Review and update the Street Care Plan 2020-21	Relaunch the Street Care Plan by consolidating and updating it to be pertinent and reflective of the new service contract that commenced in April 2020.	15. First draft of document ready for publication (Y/N)	April 2020	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

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
Minimise Waste	Encourage and assist residents and businesses to minimise their waste through behaviour change campaigns and service design (2A and 2D).	16. Total Local Authority Collected Waste (<140,000 tonnes)	March 2021	Amy Harris, (Waste Strategy Manager and Waste Disposal Contract Manager)
		17. Residual Waste collected per Household (<450 kg/household)	March 2021	
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. (2B, 2C, 2F).	18. Flats recycling campaign delivered (Y/N)	November 2020	Amy Harris, (Waste Strategy Manager and Waste Disposal Contract Manager)
		19. Environment Matters newsletter delivered twice (Y/N)	March 2021	
		20. Household Waste Recycled (50.5%)	March 2021	Jim Cowan, (Neighbourhood Manager and Waste Collection Contract Manager)
		21. Local Authority Collected Waste Recycling Rate (44%) ¹	March 2021	
		22. Missed bins (/100,000 collections) <120	March 2021	
ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD

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.	23. Local Authority Collected Waste sent to landfill (<2%)	March 2021	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 32,000. Introduce the option to pay for Green Garden Waste Collections by Direct Debit as part of the LBB Corporate Direct Debit Scheme (2E).	24. Green Garden Waste customers (>32,000)	March 2021	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.	25. Depot Improvement Scheme Design Work completed (Y/N)	March 2021	Cathy Pimm, (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.	26. Website integration with Veolia's ECHO system fully implemented (Y/N) 27. Further enhancements to the web site functionality implemented (Y/N)	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.	28. Reduction in Service Provider's emissions (%)	March 2021	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
- LBB Parks Strategy 2020-2025
- Events & Activities Strategy 2020-2025

What are we going to do?

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
Launch a Bromley Parks Strategy	Develop and Deliver a five year, fit for purpose Parks Strategy for Bromley, along with associated action plans, as reviewed by the Parks, Greenspace & Countryside (PG&C) Stakeholder Panel	29. Strategy Launched (Y/N)	July 2020	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (<i>id</i> verde Contract Manager)
Deliver joint Parks monitoring programme with <i>id</i> verde to ensure that contract standards are maintained	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. (3B)	30. Meet contractual quality standards for parks and open spaces (>75% contractual tasks delivered to service standards) 31. Highway verges and amenity grass cutting/strimming, within contractual service standards and timescales (>75%)	Ongoing	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (<i>id</i> verde Contract Manager)

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>Increase public awareness of parks and the benefits they offer</p>	<p>Raise public awareness about Parks, Greenspace & Countryside (PGC) through promotional activities and the newly updated https://www.bromleyparks.co.uk/ website. Implement the Events & Activities Strategy (2020-25) to 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 through a recently adopted partnership with New Woodlands Primary School). (3E).</p>	<p>32. No. of events in parks (>250)</p> <p>33. Number of environmental outreach visits to BEECHE and schools (>1800 children and young people reached)</p> <p>34. No. of forest school outdoor learning opportunities delivered at Crystal Palace Park (<i>target tbc</i>)</p>	<p>March 2021</p> <p>March 2021</p> <p>March 2021</p>	<p>James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (<i>id verde</i> 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. 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 2020/21. Increase financial support for large scale Grassland, heathland and woodland projects in the borough, including; Hangrove, High Elms and Keston Bog. (3C and 3D)</p>	<p>35. Large Projects completed (Y/N)</p> <p>36. New High Level Stewardship Agreement Implemented for 2020/21 (Y/N)</p> <p>37. External Funding received (outcome based, no target)</p>	<p>March 2021</p>	<p>James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (<i>id verde</i> Contract Manager)</p>
<p>Implement service provider innovation to support Bromley's commitment to Carbon reduction and enhanced biodiversity</p>	<p>Reduce the usage of Glyphosate in Parks and Green spaces by using Foamstream technology and other biodegradable means as a preferred herbicide, in order to reduce weed growth whilst using less inorganic chemicals.</p> <p>Invest in a closed loop composting system to turn parks green waste into soil improver, enhancing the quality of parks through mulches, compost and soil improver.</p> <p>Replace the Service Provider's equipment with battery power in preference to polluting fuels.</p>	<p>38. Reduction in glyphosate usage (90% over 5 years)</p> <p>39. Closed loop composting system implemented (Y/N)</p> <p>40. Percentage of service provider small equipment inventory that is battery powered (20%)</p> <p>41. Percentage of Service Provider All-Terrain Vehicle (ATV) fleet that is electric (30%)</p>	<p>March 2025</p> <p>March 2021</p> <p>March 2021</p> <p>March 2021</p>	<p>James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (<i>id verde</i> Contract Manager)</p>

