

<b>Subject:</b>	<b>City Environment Modernisation Update</b>	
<b>Date of Meeting:</b>	<b>21 January 2020</b>	
<b>Report of:</b>	<b>Executive Director, Economy, Environment &amp; Culture</b>	
<b>Contact Officer:</b> Name:	<b>Lynsay Cook</b>	Tel: <b>01273 292448</b>
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<b>Ward(s) affected:</b>	<b>All</b>	

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

- 1.1 The Environment, Transport & Sustainability Committee last received an update on the City Environment Modernisation Programme at its meeting on 8 October 2019. This update provides a further progress report.

**2. RECOMMENDATIONS:**

- 2.1 That the Committee notes the progress made through the City Environment Modernisation Programme.

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 The City Environment Modernisation Programme is developing a sustainable future for the service in Brighton & Hove in the context of reducing council budgets, increasing customer demand and an expanding service offer. Many City Environment services are statutory and have been under a lot of scrutiny. The service has an integral role in resident, business and visitor perceptions of Brighton & Hove and is fundamental to the success and attraction of the city.

- 3.2 The depth, breadth and complexity of the issues that are being addressed at Cityclean cannot be underestimated. A significant proportion of management time and effort is being used to address these issues in order to build a strong foundation which is required to ensure visible and sustainable improvements in service delivery for the future

**Industrial relations (amber)**

- 3.3 Industrial relations within City Environment continue to be challenging given the level of change needed across the service at a time when there are ongoing discussions to resolve issues in dispute. The trade unions are consulted on changes that are being developed through the Modernisation Programme as appropriate, and a consultative group meeting is held with the trade unions and the management team every six weeks.

### Operator's Licence (amber)

- 3.4 Under the Goods Vehicles (Licensing of Operators) Act 1995, Brighton & Hove City Council has an obligation to satisfy the Traffic Commissioner that council vehicles are operated properly and within current legislation. If these obligations are not met, the Traffic Commissioner will enforce sanctions which could result in the loss of the Operator's Licence.
- 3.5 Improvements in systems, training and monitoring have been made and our assessment is that the council is compliant with the requirements of the Operator's Licence. However, ongoing work is required to ensure that the changes made are embedded and sustained so the council is resilient to any future management changes.
- 3.6 A new Head of Fleet, who is a trained Transport Manager, has been recruited and is now the main named Operator's Licence holder. A Workshop & Fleet Manager has been trained and is awaiting his exam results. An Operations Manager will be trained as a Transport Manager in the New Year.
- 3.7 The current area of focus is improving the management of drivers. Two managers have recently been trained as driver assessors. A driver's handbook has been drafted, which will be consulted on with drivers and the trade unions shortly. The handbook sets out guidance and requirements for HGV drivers. Once launched, a similar guide for other City Environment drivers and drivers across council departments will be developed.

### Fleet replacement (amber)

- 3.8 Following a review of fleet, it was identified that many vehicles are three to four years overdue for replacement. This is as a result of funding pressures and the council not having an actively managed replacement programme aligned to a fleet strategy.
- 3.9 This has resulted in the council retaining some vehicles that are frequently out of service. In Cityclean, where the council is reliant on a fleet of 53 collection vehicles, the age of the fleet has led to significant service disruption which can lead to additional costs of having to pay overtime to catch up on missed work and reputational damage for the council.
- 3.10 To address this, at Environment, Transport & Sustainability Committee on 26 November 2019, Members agreed a new approach to fleet procurement. This will involve a mixed and flexible approach to improve service delivery and reduce the carbon costs and emissions of the fleet, contributing towards the council's aim of improving air quality and becoming carbon neutral by 2030.

### Health and Safety (amber)

- 3.11 The Corporate Health & Safety Team are providing additional temporary resource to move forward the work that is required to improve health and safety standards within City Environment. An additional Health & Safety Business Partner will work from Hollingdean depot from 6 January 2020. His focus will be on responding to presenting issues while the existing Business Partner focusses

on developing the policy framework to ensure that the new approach to managing health and safety is embedded and resilient to any future changes in management.

- 3.12 The additional Health & Safety Business Partner will also focus on the development and mentoring of operational managers to improve their health and safety management and skills.
- 3.13 Tool Box Talks, which provide training and information for operational staff, are ongoing. The programme of risk assessment reviews and development of new risk assessments continues.

