



Environment and Community Services

Portfolio Plan for 2025/26

Introduction



**Portfolio Holder for Environment
Councillor Will Rowlands**

Whilst it is pleasing to be confirmed as London's leading recycling borough, it is a milestone achievement that we recycled over half of Bromley's waste for the first time.

Reducing the total amount of waste produced though continues to be important, with the savings as important as ever. As part of increasing recycling further we will improve the recycling and food waste collection service to purpose-built blocks of flats.

Keeping our streets clean and litter free remains important, which included sweeping away over 1,800 tonnes of leaves last autumn in addition to our routine street cleaning. We actually issued over 3,000 fixed penalty notices to stop littering last year, recognising the impact of littering.

The Tremendous tree planting initiative has successfully seen 5,000 additional street trees planted enhancing the street scene of our green borough. Tree planting has also continued in our parks, with resident and friend of park volunteers helping plant 6,800 trees.

We value working in partnership with residents, recognising the strength this brings. Through our Platinum Jubilee Parks Fund, we have now awarded £853k to 57 projects and a big thank you to all involved, with Friends groups and other applicants also securing and contributing a total of £470k of additional funding as well. We will also continue to work towards securing grant funding to help us to make further improvements in line with our Open Space Strategy objectives.



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

Road safety is our paramount priority. I'm delighted that last year we saw the largest reduction in Killed or seriously injured accidents in London. We cannot rest on our laurels as there will be years when the rate unfortunately increases. KSI casualties have declined by 48% from the average 2005 to 2009 compared with the average from 2019-2023. We are committed to doing more in support of road safety and whilst budgets are limited, our Local Implementation Plan funded by Transport for London means we will introduce more road schemes which are carefully targeted.

Our Driven by Consequences presentation is a key part of our road safety work with secondary schools. Our school travel plans have more Gold accreditations than any other London borough, with our anti-idling campaign continuing as well.

We are supporting home electric charging for residents who may not have driveways.

Whilst we continue to repair potholes we are expanding our resurfacing programme - the best antidote to potholes. Co-ordinating the work of utility companies working on the highway network to minimise delay and congestion is an under-appreciated aspect of our work, that very much continues, including to ensure that our roads are then made good and returned to use without defects.

We are mindful of the potential to utilise new technologies as they emerge, with new technology - digitalisation, Artificial Intelligence and robotics able to improve efficiency and reduce costs. We will actively look to use such innovations wherever practicable.

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 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 and we will continue to work with residents and local businesses to waste less and recycle even 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 improve the health and wellbeing of our residents and visitors. We will work in partnership with the voluntary community and our Service Providers 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*

Traffic congestion, poor driving, parking issues and limited transport options can be a major source of frustration for residents. Lack of connectivity and investment in transport prevents access to opportunities and services. We seek to address these issues by promoting 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 portfolios the work to meet the target is actually taking place across all portfolios.

Both the Council's Carbon Net Zero 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 Carbon Net Zero 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 Carbon Net Zero 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:

- Ambition 3 - For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- Ambition 4 - For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- Ambition 5 - 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
- 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 | 1. Increased number of Street Friend volunteers (>1,350). | N/A | March 2026 | Neighbourhood Manager (Street Environment) |
| | | 2. Support the organisation of Community Impact Days (one per month). | N/A | March 2026 | |
| | | 3. Distribution and collection of Purple Sacks to volunteers for community led clean-ups (target is 1,500 sack collections per annum). | N/A | March 2026 | |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------|--------------------------------------------|
| 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 2026 | Neighbourhood Manager (Street Environment) |
| 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 2025 | Neighbourhood Manager (Street Environment) |
| 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 2026 | Neighbourhood Manager (Street Environment) |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------|--------------|------------------------------------------------------------------------------------|
| Review and update the Street Care Plan | Relaunch the Street Care Plan by consolidating and updating it to be pertinent and reflective of the extended service contract and 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 ECS PDS Committee. | N/A | March 2026 | Neighbourhood Manager (Street Environment) 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 update report to PDS (ECS and PP). | N/A | October 2025 | Environmental Investigations Manager |

