Appendix 4: Keeping the city clean – Waste, Resources & Street Cleansing Strategy 2021-2026 Modernisation Programme Update

Project Information			
Project name	**Commercial bins on the highway**	Project description	Creating and implementing a model to manage commercial bins on the highway across Brighton & Hove. Once agreed, it will form part of the Environmental Enforcement Framework.
RAG status	Amber	Timescales	September 2019 to March 2022
Percentage complete	15%	Modernisation dependencies	Customer experience Environmental enforcement Managing waste responsibly
Recent activities	Public consultation questionnaire and supporting documents prepared for consultation portal (placed on hold due to pandemic)		
Risks and issues	Resources to implement agreed scheme Lack of support for model from public consultation Timing of implementation due to Covid-19 response Further Covid-19 disruption	Next steps	Sign off consultation questionnaire and supporting documents Write to waste management providers Review stakeholder engagement plan Launch consultation during the Great British September Clean (11 to 27 September)

Project Information			
Project name	**Communal bin system**	Project description	Reviewing the existing communal bin system and identifying areas for improvement with the current distribution of bins, capacity offered for different waste streams, improvements to glass recycling (bins, contamination of, and noise), bin bays, signage, type of bins, expansion of waste streams, and application of colour coding for the different waste streams

			Applying any recommended changes identified from the review across all existing communal areas through a phased approach
			Ensuring any relevant changes to the system are reflected as necessary within the relevant Standard Operating Procedure (SOP) for communal bins
			Expanding the communal bin area
RAG status	Amber	Timescales	June 2020 - ongoing
Percentage complete	20%	Modernisation dependencies	Customer experience
			Environmental enforcement
			Fleet replacement
			Food waste options appraisal
Recent activities	Data capture completed for all on-street bins Brunswick & Adelaide mapped to obtain an overview of the current communal bin system, including current capacity provisions, distances and exact locations of bins Created communal bin maintenance plan Other activities delayed due to Covid-19		IT systems
			Keeping the city clean review
			Managing waste responsibly
			Procurement review
			Wheelie bin audit and rollout
			[Waste composition analysis]
Risks and issues	Resources – both time and finance Lack of support for expansion from resident consultation Good change management required with staff and Unions Highways Traffic Regulation Orders Further Covid-19 disruption Brexit – bins purchased from Europe	Next steps	Complete Brunswick & Adelaide analysis, including sampling from communal mixed recycling bins and a comparison activity looking at potential movements to bins from original locations Finalise Standard Operating Procedures Subject to Member approval, begin phased consultations for expansion of communal bin area Complete options appraisal and decision on communal bin types

Project Information

Project name	**Customer experience**	Project description	Improving the customer experience and providing a consistent service to everyone who contacts Cityclean
RAG status	Amber	Timescales	January 2019 – March 2021
Percentage complete	30%	Modernisation dependencies	Environmental enforcement Fleet replacement Food waste options appraisal Graffiti reduction IT systems Keeping the city clean review Management Framework Managing waste responsibly Weed management Wheelie bin audit and rollout
Recent activities	Established Accessibility Line to provide a service to residents unable to access the Environment Contact Centre via online means Standard Operating Procedures completed for many common tasks Traffic Regulation Orders to address issues of persistent missed collections sent to Highways for consideration Quarter 1 increase in compliments and reduction in complaints and stage 2 complaints due to improved complaint handling and wider service improvements – see performance report (Appendix 6)		
Risks and issues	Further Covid-19 disruption Loss of support for project	Next steps	Review effectiveness of Accessibility Line Implement new ICT system

Project Information

Project name	**Environmental Enforcement: CCTV**	Project description	Procuring closed-circuit television (CCTV) cameras and Automatic Number Plate Recognition (ANPR) camera system for the deterrence and or detection and of fly tipping at hot-spots in Brighton & Hove.
RAG status	Green	Timescales	August 2019 to November 2020
Percentage complete	80%	Modernisation dependencies	Communal bin system Customer experience Graffiti reduction IT systems
Recent activities	Data Protection Impact Assessment drafted and approved Risk Assessment completed		

