

Subject:	City Environment Modernisation Update		
Date of Meeting:	22 January 2019		
Report of:	Executive Director Economy, Environment & Culture		
Contact Officer:	Name:	Lynsay Cook	Tel: 01273 292448
	Email:	lynsay.cook@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 At Environment, Transport & Sustainability Committee on 9 October 2018 Members were presented with an update on the City Environment Modernisation Programme. It was agreed that a report updating progress on all matters be brought to the 22 January 2019 Environment, Transport & Sustainability Committee. This report provides the update and a RAG status for each of the projects.

2. RECOMMENDATIONS:

- 2.1 That Environment, Transport & Sustainability Committee note the progress made through the City Environment Modernisation Programme.
- 2.2 That Environment, Transport & Sustainability Committee note the outcomes of the communal recycling trial in the Montpelier area of the city as detailed in Appendix 1.
- 2.3 That Environment, Transport & Sustainability Committee note the activity planned as part of the Increasing Recycling Project, including the education and information campaign, as detailed in Appendix 2.

3. CONTEXT/ BACKGROUND INFORMATIONIncreasing recycling (amber)

- 3.1 From August to October 2018, a communal recycling bin trial took place in the Montpelier area of the city. The purpose of the trial was to identify potential solutions to reduce high levels of contamination found in communal recycling rounds. Cityclean also took the opportunity to better understand how recycling can be made easier for residents and how recycling information can be presented in the most effective way.
- 3.2 The trial involved installing 29 green dry mixed recycling bins and seven red glass recycling bins, replacing the black containers. All bins were kept the same size and in the same locations. The bins served 1,761 properties and approximately 12% of the CM3 communal recycling round.

- 3.3 Before the trial began, an information leaflet was sent to all properties on the roads affected by the trial. This detailed the purpose of the trial, pictures of the trial bins, the items that can be placed in each of the recycling bins, and how residents can provide feedback on the trial. An online feedback form was created for residents to share their feedback and #MakingRecyclingEasier was supplied for people to use social media to provide feedback.
- 3.4 Arrangements were made to sample the recycling from the trial area once a week. Weekly reports were provided by Veolia showing the recycling quality from the sample. Cityclean used a separate vehicle to ensure the contents were not mixed with the regular bins from the remaining CM3 round.
- 3.5 The results of the trial, including recycling quality, feedback and next steps are in Appendix 1.
- 3.6 A trial is also being explored for litter bin recycling. Cityclean, in partnership with the Friends of Hove Lagoon (FHL) and the Big Beach Café, are trialling a recycling litter bin scheme to try and capture recyclable litter. Launched on 8 September 2018, three dual recycling litter bins have been placed in the lagoon area. The bins are closely monitored by the FHL and staff at the Café to ensure there is no contamination in the bins before the material gets collected by Cityclean. FHL and the Café are responsible for decanting the litter bin into a larger 1100 litre bins ready for operatives to collect. The trial is initially three months long but as the contamination levels have been reasonable and potentially solvable, the recommendation would be to extend it over onto the summer of 2019 and see how it could work during a busier period, to ultimately inform what may be achievable city-wide.

Commercial services (amber)

- 3.7 Consultation with staff and trade unions has been completed regarding the creation of the Commercial Team and recruitment has started.
- 3.8 The trade waste terms and conditions have been updated to provide a more robust service. All customers will be written to informing them that following a review of costs and current charges, prices will increase from 1 April 2019. Cityclean has completed a capacity audit to take on new customers. Those on the waiting list will be contacted over the coming months.
- 3.9 Improvements are being made to the trade waste sack service, including updated terms and conditions and improved data management. This is a service the Commercial Team will be looking to expand as it provides the additional benefit of reducing the number of bins stored on the highway.
- 3.10 The new digital application to manage the garden waste service has been launched which has improved the customer experience and the back office functionality. Cityclean has completed a capacity audit to identify the rounds which have the scope to take new customers from the waiting list. Customers will be contacted over the coming months.

