

Assisted Collections						
Project objectives	A redesign of the Assisted Collection service to deliver improvements to residents and crews			Overall RAG status (including explanation)	Previous report	This report
Project start date	January 2022	Project end date	September 2023		Green	Amber
Reporting period	June 2022 to October 2022			Key planned activities	Brief Contact Centre Prepare and send letters for test audit Review test audit Begin definitive audit Continue to deliver Action Plan	
Key achievements since the last update	Conducted engagement with crews on data audit Reviewed the RAMS Developed Service Guidelines Developed operational processes Developed monitoring structure					
Key dependencies	Customer experience Digital Cityclean Health & Safety Managing waste responsibly			Key risks and issues	Resources to deliver project National Resources & Waste Strategy	

Blueprint to a circular economy						
Project objectives	Creating a model to move towards a circular economy Work package three – promote household behaviour change			Overall RAG status (including explanation)	Previous report	This report
Project start date	June 2021	Project end date	June 2023		Amber	Amber
Reporting period	June 2022 to October 2022					

<p>Key achievements since the last update</p>	<p>Second community pop up event on food waste held in Hollingbury on 9 July. Attended by exhibitors from local food related organisations with a free lunch cooked with surplus food.</p> <p>Third community pop event on electrical waste held on 29 October at the Revaluit shop.</p> <p>Continued to recruit Circular Economy Champions through the volunteer scheme to promote sustainable actions and educate residents on different waste streams through collection of pledges. In person engagement events started in September and will continue through October at locations such as Open Market, Seafront and Preston Park. Currently 70 signed up.</p> <p>Soft launch of Better Points digital app in conjunction with 'Make Materials Matter' pilot took place on 24 October to encourage reduce, reuse, repair and recycle activities.</p> <p>Started delivering repair workshops in October. The first one was held at the wood store. Tech Take Back (TTB) have been commissioned to deliver the workshops.</p> <p>Launched the Library of Things (LoTs) scheme, enabling residents to hire high value items for free, for a six-month period. It will be operated from the Revaluit Shop and is being delivered by TTB.</p>	<p>Key planned activities</p>	<p>Plan the fourth community pop up event, with a focus on recycling.</p> <p>Continue to recruit champions to promote behaviour change on reduce, reuse, repair and recycle. Attend the green jobs fair in November, being delivered by the Brighton and Hove Chamber of Commerce.</p> <p>Continue to promote the MMM app to increase users across the city.</p> <p>Continue to promote the repair workshops (over the next six months) and the LoTs scheme.</p>
<p>Key dependencies</p>	<p>Customer experience Managing waste responsibly</p>	<p>Key risks and issues</p>	<p>Low attendance at events and take up of app, workshops and LoTs scheme.</p>

Bring site audit

Project objectives	Overall RAG status (including explanation)	Previous report	This report
<p>Reviewing existing bring site locations</p>		<p>N/A</p>	<p>Green</p>