			Managing waste responsibly
	Service specification completed Privacy Notice drafted CCTV signage designed *Surveillance* Camera *Commissioner Passport to Compliance Stage 1* drafted Tender Evaluation Report reviewed *'Working as a CCTV Operator'* training arranged		
Risks and issues	Funding removed Members withdraw support Supplier insolvency before delivery Fly tipping will continue/increase if delay in procurement and installation of cameras	Next steps	Information Governance to approve *Passport to Compliance Stage 1* report Send approved Tender Evaluation Report to Procurement Prepare stakeholder engagement, including Members Liaise with Procurement and Legal on draft contract

Project Information			
Project name	**Environmental enforcement: back office system**	Project description	Procuring a back-office system for environmental enforcement for officers to use mobile handheld technology to capture, upload and print a Fixed Penalty Notice (FPN). This will be paired with an electronic bluetooth printer.
RAG status	Green	Timescales	August 2019 to December 2020 (tbc)
Percentage complete	50%	Modernisation dependencies	Communal bin system Customer experience Graffiti reduction IT systems Managing waste responsibly
Recent activities	Liaised with IT&D to develop system specification CMDB approved funding – subject to approval by Members		
Risks and issues	Funding removed Members withdraw support Supplier insolvency before delivery	Next steps	Continue to work with IT&D on proposed system and preferred supplier

Project Information

Project name	**Fleet replacement**	Project description	Delivery of a 10-year strategy and green procurement plan, providing cost and savings projections. The strategy includes the migration to new technology as it develops, such as hydrogen fuel cells, to reduce maintenance and carbon emissions.
RAG status	Green	Timescales	September 2020 – March 2030
Percentage complete	60%	Modernisation dependencies	Communal bin system Customer experience Food waste options appraisal Health & Safety Hollingdean Depot IT systems Managing waste responsibly Operator's Licence Procurement review
Recent activities	Procurement Approach agreed at ETSC November 2019 Completed market research on suppliers' current users Produced specification document Fleet Replacement Programme for 2020/21 devised implemented – based on Fleet Strategy first draft completed for consultation with partners Where possible, electric vehicles are being procured – for example for City Parks and Post Room Refurbished gritters as an alternative to re-procurement; costing less than procuring one replacement vehicle		
Risks and issues	Resources – both time and finance Power infrastructure implemented and available Competing priorities; Covid-19 response, service delivery and modernisation and improvement work Brexit – vehicles purchased from Europe	Next steps	Present Fleet Strategy to committee for approval to proceed in November 2020

Project Information

Project name	**Food waste options appraisal**	Project description	Completing an options appraisal on how to introduce a food waste collection service to households across the city.
RAG status	Amber	Timescales	September 2020 – February 2021
Percentage complete	15%	Modernisation dependencies	Communal bin system
Recent activities	Developing the scope for WRAP (Waste and Resources Action Programme), to support development of bespoke options, to include fully costed models of delivery for food waste collections to all households across the city		Customer experience Fleet replacement Managing waste responsibly Procurement review Wheelie bin audit and rollout
Risks and issues	Resources – both time and finance Data availability National Waste & Resources Strategy Further Covid-19 disruption Risk of increasing carbon cost via collection	Next steps	Complete scoping document Promotion of existing ways to reduce food waste and to compost

154

Project Information

Project name	**Graffiti reduction**	Project description	Delivery of Graffiti Reduction Strategy to reduce the amount of graffiti vandalism around Brighton & Hove.
RAG status	Amber	Timescales	November 2018 – March 2023
Percentage complete	40%	Modernisation dependencies	Customer experience
Recent activities	Completed public consultation on enforcing graffiti removal and graffiti removal service Expansion of Community Clean Up supplies available to the public Trialled further additional anti-graffiti coating Resumed zonal method of graffiti removal		Environmental enforcement IT systems Keeping the city clean review