- 3.11 Veolia has recently confirmed that garden waste customers could, if they wish, put some types of food waste out for collection within their garden waste bins. The proposal would have the benefit of removing a further percentage of waste from the municipal waste stream to be turned into a useful product via in-vessel composting. The practicalities of this option need to be carefully explored and if a secure, hygienic system can be devised, it will be included within a further report to the committee on increasing recycling. Meanwhile, the council will be making a response to the forthcoming consultation on the government's Resources and Waste Strategy that is expected to include proposals for food waste collection and Members will be kept informed.
- 3.12 Work is still to be completed to improve the approach to waste management at events. Work to be completed includes the drafting of terms and conditions to make it clear what customers can expect from the council and what the council expects in return and a charging schedule.

Public conveniences (green)

- 3.13 At Policy, Resources & Growth Committee on 11 October 2018, Committee agreed for City Environment to access £550,000 from the Capital Investment Programme to refurbish 12 public toilets sites, as well as, introduce a 30p charge at 11 public convenience sites across the city.
- 3.14 A Project Team has been formed with representatives from City Environment, Premises and Healthmatic and four priority sites have been identified. It is anticipated that the refurbishment of these four sites will be complete by 31 March 2019. Healthmatic are preparing specifications and drawings for the four sites. The capital investment is being profiled in accordance with the needs of each site. The whole programme of work is expected to be complete by March 2020.

Environmental enforcement (green)

- 3.15 At Environment, Transport & Sustainability Committee on 27 November 2018, Committee agreed that the environmental enforcement service be delivered in-house from the end of the current contract period. Committee also approved the Environmental Enforcement Framework which set out how the service will be delivered from the commencement of the new in-house service.
- 3.16 A project team has been established to manage the transition and implementation to the new arrangements. Representatives from City Environment, Communications, HR, IT&D and Legal are meeting on a monthly basis to ensure the project is on track. Working groups have been established to focus on key areas of change, including TUPE and staff engagement, IT systems and service delivery, to ensure the necessary activities are completed for the service to commence on 1 March 2019.
- 3.17 As part of this, an educational, engagement and communications plan will be developed to ensure residents, businesses and visitors are aware of their responsibilities regarding environmental enforcement and the implications of what may happen if they are found to be committing an offence. This plan will be deployed from 1 March 2019, when the service is managed by the council.

- 3.18 The Graffiti Reduction Strategy was agreed at Environment, Transport & Sustainability Committee on 27 November 2018. Work is underway to develop a delivery plan with partners. City Environment will also be developing a Flytipping Reduction Strategy and education campaign in the future.

Customer experience (amber)

- 3.19 Over the last few months, City Environment has been scoping this project, seeking advice and guidance from other council contact centres and the corporate Customer Experience Programme.
- 3.20 Work has started to improve the information flow between the Contact Centre and the operational element of the service, to enhance the information shared with residents, particularly with regards collections. This has included utilising the technology available and presenting information in a clearer way.
- 3.21 City Environment is making better use of the data available to understand more about the customer experience. Using this data, such as: reason for telephone calls, reasons for emails, contact volumes and response times, City Environment is designing improvements to respond in the best way to customers and design services to make it easier for customers to contact the service.
- 3.22 Improvements are also being made to the website and digital transactions. This includes new online content as part of the development and launch of the new council website. Working with Digital First, more transactions can be completed online. Using online forms is the quickest way to contact Cityclean as the request is sent straight to operational crews.
- 3.23 The service is also making changes to the way the Environment Contact Centre operates. To date, this has included improvements to how the Cityclean mailbox is managed, the development of a number of Standard Operating Procedures to ensure consistency of customer contact and improved IT hardware.
- 3.24 Performance relating to complaint responses has seen an improvement for quarter 3. Significant effort has been put into providing both a better service to residents and improving how the service manages complaints. The results of these efforts can be seen in the table below, with work continuing to maintain this performance:

	2015/16	2016/17	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
Stage 1 complaints						
Number of complaints	278	294	445	207	167	102
Number of complaints upheld	135	180	341	187	156	90
Average response time (days)	14	16	11	41	22	10
% responded within 10 days	57%	57%	56.0%	10%	23%	68%
% responded within 20 days	83%	76%	95%	27%	47%	92%
Stage 2 complaints						
Number of complaints	15	16	12	15	10	4
Number of complaints upheld	2	4	1	9	7	0

- 3.25 City Environment has appointed three Customer Ambassadors as part of the corporate Customer Experience Programme. Working with colleagues from across the council to embed a One Council approach, the Ambassadors will receive training and peer support to enable City Environment colleagues to improve the customer experience and increase customer satisfaction.