#### Hollingdean Depot (amber)

- 3.14 The roof of the main depot building is constructed of asbestos cement sheeting. Repairs are needed to the roof and ceiling exposing the roof and ceiling void where it is known there is some asbestos debris.
- 3.15 Air tests have shown that there is currently no airborne asbestos and so the building is safe to work in in the short term. However, we cannot continue to have staff work with a leaking roof. Furthermore, as the ceiling deteriorates the risk of asbestos debris becoming airborne increases. The investment required to carry out roof repairs will be very high due to the exposure to asbestos debris. The building would also need to be fully decanted. The building has a number of other significant maintenance issues and has come to the end of its life. As a sensible course of action, it has been decided to move everyone out of the main building and into other buildings at the depot. The plan is to decant the main building by 17 January and close it down.
- 3.16 City Parks colleagues are now working from Montague House while the works at Stanmer progress, with Cityclean colleagues remaining on site.
- 3.17 The need for a new office building at the depot had already been identified due to the condition of the current building. A scoping exercise and business case is therefore already underway. It is anticipated that the temporary arrangements will last for around 18 months.

#### Keeping the City Clean Review (green)

- 3.18 Tool Box talks, introducing the Keeping the City Clean Review and its purpose, have been held with all teams across the service. Workshops have commenced to gather more detailed insight from teams focusing on three questions: what is working well, what is not working well and what can we change. The workshops will continue throughout January. High level feedback will be reported to Members in March.
- 3.19 It is anticipated that the introduction of changes based on this feedback will be two-fold. Firstly, an action plan will be developed to introduce the changes that can be made quickly. Work on the fundamental changes will take place over the spring.

### Communal bins (amber)

- 3.20 Communal recycling bins have been rolled out to the Lewes Road Triangle following resident consultation and Member approval. Usage will be monitored to understand how they are being used. Environmental Enforcement Officers are also visiting the area to tackle fly-tipping.
- 3.21 The communal bin audit continues but is taking longer than expected due to several issues emerging as the audit has been completed. In addition, the baseline data at the beginning of the exercise was poor which meant the starting position was difficult. It is anticipated that the audit will be completed by the end of January.
- 3.22 On completion of the data collection, the data will be used to create up-to-date round information for each of the crews. It will also be used to analyse current communal provision for the city to enable a redesign as per the communal bin principles approved by Members in October.

### Increasing recycling (amber)

- 3.23 The project plan continues to be developed and actions delivered to increase recycling and reduce contamination. Some key actions to be taken over the next 12 months include:
- Improving education and information sharing with residents, students and visitors; a leaflet depicting what can and cannot be recycled will be sent out with council tax bills
  - Improving procedures on managing contaminated bins
  - More joint working with other council services on Cityclean messages
  - Rollout of on-the-go recycling bins along the seafront
  - Rollout of the improved communal bin system, including different lids for different types of bin: black for refuse bins, Brighton Blue for recycling and Hove Maroon for glass
  - Rollout of more wheelie bins to increase recycling capacity and reduce contamination
  - Working with universities to improve recycling, cut contamination and provide warnings about Fixed Penalty Notices for littering and fly-tipping
  - Exploring the introduction of food waste collection
  - Exploring options to introduce recycling of other materials in kerbside collections or bring sites
  - Introducing a third garden waste round in the new year
- 3.24 23 Christmas tree collections were placed across the city in December and January. The trees will be processed at Woodlands In-Vessel Composting Facility where they will be blended with garden waste to produce compost. Christmas trees are quite woody so it is anticipated there will be some residual waste left which will not break down into compost. This will be sent for further processing at other facilities where it will be recycled into different organic products such as shredded wood and mulch.