	Scheduled IT&D development time for graffiti / tagging database Initiated planning for Great British Spring Clean Continued working and patrolling with Sussex Police Created a graffiti hotline		
Risks and issues	Recommendations not approved at ET&S Committee Private property owners do not comply with Community Protection Warnings Competing graffiti removal priorities Further Covid-19 disruption Lack of visible improvement due to fast repeat offences and lack of removal from privately owned property	Next steps	Member approval for graffiti enforcement on private property at ET&S Committee in September 2020 Subject to approval, develop Service Level Agreements with Statutory Undertakers Begin multi agency media campaign to educate vandals on the impact of graffiti vandalism, and enabling residents to remove and prevent graffiti vandalism

Project Information

Project name	**Health & Safety**	Project description	Improving health & safety compliance and performance across City Environmental Management (CEM)
RAG status	Amber	Timescales	Ongoing
Percentage complete	40%	Modernisation dependencies	Fleet replacement Hollingdean Depot Keeping the city clean review Management Framework Operator's Licence Workstyles
Recent activities	Action Plan and Work Plan developed and being implemented Covid-19 risk assessments completed to ensure services across CEM are Covid secure CEM Health & Safety Board established to monitor progress Additional staff allocated to focus on Health & Safety and ensure implementation; two Health & Safety		

	Business Partners, two Health & Safety Officers and a Site Manager Programme of Risk Assessments and Risk Assesment reviews in progress Production of risk assessment and compliance to Noise at Work Regulations in Cityclean Glass Collection and City Parks Implementation of risk assessment and compliance to Hand Arm Vibration Regulations in City Parks Ongoing programme of Tool Box talks to ensure Health & Safety measures are implemented and staff trained		
Risks and issues	Constantly emerging new priorities and risks; Covid-19 response, incident investigation, union raised issues HSE (Health & Safety Executive) interventions and recommendations	Next steps	Utilise Health & Safety Board meetings to identify priority hazards and agree by who, how and the timescales for which these risks will be reduced Finalise implementation of both Noise and Hand Arm Vibration work Progress the Cityclean suite of risk assessments in terms of both quantity and quality Develop a Programme of Health & Safety Audits of Parks Undertake further priority audits on a risk basis

Project Information			
Project name	**Hollingdean Depot**	Project description	Improving safety and security at Hollingdean Depot and ensuring the infrastructure is fit for purpose.
RAG status	Green	Timescales	August 2019 – December 2021
Percentage complete	75%		Fleet replacement

Recent activities	Installation of new fuel tanks New security hut located at entrance to depot so access not permitted without security clearance Improved road access Installation of new security barriers for vehicles New permanent security guard in place New CCTV installed Regular tidying and clearance of depot site Main building decanted due to asbestos risks Permanent Security Guard employed and corporately managed	Modernisation dependencies	Health & Safety Management Framework Operator's Licence Workstyles
Risks and issues	Further Covid-19 disruption Lack of financial resources	Next steps	Complete repairs to perimeter walls Implement additional security lighting Extend CCTV coverage Realign safe walking routes and parking spaces Improve the wash bay and drainage facilities Install new fire alarm

Project Information

Project name	**IT systems**	Project description	Modernising the service and supporting the wider programme of change through technology
RAG status	Green	Timescales	February 2020 – March 2022
Percentage complete	15%	Modernisation dependencies	Communal bin system Customer experience Environmental enforcement Fleet replacement Graffiti reduction Managing waste responsibly
Recent activities	Business case completed and approved by CMDB Soft market testing and demonstrations undertaken		

			Wheelie bin audit and rollout
Risks and issues	Funding request not approved Competing priorities Unable to recruit to necessary roles to deliver project	Next steps	Receive Member approval at ET&S Committee in September 2020 to refer to P&R Committee in October 2020 to approve funding