Management Framework (green)

- 3.26 An additional temporary Head of Operations is in post to provide increased capacity to deliver the modernisation programme, and the vacant Operations Manager post has been recruited to, bringing the management team to its full complement. The new temporary Head of Operations is working alongside the existing Head of Service, with the responsibilities split to focus on key priorities over the next 12 months. The new role is focusing on developing and embedding the Management Framework and developing the skills and capacity within the management structure of the operational element of the service. The existing Head of Service is concentrating on budget management and a financial recovery plan for the service, leading and delivery the round restructures and recruiting and embedding the Commercial Team.
- 3.27 The Management Framework is being established to deliver regular one-to-ones and PDPs with the management team. Team Leaders have received training on holding PDPs, and from January, PDPs will be rolled out to frontline operatives. The Behaviour Framework is being adapted for use within City Environment to ensure the right conversations take place regarding behaviour and expectations. Equalities training is being developed for staff to ensure all staff understand their responsibilities regarding equality and inclusion. Future areas of focus include improvements to the organisation of attendance management and agreeing Standard Operating Procedures for key activities.

Round restructures (green)

- 3.28 The last significant round restructures took place in 2013, with best practice stating work schedules should be reviewed every two years. Since 2013, there have been a number of small local changes that have made a small difference, but not addressed the fairness of the work distribution across the service. To

address this, a comprehensive review of rounds will be completed, focusing on kerbside refuse and recycling and communal refuse and recycling.

- 3.29 The work has started and is involving Cityclean staff and trade unions. Members will be updated as the work progresses. At present, it is envisaged that any changes will be implemented from 1 September 2019. Residents will be given sufficient notice of any changes to their collection arrangements.
- 3.30 Some round restructure work has already been completed. A recycling round designed to service roads which are difficult to access was restructured in December to accommodate more roads where there are access issues. It is anticipated this will reduce missed collections on these streets as the smaller vehicle will be able to gain access.

Recycling wheelie bins (green)

- 3.31 The grey wheeled bins for recycling have proved popular with residents and are helping to increase recycling rates further. However, they are not suitable for all streets so an audit is underway to determine which type of containment is appropriate for each road across the city – a 240 litre wheelie bin, a 140 litre bin, a box or a communal bin. Each street is being considered against a set of criteria to identify whether a wheelie bin is appropriate. The most important factor is that every household in the street must have the same type of container to allow the collection teams to work efficiently and effectively.
- 3.32 Once a round is audited, recycling wheelie bins will be rolled out to those streets deemed suitable. Residents will receive a letter informing them of the changes (there will be no changes to their collection day). Ward members will also receive an update. Accompanying the letter will be a leaflet detailing what can and cannot be put in the recycling bin. This leaflet has been developed and informed by the Increasing Recycling Project.
- 3.33 The data will be used on the council website so when ordering a new container, residents can only request what has been agreed for their street. Similarly, the Environment Contact Centre will use the data when a resident telephones and requests a new container.

Communal bins (green)

- 3.34 The council is working on a set of communal bin guidelines to inform future placement of bins. The guidelines will be informed by feedback from a range of stakeholders and reflecting on the experience of the existing placement of communal refuse, recycling and glass bins. Following this, a communal bin audit will be completed, using the agreed guidelines, which means there may be a need to reposition some bins, particularly if they are causing a hazard.
- 3.35 To complement this and linked to the Increasing Recycling Project, the type and design of communal containment will be analysed.

Health & Safety (amber)

- 3.36 A Health & Safety Advisor started in January 2019, funded through the Modernisation Fund, to improve all aspects of health and safety for City Environment. A Health & Safety Improvement Plan will be developed in consultation with staff, the trade unions and the management team. The Plan will cover areas such as depot safety, PPE requirements and observance, team safety plans, risks assessments and health surveillance.
- 3.37 The nurse-led health checks have been very well received and more sessions have been arranged.