Priority 2 - Minimise Waste and Increase Recycling

Our Ambitions

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

- Ambition 3 - For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- Ambition 4 - For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- Ambition 5 - 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). 2. Residual Waste collected per Household (<425 kg/household). | Monthly Monthly | March 2026 March 2026 | Head of Environmental Strategy, Technical Support and Commissioning |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| 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). 4. Environment Matters produced, and delivered as an insert in Our Bromley magazine, three times a year (Y/N). 5. Household Waste Recycled (>51%). 6. Local Authority Collected Waste Recycling Rate (44%) ¹ . 7. Recycling Contamination Rate (<5.5%). | N/A N/A Monthly Monthly Annually | March 2026 March 2026 March 2026 March 2026 March 2026 | Head of Environmental Strategy, Technical Support and Commissioning |
| 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 2026 | Head of Environmental Strategy, Technical Support and Commissioning |
| 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 (per 100,000 collections) <120. | Monthly | March 2026 | Head of Neighbourhood Management |

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.

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------|
| Deliver a high-quality Green Garden Waste collection service for subscribing members | Continue to provide a high-quality, convenient and reliable Green Garden Waste collection service to ensure customer satisfaction for subscribers. | 10. To maintain Green Garden Waste subscriptions at 40% of the total customer base, recorded on 1st April each year for the following 12 months (Y/N). | Annually | March 2026 | Head of Neighbourhood Management |
| 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 are by Direct Debit. | N/A | March 2026 | Head of Neighbourhood Management |
| 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 |
| Improve our waste transfer stations | Commence improvements to the infrastructure at the Waldo Road Waste Transfer Station, which futureproof the Council Waste Depots. | 13. Depot Capital Infrastructure Programme construction phases commenced on schedule (Y/N). | N/A | March 2026 | Assistant Director, Environment Head of Environmental Strategy, Technical Support and Commissioning |

Priority 3 - Enhance Bromley's Parks & Green Spaces

Our Ambitions

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

- Ambition 1 - 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.
- Ambition 2 - For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- Ambition 3 - For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- Ambition 4 - For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- Ambition 5 - 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 (all 5 Ambitions)
- Open Space Strategy 2021-2031
- Tree Management Strategy 2023 - 2027
- Regeneration Strategy
- Air Quality Action Plan
- Carbon Net Zero Action 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 | Assistant Director, Environment (Carbon Management & Greenspace) idverde Contract Manager |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|---------------------------------------------------------|
| 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 Service Objectives 1-7). 3. Report on monthly Highway verges and amenity grass cutting/trimming, within contractual service standards and timescales. | N/A Monthly | March 2026 March 2026 | Parks & Open Spaces Manager idverde Contract Manager |
| Distribute the Parks Platinum Jubilee Fund | Work in partnership with community groups to identify projects 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 | March 2026 Ongoing March 2026 | Greenspace Contracts and Programme Manager |
| Innovation and Sustainability Opportunities | Implement service provider innovation to support Bromley's commitment to Carbon reduction, conservation and enhanced biodiversity | 7. Delivery against the targets in the idverde Bromley Biodiversity Action Plan (iBBAP) which is monitored through the Service Operations Board. 8. Reduction in glyphosate usage from the 2019 baseline. 9. 75% of Green Waste produced as part of Grounds Maintenance operations to be disposed of sustainably. | N/A N/A N/A | March 2026 March 2026 March 2026 | Parks & Open Space Manager idverde Contract Manager |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------|--------------------------------------------------------------------------|
| Enhance the borough's outdoor play areas | Maintain the borough's equipped play areas so they provide good quality local facilities for all. | 10. Annual programme of inspections, servicing and repairs for the borough's equipped play areas. 11. Identify funding opportunities for playground enhancements. | N/A N/A | March 2026 March 2026 | Greenspace Contracts and Programmes Manager 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. | 12. Public Satisfaction of Parks (%). 13. Young volunteer recruitment strategy implemented (Y/N). | Annually N/A | March 2026 March 2026 | Parks & Grounds Maintenance Contract Manager idverde Contract Manager |
| Ensure no net loss of street trees | Ensure that more street trees are planted than felled. | 14. No net loss of street trees (No. planted vs felled). | Annually | March 2026 | Arboricultural Services Manager |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------|---------------------------------|
| 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 for Scope 1 and 2 emissions by 2027. | 15. Sites identified for woodland establishment Grant funding secured for the delivery of woodland sites. | N/A | March 2026 | Arboricultural Services Manager |
| Ensure that contract standards are maintained by Arboricultural Service Provider | Ensure that the Arboricultural Service Providers, complete works within the assigned priority timescale. | 16. Total number of jobs completed within the assigned timescale monthly (75%). | Monthly | March 2026 | Arboricultural Services 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. | 17. Tree safety inspections completed on time. Annual target: 20,000 trees. | Annually | March 2026 | Arboricultural Services Manager |