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
Enhance the borough's outdoor play areas	<p>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:</p> <ul style="list-style-type: none"> • Kings Meadow Play Project • BMX Pump Track • High Elms Sensory Trail 	42. Minimum of 3 major new play spaces implemented (Y/N)	March 2021	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	<p>Contribute to improving residents' well-being by supporting park users, sports activity providers and allotment holders. To include Green Gyms, Outdoor Gyms and Nash College classes for disadvantaged individuals.</p> <p>Develop a recruitment strategy to target additional young people to act as volunteers to support work in the parks. (3A).</p>	<p>43. Public Satisfaction of Parks (>75%)</p> <p>44. No. of classes and activities delivered (<i>target tbc</i>)</p> <p>45. Young volunteer recruitment strategy implemented (Y/N)</p>	March 2021	James Hilsden, (Neighbourhood Manager and Parks & Grounds Maintenance Contract Manager) and Frank Kleinhans, (id verde Contract Manager)
Ensure no net loss of street trees	<p>Ensure that more trees are planted than felled. Maintain Bromley's publicly-owned tree stock in a safe condition.</p> <p>Replace trees in parks and green spaces as appropriate. (3F).</p>	46. No net loss of street trees (No. planted vs felled)	March 2021	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.	47. Increase in the area of Bromley's woodland (% of borough)	March 2021	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. (3G)	48. Total monthly tasks completed on time by Arboricultural Services contractor (% of all jobs)	March 2021	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	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 and 4B).	49. Condition of principal (A) roads (% considered for maintenance) 50. Condition of non-principal classified B & C roads (% considered for maintenance) 51. Condition of unclassified roads (% considered for maintenance)	March 2021	Garry Warner, (Assistant Director, Highways)
Ensure highway network is maintained through planned works programmes	Use condition surveys to prioritise planned maintenance projects. Complete projects within required budget and timescales.	52. Completion of planned capital carriageway and footway maintenance projects (% complete)	March 2021	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 claims for personal injury and damage to property. (4G and 4H).	53. Highway safety inspections completed on time (%) 54. Highway maintenance tasks completed within required timescale (%)	March 2021	Garry Warner, (Assistant Director, Highways)
ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD

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. (4E and 4F).	55. Routine street lighting maintenance tasks completed within four working days (%) 56. Routine street lighting maintenance tasks completed within eight working days (monthly) (%)	March 2021	Garry Warner, (Assistant Director, Highways)
Develop a street lighting upgrade programme	Continue to investigate options for investing (e.g. through SALIX or Carbon Off-setting Fund and LBB capital) in Street Lighting initiatives to further reduce energy consumption and maintenance costs, to support the delivery of our 2029 net zero carbon target.	57. Prepare investment project for replacement of remaining street lights with low energy LED units (Y/N)	March 2021	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.	58. Updated winter service policy & plan produced (Y/N)	March 2021	Garry Warner, (Assistant Director, Highways)
Deliver major traffic improvement projects	Complete the major traffic improvement projects in Kangley Bridge Road, Crofton Lane, Court Road, Kings Hall Road, Lennard Road and Elmers End Road.	59. Projects completed within required budgets and timescales (Y/N)	March 2021	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.	60. Planning applications processed within required timescale (%)	March 2021	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) (4C).	61. Number of FPNs issued (outcome) ²	Ongoing	Garry Warner, (Assistant Director, Highways)
ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD

² *Fixed 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. (4D).	62. Number of Defect Notices (outcome) ³	Ongoing	Garry Warner, (Assistant Director, Highways)
Implement a Flood Risk and Resilience Plan	Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role.	63. Flood Plan implemented (Y/N)	March 2021	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.	64. Planning applications processed within required timescale (%)	Ongoing	Garry Warner, (Assistant Director, Highways)

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 *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	TARGET DATE	LEAD
<p>Implement new walking and cycle schemes</p>	<p>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 to:</p> <ul style="list-style-type: none"> • Orpington Station from Crofton Road • Orpington Town Centre from the Ramsden Estate • Crystal Palace Park • Kent House Station • Various schools in Bickley • Shortlands & Bromley Friendly Streets project; and • Hayes Village local neighbourhood scheme <p>We will include green infrastructure such as trees and green walls within the design of transport schemes in order to improve air quality. (5B and 5C).</p>	<p>65. Daily trips originating in the borough made by bicycle (%)</p> <p>66. Daily trips originating in the borough made by foot (%)</p>	<p>March 2021</p>	<p>Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).</p>