## Graffiti Reduction Strategy (green)

- 3.25 Work continues to deliver the Graffiti Reduction Strategy action plan. The development of the graffiti database will start this month which will change the Report A Problem function on the council website to add a description to tags, allocating them to offensive/ hate crimes, making tags searchable and filterable based on times, dates, locations or tagger to enable better evidence gathering.
- 3.26 Graffiti removal resources have increased, and a new van has been purchased which will use a different kind of technology to the existing vans. Using a higher-pressure jet washer rather than heated water for removal, this technology uses less diesel and is cheaper to run. Further recruitment will take place shortly to focus on removing graffiti from the seafront and council bins.
- 3.27 There have been poor results from the anti-graffiti coating trial. Graffiti was easier to remove from uncoated part of the wall, rather than the part which was coated in anti-graffiti paint. Further trialling will take place with different anti-graffiti coatings and on various surfaces such as communal bins, brick walls and painted surfaces.
- 3.28 The community clean-up fund is fully operational and has supported a number of clean ups involving councillors, residents' groups, LATs and individuals, as well as providing continuous support to groups such as the North Laines Anti Tagging Taskforce. Approximately 134 litres of paint have been provided, roughly equating to a coverage of 784 (m<sup>2</sup>) of graffiti painted out around the city since September 2019.
- 3.29 Plans are underway to erect a green wall on a small section of Madeira Drive through a joint approach between Cityclean and City Parks to save on implementation and maintenance costs. It is anticipated this will be completed by the summer.
- 3.30 Operatives have adopted a new way of removing graffiti from public property by working in zones around the city, allowing them to clear an area of graffiti, and periodically returning to the zone to remove any new graffiti. Currently the operatives have completed three zones: Clock Tower crossover, London Road and Upper Lewes Road. The next section is Lewes Road.
- 3.31 Environmental Enforcement Officers are working with Sussex Police to ensure graffiti cases are taken seriously and everything possible is done to punish graffiti vandals. For example, an individual is currently being investigated for over 150 Islamophobic quotes painted around the city, which has been escalated to the Crown Court. Through improved workings with the Police, Cityclean was able to identify and report a new and recent tag of Islamophobic graffiti to the police and assist in their investigation.
- 3.32 The public consultation on graffiti removal and enforcement has closed. It received 1028 responses from local residents (91.3%), businesses (2.1%), landlords (0.9%), and other stakeholders, including statutory undertakers (5.4%). A brief initial analysis has highlighted the following themes:
  - Respondents strongly agree that graffiti is a problem in Brighton & Hove

- Respondents believe graffiti has a negative impact on people's perception of an area
- Respondents believe the council should introduce a chargeable graffiti removal service
- Respondents believe that the proposed charges should differ depending on whether it is a statutory undertaker, large business, small and medium sized enterprise or homeowner

3.33 The complete results and a proposed way forward will be presented to Members in March for approval.

3.34 The consultation on how the council can better manage commercial bins on the highway will be launched shortly.

#### Customer Experience (amber)

3.35 As reported to Policy & Resources Committee in December, the number of missed refuse and recycling collections increased significantly in recent months:

Missed collections per 100,000 population	Quarter 1	Quarter 2
Refuse	159	243
Recycling	444	548

3.36 The reasons for this are:

- The fire at Veolia's Waste Transfer Station at Hollingdean on 25 August had a huge effect on Cityclean's ability to carry out a normal collection service. For refuse, drivers had to drive to Newhaven to drop off loads (a three-hour round journey). For recycling, initially glass was taken to Hove Household Waste Recycling Site and other recycling taken to the Materials Recovery Facility in Hollingdean. This meant recycling vehicles had to travel to two different locations to tip and this additional travel time in addition to queues of up to 1.5 hours caused a backlog of work.
- A higher than normal number of vehicle breakdowns
- A high number of driver shortages caused by sudden and unexpected sickness, at a time when there have been vacancies and the summer break.

3.37 The Environment Contact Centre continues to improve its performance. As per data in the November Customer Insight Report:

- Call waiting times reduced from 3:55 minutes in October to 1:45 minutes in November
- The percentage of unanswered telephone calls reduced from 18% in October to 7% in November

#### Digital developments (green)

3.38 A business case is being prepared to draw down invest-to-save funds from the Corporate Modernisation Delivery Board. These funds will be used to invest in technical equipment and software to modernise the service.

- 3.39 At present, Cityclean does not have a waste management system to manage the basic aspects of the service. Instead, some parts of the service are managed using software, spreadsheets are used to manage some information and paper is used daily to pass information to crews and operatives.
- 3.40 Investing in technology, such as a waste management system and in-cab technology, will bring about significant benefits to the service and residents. For example, real-time information will be shared between the crews and the Contact Centre meaning residents can be provided with the correct information at the time of contact.