Priority 4 - Maintain our Transport Infrastructure and Public Realm

Our Ambitions

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

- Ambition 1 - 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.
- Ambition 2 - For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- Ambition 3 - For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- Ambition 4 - For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- Ambition 5 - 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 (all 5 Ambitions)
- 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. External consultants to be commissioned to assist in providing data required by DfT for grant funding. | 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 N/A N/A | March 2026 March 2026 March 2026 | 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 planned maintenance projects. 5. Completion of planned carriageway and footway maintenance projects (% complete). | N/A N/A | March 2026 March 2026 | Assistant Director, Highways Highways and Street Lighting Manager |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------|----------------------------------------------------------------------|
| 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 2026 March 2026 | Assistant Director, Highways Area Manager |
| Ensure street lighting is maintained to the correct standards | The contractor's performance in completing street lighting repair works is monitored against required timescales. Reduce energy consumptions and maintenance costs through low energy LED units for all road signs and illuminated bollards. | 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 2026 March 2026 | Assistant Director, Highways Highways and Street Lighting Manager |
| 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). | Monthly | March 2026 | Assistant Director, Highways |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------|------------------------|-------------------------------------------------------------------------|
| 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 and plan produced. | Monthly | March 2026 | 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. | N/A | March 2026 | 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 | Ongoing | Assistant Director, Traffic and Parking Highways Development Manager |
| Monitor and enforce against overdue utility works on the highway | Continue to monitor the progress of utility works (though the London Permit scheme) and take enforcement action when works are not completed within the agreed timescale (to reduce traffic congestion). | 14. Number of permits issued 15. Number of FPNs issued (outcome) ² . | N/A N/A | Ongoing Ongoing | Assistant Director, Highways Network Manager |

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.

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------|-------------------------------------------------|
| 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. | 16. Number of inspections completed. 17. Number of Defect Notices (outcome) ³ . | N/A N/A | Ongoing Ongoing | Assistant Director, Highways Network Manager |
| Implement a Flood Risk and Resilience Plan | Increase flood risk awareness and develop resilience through our Lead Local Flood Authority role. | 18. Flood Plan implemented (Y/N) | N/A | March 2026 | 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. | 19. Planning applications processed within required timescale (%). | N/A | Ongoing | Assistant Director, Highways |

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

³ Defect Notices are issued to Utilities for poor quality reinstatement following highway works.