Project Information

Project name	**Keeping the city clean review**	Project description	Improving refuse, recycling and street cleansing operations
RAG status	Amber	Timescales	October 2019 to December 2021
Percentage complete	10%	Modernisation dependencies	Communal bin system Customer experience Graffiti reduction Health & Safety Management Framework Managing waste responsibly
Recent activities	Completed engagement with staff from across the service and produced outcome report Introduced regular A27 litter picks Introduced City Parks weekend waste collections Increased staff trained to remove graffiti and jet wash Developed joint action plan with Surfers Against Sewage and other council teams to reduce littering and SUPs on the seafront. To be rolled out further to other businesses. Accreditation scheme for business management of waste is being developed.		
Risks and issues	Competing priorities Engagement process, social distancing and venues Further Covid-19 disruption Availability of data Resource to analyse data	Next steps	Use the feedback to deliver "quick wins" Complete data analysis on current round configurations Implement new ICT system Recruit/procure data anyalyst to work on new round optimisation for round restructuring

Good change management required with staff and Unions		Regularise staff working and shift patterns in line with corporate policy and to fit with service needs
			Develop options for new models of service delivery
			Plan further engagement
			Increase on street communal recycling collections
			Review litter collection from City Parks
			Develop deep clean plan
			Complete Streets Service Review
			A27 litter collection review
			Review of planters in the city
			Develop into a 10-year service strategy

Project Information

Project name	**Management Framework**	Project description	Improving management processes at Cityclean to ensure BHCC policies and processes are followed.
RAG status	Amber	Timescales	Ongoing
Percentage complete	50%	Modernisation dependencies	Customer experience Health & Safety Hollingdean Depot Keeping the city clean review Managing waste responsibly Operator's Licence
Recent activities	Improved completion of 121s and PDPs PDP designed specifically for staff, covering wellbeing, performance and health & safety Regular casework meetings held with HR to manage attendance and performance more swiftly and consistently		
Risks and issues	Competing priorities, particularly maintaining frontline service delivery Further Covid-19 disruption Good change management required with staff and Unions	Next steps	Work with staff, managers and Unions to further align the service to corporate HR policies and procedures Ongoing work with Unions to improve engagement and consultation opportunities Roll out Fairness & Inclusive Training in City Parks

			Work with Staff Worker Forums to develop an environment where staff from a diverse range of background thrive

Project Information

Project name	**Managing waste responsibly** (previously known as Increasing Recycling but amended to incorporate other types of waste disposal where improvements are needed e.g. BBQs and batteries)	Project description	Delivering an informative and educational campaign to assist residents, visitors, businesses and crews to dispose of waste responsibly.
RAG status	Amber	Timescales	February 2019 to March 2022
Percentage complete	30%	Modernisation dependencies	Commercial bins on the highway Communal bin system Customer experience Environmental enforcement Fleet replacement Food waste options appraisal IT systems Keeping the city clean review Wheelie bin audit and rollout [Bring site audit] [Composition waste analysis] [Garden waste] [Tech Take Back]
Recent activities	Reviewed web pages A-Z of recycling developed Introduced third garden waste round Started waste composition analysis Agreed new Tech Take Back Project Initiated Every Can Counts Campaign Developing campaign with Universities Information on what can be recycled provided to every household with Council Tax Bills Review of Bulky Waste removal service to introduce increased reuse and recycling Introduced recycling facilities on the seafront		
Risks and issues	Resources – both time and finance National Waste & Resources Strategy Other priorities; Covid-19 response, service delivery and modernisation and improvement work Brexit – materials end destinations	Next steps	Refresh project plan Initiate campaign with universities Metal Matters Campaign for Autumn/Winter 2020/21 Increasing recycling of plastic work has commenced

	Loss of confidence due to lack of improvement in recycling collections and in recycling data for the city		Analysis of carbon costs of different materials to be initiated to enable targeting to reduce carbon through recycling
			Explore re-use centre project with third sector partners
			Work with Volunteers to introduce recycling champions
			Explore roll out of on street and parks recycling facilities
			Tetra pack and textile recycling contracts to be reviewed
			Explore options for battery recycling

Project Information

Project name	**Operator's Licence**	Project description	Improving the current standing of the BHCC Operator's Licence.
RAG status	Green	Timescales	September 2019 – December 2020
Percentage complete	90%	Modernisation dependencies	Fleet replacement Health & Safety Hollingdean Depot Management Framework
Recent activities	A full range of systems and recording is in place to ensure statutory compliance with the Operator's Licence Vehicle maintenance and management is maintained at 100% compliance Regular gate checks demonstrating compliance and a significant improvement in defect reporting Started migration to Digital Tachograph cards Monitored via monthly senior management oversight meetings Programme of training relevant managers to be Transport Managers to improve future resilience; two additional staff trained so far		