Other activities

- 3.38 Work is continuing to improve the management of existing contracts, including regular contract meetings, monitoring of KPIs and improved management of complaints and enquiries. For contracts about to expire, options appraisals are being completed to determine the best delivery option moving forward.
- 3.39 The Cityclean fleet is in the process of being reviewed. Once this is complete, the fleet replacement programme will be updated.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The City Environment Modernisation Programme is developing a sustainable future for City Environment services in Brighton & Hove in the context of reducing council budgets, increases in customer demand and an expanding service offer. Within this, work is taking place to improve performance on refuse, recycling, garden and trade waste collections, as well as adopt a more commercial approach to managing income generating services. Without the continuation of the Programme, there is a risk that improvements will not be delivered and there will be further pressures on City Environment budget.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Previous community engagement and consultation activities in relation to City Environment service are detailed in the committee reports listed as Background Documents below.
- 5.2 Moving forward, engagement and consultation required as part of the Modernisation Programme will take place on a project-by-project basis.

6. CONCLUSION

- 6.1 This report provides Environment, Transport & Sustainability Committee with a progress report on the Modernisation Programme as agreed by Committee in October 2018.
- 6.2 A significant amount of work has been completed, but there is still a long way to go. The additional capacity provided by the Head of Operations and the Health & Safety Advisor means the drive to deliver improvements can be enhanced.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The communal recycling trial was financed from within the City Environment Management budget. The financial benefits of the trial are being explored and at this point in time the complexity of the payment mechanism within the current contract makes it difficult to quantify any financial savings that may be delivered through Dry Mixed Recycling.
- 7.2 The recruitment of a Commercial Waste Team is estimated to cost £143,000 including on-costs. There is currently no budget for this team and will need to be funded through additional income generated through future commercial activities.
- 7.3 Amendments to fees and charges for the Commercial Trade Waste service are reviewed and reported back at least annually. Price rises will be effected from 1 April 2019 to reflect the costs and current charges for the service.
- 7.4 Following a review both the Commercial Trade Waste and Garden Waste services have had considerable work undertaken to ensure that the services are operating efficiently with revised income projections due to be reflected in the latest TBM09 report
- 7.5 Any surpluses generated from the Garden Waste and Trade Waste commercial activities will be reinvested back into waste and recycling services within City Environment. This re-investment should be factored into the Medium Term Financial Strategy and budget process for Economy, Environment & Culture.
- 7.6 Approval for capital investment into the public conveniences has been approved at Policy, Resources & Growth Committee and has been factored into the council's Capital Investment Programme. The income generated from the introduction of a charge for public conveniences will be monitored and reported within the Targeted Budget Management process.
- 7.7 The Environmental Enforcement service will need continued monitoring of costs and income projections when it is introduced in-house from 1 March 2019.

Finance Officer Consulted: Rob Allen

Date: 09/01/19

Legal Implications:

- 7.8 Although there are no direct legal implications arising from the report's recommendations the legal background to the matters set out in the report can be found in the reports listed as Background Documents below.

Lawyer Consulted: Hilary Woodward

Date: 27/12/18

Equalities Implications:

- 7.9 Equalities implications in relation to City Environment services are detailed in the committee reports listed as Background Documents below.

Sustainability Implications:

- 7.10 The garden waste scheme has increased the recycling rate by 1.1%, and contributes to a reduction in the amount of garden waste disposed of within residual waste.
- 7.11 Further sustainability implications in relation to City Environment services are detailed in the committee reports listed as Background Documents below.

SUPPORTING DOCUMENTATION

Appendices:

1. Results of communal recycling trial
2. Increasing Recycling Project – next steps to explore

Documents in Members' Rooms

1. None

Background Documents

1. Environmental Enforcement Framework Report to Environment, Transport & Sustainability Committee on 27 November 2018
2. Graffiti Reduction Strategy Report to Environment, Transport & Sustainability Committee on 27 November 2018
3. Public Convenience Report to Policy, Resources & Growth Committee on 11 October 2018
4. City Environmental Management – Modernisation Programme Update Report to Environment, Transport & Sustainability Committee on 9 October 2018
5. City Environmental Management – Modernisation Programme Update Report to Policy, Resources & Growth Committee on 12 July 2018
6. Update on Chargeable Garden Waste Collection Service Report to Environment, Transport & Sustainability Committee on 28 June 2016
7. Proposals for a Chargeable Garden Waste Collection Service Report to Environment, Transport & Sustainability Committee on 13 October 2015
8. Cityclean Service Plan and Priorities Report to Policy & Resources Committee on 9 July 2015