Priority 5 - Improve Travel, Transport and Parking

Our Ambitions

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

- Ambition 1 - 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.
- Ambition 2 - For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- Ambition 3 - For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- Ambition 4 - For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- Ambition 5 - 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 (all 5 Ambitions)
- 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. Look to create off road cycle ways when new roads are being planned. Current schemes for which grant funding has been awarded include:</p> <ul style="list-style-type: none"> • Main Road, St Mary Cray, pedestrian crossing near Riverside School & park. • Chislehurst War Memorial crossings. • Chinese Roundabout parallel zebra crossings. • 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>We oppose 'floating' bus stops which require passengers to cross a cycle lane to board a bus. Low Traffic Neighbourhoods merely displace traffic to other roads, we will not accept any applications for such schemes.</p> | 1. Delivery of walking and cycling schemes | N/A | March 2026 | Assistant Director, Traffic and Parking Traffic Engineering Manager |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | 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.</p> <p>Current schemes for which grant funding has been awarded include new bus lanes in Anerley Road.</p> | 2. Maintain Bus Excess Wait Time (EWT). | Annually | March 2026 | Assistant Director, Traffic and Parking Transport Planner |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Implement road safety measures | <p>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). Cluster sites recently improved or planned for improvement include Southend Road, Roundabout. Sites currently under investigation include Elmers End Road junction with Bourdon Road; Maple Road junction with Penge High Street; and Sevenoaks Way junction with Broomwood Road.</p> <p>Road humps impede the emergency services and it is our policy not to introduce them. Where a road to be resurfaced has humps we will review whether any should be reinstated. We will review the current 20 MPH zones.</p> | <p>3. People killed/seriously injured in road collisions** (No.).</p> <p>4. Children killed/seriously injured in road collisions** (No.).</p> <p>5. Total road collisions injuries and deaths** (No.).</p> | <p>Monthly</p> <p>N/A</p> <p>Monthly</p> | <p>March 2026</p> <p>March 2026</p> <p>March 2026</p> | <p>Assistant Director, Traffic and Parking</p> <p>Traffic Engineering Manager</p> <p>Road Safety Manager</p> <p>Transport Planner</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.</p> | <p>6. Children travelling to school by foot, cycle or scooting (%) (From School Hands Up Surveys).</p> <p>7. High level Cycle training activities (No.).</p> <p>8. Continue to monitor the number of school travel plans annually.</p> | <p>N/A</p> <p>Monthly</p> <p>N/A</p> | <p>March 2026</p> <p>March 2026</p> <p>March 2026</p> | <p>Assistant Director, Traffic and Parking</p> <p>Road Safety Manager</p> |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------|
| Increase the availability of Electric Vehicle Charging Points | To support the ownership of electric vehicles by facilitating appropriate residential charging points: residential EV charging options are 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 2026 March 2026 | Assistant Director, Traffic and Parking Road Safety Manager |
| 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 enforcement of these idling cases by CEOs at participating schools. | 11. Anti-idling warnings issued/drivers advised to move (Outcome based, no target). 12. Schools engaged in anti-idling campaign (No.). | N/A 6 monthly | March 2026 March 2026 | Assistant Director, Traffic and Parking Transport Engagement Team Leader |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------|
| 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 Controlled Parking Zones (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 Stockwell Close 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 2026</p> <p>March 2026</p> <p>March 2026</p> | <p>Assistant Director, Traffic and Parking</p> <p>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:

- Ambition 4 - For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- Ambition 5 - 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 4 and 5)
- Carbon Net Zero Action 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 Carbon Net Zero Action Plan for Scope 1 and 2 emissions | The Carbon Net Zero Action Plan was presented to PDS in 2020, and it outlines the action we will take to reduce the Council's organisational emissions (Scope 1 and 2) to zero by 2027. | 1. The Carbon Net Zero Action Plan is scrutinised by the Environment PDS Committee annually (Y/N). | N/A | March 2026 | Carbon Programme Manager |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------|------------------------------------------------------------|
| Produce an Air Quality Annual Status Report | <p>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.</p> <p>Where levels are found to be in excess of the objectives it is 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 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>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).</p> | N/A | October 2025 | Manager of Environmental Protection and Housing Regulation |

| Action | Detail | Measures of Success | ECS PDS Performance Overview Reporting Frequency | Target Date | Lead |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------|-----------------------------------------------|
| Deliver Council services through procurement projects for contracts ending in 2026/7 | <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> | March 2026 | Director of Environment and Public Protection |

Performance Indicators

Priority 1 – Keep Our Streets Clean

| Number | Performance Indicators | 2025/26 Target |
|-----------|----------------------------------------------------------------------------------|----------------------|
| 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

| Number | Performance Indicators | 2025/26 Target |
|-----------|---------------------------------------------------------------------------------|----------------|
| 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 (%) | 5.5% |
| 2F | Local Authority Collected Waste Sent to Landfill (%) | 1% |
| 2G | Waste & Recycling collections - homes missed (per 100,000) | 120 |
| 2H | Maintain the number of Green Garden Waste subscriptions at 40% of customer base | 40% |

Priority 3 – Enhance Bromley’s Parks and Green Spaces

| Number | Performance Indicators | 2025/26 Target |
|--------|-------------------------------------------------------------------------------------------------------------|--------------------------|
| 3A | Highways verges and amenity grass cutting/trimming, 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 | Number of arboriculture jobs due for completion in month completed on time | 75% |
| 3E | Tree safety inspections completed on time Annual target 20,000 | 20,000 |

Priority 4 – Maintain our Transport Infrastructure and Public Realm

| Number | Performance Indicators | 2025/26 Target |
|--------|---------------------------------------------------------------------------------------------|----------------|
| 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

| Number | Performance Indicators | 2025/26 Target |
|--------|-----------------------------------------------------------------------------------------------|-----------------------------|
| 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 |