	Improved shared CPC programme of training to minimise service disruption Improvements made to delivery of the winter gritting service to ensure that statutory drivers' hours are not exceeded and are robustly monitored.		
Risks and issues	Withdrawal of support from workforce Good change management required with staff and Unions	Next steps	Continue to migrate drivers onto Tacho Card Introduce accident reduction option and driver performance awards Work towards DVSA recognition scheme

Project Information

Project name	**Procurement review**	Project description	Improving the procurement and contract management in Cityclean to deliver value for money and comply with council policies and procedures.
RAG status	Amber	Timescales	June 2020 – TBC
Percentage complete	20%		
Recent activities	Initiated project Started preparing project documentation Procurement in Fleet has improved and is fully compliant New contracts in place for CCTV; Arboriculture services; coastal pollution; Reviewed Public Toilets and Bulky Waste contracts with corporate contract management team; both areas have been reported to PAB Relevant staff trained	Modernisation dependencies	Communal bin system Fleet replacement Food waste options appraisal
Risks and issues	Competing priorities Covid-19 disruption to suppliers Brexit	Next steps	Finalise project documentation and scope of project to cover purchasing of PPE and materials; bin purchasing; medical waste; textiles; tetra packs; hazardous waste including carcas removal

Project Information

Project name	**Weed management (pesticide reduction)**	Project description	Reviewing the effectiveness of manual weed removal techniques following decision by ET&S Committee to end the use of glyphosate in all the city's parks, open spaces, pavements, verges and housing land.
RAG status	Green	Timescales	July 2019 – January 2021
Percentage complete	60%		
Recent activities	Manual weed removal taken place over spring and summer 2020 New equipment being purchased to increase efficiency of manual weed removal Information from this year being developed into future plans City Parks is not using pesticides other than in limited circumstances set out in the committee report	Modernisation dependencies	Customer experience Fleet Replacement
Risks and issues	Competing priorities; Covid-19 response, staff moved to other teams and manual weeding not completed as originally planned	Next steps	Review effectiveness of manual review techniques once current weeding season ends (September 2020) Report to ET&S Committee with recommendation for moving forward in the New Year Develop wider approach to reducing the use of pesticide in the city

Project Information

Project name	**Wheelie bin audit and rollout**	Project description	Implementing a wheelie bin recycling service to all the streets identified as suitable for this service from the city-wide wheelie bin audit.
RAG status	Amber	Timescales	September 2019 to September 2021
Percentage complete	70%		Communal bin system

Recent activities	Mapped the results of the city-wide wheelie bin audit to attain an overview of the different services offered for waste collections Used the audit recommendations for service changes and created a timeline for consultation and expansion of the communal bin service	Modernisation dependencies	Customer experience Food waste options appraisal IT systems Managing waste responsibly
Risks and issues	Resources – both time and finance Suppliers	Next steps	Obtain ET&S Committee approval to consult with residents on the expansion of communal service

Project Information

Project name	**Workstyles**	Project description	Creating new office space at Hollingdean Depot, incorporating Workstyles principles.
RAG status	Red	Timescales	November 2019 – TBC
Percentage complete	10%	Modernisation dependencies	Health & Safety Hollingdean Depot
Recent activities	Main office decanted in December 2019 / January 2020 due to risk of asbestos particles Business case for new building under development but on hold due to pandemic Completion of Covid-19 risk assessments for offices at the depot and implementation of mitigating measures		
Risks and issues	Staff working in portacabins which are coming to end of life and do not provide sufficient space, exacerbated since the pandemic Resources – both time and finance Further Covid-19 disruption Limited space for safe operation of HGV fleet	Next steps	Determine resources available to take forward this work Old main office to be demolished Ensure Learning Resource centre space is retained and enhanced