#### Environmental Enforcement (amber)

- 3.41 Recruitment has taken place and there are now three Environmental Enforcement Officers, a Senior Environmental Enforcement Officer, an Environmental Enforcement Manager and an Administrator. One vacancy remains.
- 3.42 Performance since the start of the year is:

	Issued	Paid	Awaiting Payment	Issued in Error	Refunded	Prosecution Stage	Cases Closed
Littering, littering from vehicles, spitting, urinating, defecating	264	218	13	11	0	10	12
Dog fouling	1	1	0	0	0	0	0
Graffiti	5	5	0	0	0	0	0
Fly posting	12	11	1	0	0	0	0
Unauthorised flyering	20	15	0	4	0	0	1
Industrial and commercial waste receptacle offence / disposing of commercial waste illegally	331	265	18	42	1	4	1
Residential fly tipping	123	61	20	28	0	9	5
Failure of business to produce a waste transfer note /non-compliance of duty of care certificate	47	20	9	14	0	4	0

- 3.43 It is anticipated that the new CCTV system will be operational in the next two months. A preferred supplier has been selected and work is now taking place with IT&D on implementation. Nine mobile CCTV cameras will be deployed across the city to tackle graffiti, fly-tipping and other environmental crimes. The cameras are re-deployable so will be moved on a regular basis.

#### **4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 The City Environment Modernisation Programme is developing a sustainable future for the service in Brighton & Hove in the context of reducing council budgets, increasing customer demand and an expanding service offer. Within this, work is taking place to improve performance on refuse, recycling, garden and trade waste collections, and street cleansing, as well as adopting a more commercial approach to 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 the City Environment budget.

#### **5. COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 Previous community and consultation activities in relation to City Environment are detailed in the committee reports listed as Background Documents below.

#### **6. CONCLUSION**

- 6.1 This report provides Environment, Transport & Sustainability Committee with a progress report on the Modernisation Programme. Improvement and modernisation work continues to be delivered, but there is still some way to go.

#### **7. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 7.1 The costs associated with the City Environment Modernisation Programme are funded from a combination of existing revenue resources and approved Modernisation Funding. It is anticipated the various modernisation activities identified will support an improved customer experience, service efficiencies and a more commercial approach to provide value for money and contribute to the service budget proposals.

- 7.2 If additional resources are required for the Modernisation Programme this will be brought back to Members for consideration / decision.

*Finance Officer Consulted: Jess Laing*

*Date: 07/01/2020*

##### Legal Implications:

- 7.3 There are no direct legal implications arising from the report.

*Lawyer Consulted: Hilary Woodward*

*Date: 07/01/2020*

##### Equalities Implications:

- 7.4 Any resident unable to easily access refuse or recycling collection services can apply for an assisted collection.

- 7.5 Equalities implications relating to other City Environment projects within the Modernisation Programme are detailed in the committee reports listed as Background Documents below.

Sustainability Implications:

- 7.6 The City Environment Modernisation Programme is seeking to increase recycling rates and improve street cleanliness.

**SUPPORTING DOCUMENTATION**

**Appendices:**

N/A

**Background Documents**

1. Fleet Procurement Options to Environment, Transport & Sustainability Committee on 26 November 2019
2. City Environment Modernisation Update to Environment, Transport & Sustainability Committee on 8 October 2019
3. City Environment Modernisation Update to Environment, Transport & Sustainability Committee on 25 June 2019
4. City Environment Modernisation Update to Environment, Transport & Sustainability Committee on 22 January 2019
5. Environmental Enforcement Framework Report to Environment, Transport & Sustainability Committee on 27 November 2018
6. Graffiti Reduction Strategy Report to Environment, Transport & Sustainability Committee on 27 November 2018
7. Public Convenience Report to Policy, Resources & Growth Committee on 11 October 2018
8. City Environmental Management – Modernisation Programme Update Report to Environment, Transport & Sustainability Committee on 9 October 2018
9. City Environmental Management – Modernisation Programme Update Report to Policy, Resources & Growth Committee on 12 July 2018
10. Update on Chargeable Garden Waste Collection Service Report to Environment, Transport & Sustainability Committee on 28 June 2016
11. Proposals for a Chargeable Garden Waste Collection Service Report to Environment, Transport & Sustainability Committee on 13 October 2015
12. Cityclean Service Plan and Priorities Report to Policy & Resources Committee on 9 July 2015