ACTION	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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. (5D and 5E).</p>	<p>67. Average vehicle delay (mins/km) – Principal Roads</p> <p>68. Maintain Bus Excess Wait Time (EWT) Annually (at less than or equal to 1.0 minutes)</p>	March 2021	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).
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). (5F, 5G, 5H).	<p>69. People killed/seriously injured in road accidents* (No.)</p> <p>70. Children killed/seriously injured in road accidents* (No.)</p> <p>71. Total road accident injuries and deaths* (No.)</p>	March 2021	Angus Culverwell, (Assistant Director of Transport, 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. (5A).	<p>72. Children travelling to school by foot, cycle or scooting (%) (From School Census)</p> <p>73. Cycle training activities (No.)</p> <p>74. School Travel Plans (No.)</p>	March 2021	Angus Culverwell, (Assistant Director of Transport, 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 including the first Rapid Charge Points in the Borough. Also to support the use of electric buses within the Borough.	<p>75. New charging points installed (No.)</p> <p>76. Electric bus scheme trialled (Y/N)</p>	March 2021	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 May 2020.	<p>77. Warning notices issued (No.) Outcome based, no target</p> <p>78. PCNs issued (No.) Outcome based, no target</p> <p>79. Schools engaged in anti-idling campaign (No.)</p>	March 2021	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).

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.</p> <p>Continue to work towards a fully paperless permit solution (including visitor permits). (5I, 5J, 5K, 5L).</p>	<p>80. Customers using online self-serve transactions to challenge PCNs (%)</p> <p>81. Machines non-operational time during full period (%)</p> <p>82. Cashless parking usage in on and off street locations (% of users paying for on and off street parking by RingGo)</p> <p>83. Number of incidents of graffiti, rubbish and fly tipping not cleared proactively as part of routine maintenance (No.)</p>	March 2021	Angus Culverwell, (Assistant Director of Transport, Traffic and Parking).
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Road casualty data are recorded on a calendar year basis

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

Performance Indicators

Number	Performance Indicators	20/21 Target
1A	Public Satisfaction with Cleanliness (% Streets / Neighbourhoods / Town Centres)	>76% >82% >90%
1B	Streets Meeting Acceptable Cleanliness (%)	>92%
2A	Total Waste Arising (refuse and recycling) (tonnes)	146,000
2B	Household Waste Recycled or Composted (%)	50.50%
2C	Local Authority Collected Waste (%)	2.00%
2D	Residual Household Waste per Household (kg)	440.0
2E	Number of Green Garden Waste customers (No.)	30,000
2F	Waste & Recycling collections - homes missed (per 100,000)	120
3A	Public Satisfaction with Parks and Grounds Maintenance (%)	80%
3B	Highways verges and amenity grass cutting/trimming, within contractual service standards and timescales (%)	75%
3C	External Funding (£000)	N/A
3D	Partnership Funding* (£000)	N/A
3E	Number of attendees for environmental education sessions at BEECHE	4,500
3F	Ensure no net loss of street trees (Net positive no. of trees)	Net gain in street trees

3G	Total monthly tasks completed on time by Arboricultural Services contractor (% of all jobs)	75.00%
4A	Condition of principal (A) roads (% considered for maintenance)	<6%
4B	Condition of non-principal classified (B & C) roads (% considered for maintenance)	<8%
4C	Number of FPNs Issued (to utilities in relation to permits)	N/A
4D	Number of Defect Notices (to utilities in relation to reinstatement)	N/A
4E	Routine street lighting maintenance tasks completed within four calendar days (%)	N/A
4F	Routine street lighting maintenance tasks completed within eight calendar days (monthly) (%)	N/A
4G	10 day highway maintenance tasks completed within required timescale (%)	N/A
4H	35 day highway maintenance tasks completed within required timescale (%)	N/A
5A	Children travelling to school by foot, cycle or scooting (%) (From School Census)	48%
5B	Daily Trips Originating in the Borough made by Bicycle (%)	1.7%
5C	Daily Trips Originating in the Borough made by Foot (%)	29.0%
5D	Average Vehicle Delay (mins per km - principal roads)	0.70
5E	Maintain Bus Excess Wait Time (EWT) Annually at less than or equal to 1.0 minutes (time mins)	<1.0
5F	People Killed or Seriously Injured in Road Traffic Accidents (No.)	<86
5G	Children Killed or Seriously Injured in Road Traffic Accidents (No.)	Target cannot be set at present
5H	Total Road Accident Injuries and Deaths (No.)	Target cannot be set at present
5I	Customers using online self-serve transactions to challenge PCNs (%)	78.7%
5J	Number of incidents of graffiti, rubbish, fly tipping etc. not cleared proactively as part of routine maintenance (No.)	70.00
5K	Pay and Display Machine Maintenance (Percentage of machine non-operational time during full period)	1.00%
5L	Cashless parking usage in on and off street locations (Percentage of users paying for on and off street parking by RingGo)	>40%