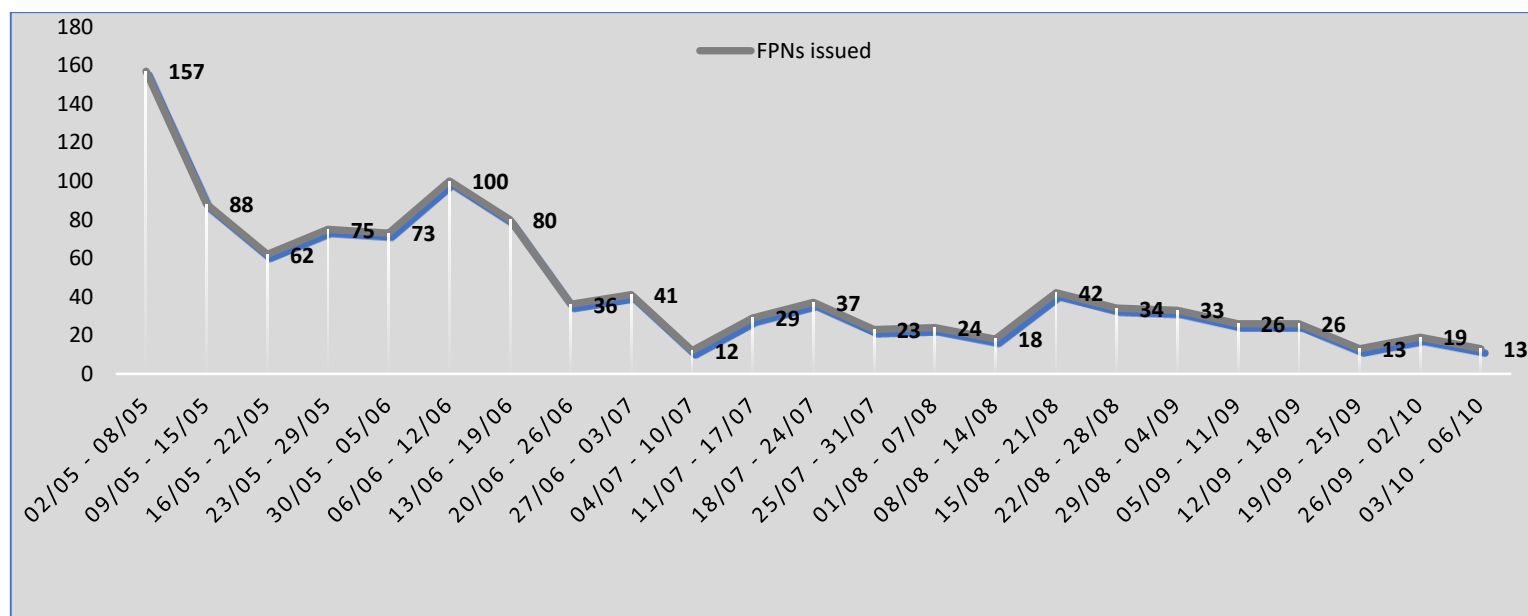
Project start date	June 2022	Project end date	June 2023		
Reporting period	June 2022 to October 2022			Key planned activities	Ongoing engagement with operations for proposed changes at sites Site visits with operations to assess best arrangement of bins Analysis of removal of DMR and Glass from bring sites in kerbside collection areas
Key achievements since the last update	Completed bring site audit Completed recommendations for restoring bring sites Started initial engagement with operations for changes to glass bin changes				
Key dependencies	Improving the communal bin system Waste Composition Analysis 2022 Recycling Quality Assurance report for textile and cartons recycling Procurement of WEEE bins Food waste recycling trial Bin Infrastructure Strategy & Action Plan			Key risks and issues	Budget restrictions Resident complaints Increased fly-tipping Graffiti and bin tagging

Commercial bins on the highway

Project objectives	Creating and implementing a model to manage commercial bins on the highway across Brighton & Hove.			Overall RAG status (including explanation)	Previous report	This report
Project start date	September 2019	Project end date	December 2022		Green	Green
Reporting period	June 2022 to October 2022			Key planned activities	Continue to provide further advice and guidance.	
Key achievements since the last update	Significant reduction of commercial bins on the highway across the T-Zone area. Reduced complaints about commercial bins on the highway. A total of 1061 Fixed Penalty Notices have been issued (up to 6 October 2022). The number issued each week is reducing. See chart 1 below.					

	Council officers have met and will continue to meet with local businesses on individual and group basis to offer further advice and guidance.		
Key dependencies	Customer experience Environmental enforcement Managing waste responsibly	Key risks and issues	Capacity of businesses and other stakeholders to follow new model National Resources & Waste Strategy

Chart 1: FPNs issued week-on-week



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Communal bin system

Project objectives	Implementing an improved communal bin service for recycling and refuse as appropriate across the city	Overall RAG status (including explanation)	Previous report	This report	
Project start date	June 2020		Project end date	March 2024	Amber
Reporting period	June 2022 to October 2022				

Key achievements since the last update	Completed parking assessments for both trial wards. Granted funding from the Carbon Neutral Fund. Made decision to have metal bins and not plastic. Made decisions on Refuse and DMR bin types. Found metal side loading options for glass	Key planned activities	Complete final specifications document after agreeing all bin types Staff consultations (drivers and operatives) Begin procurement process Advertise Traffic Regulation Orders (TROs) Residential communications
Key dependencies	TROs	Key risks and issues	Highways Traffic Regulation Orders (TROs) Glass bins Funding

Customer Experience

Project objectives	Improving the customer experience and providing a consistent service to everyone who contacts Cityclean			Overall RAG status (including explanation)	Previous report	This report
Project start date	April 2019	Project end date	Ongoing		Green	Green
Reporting period	June 2022 to October 22			Key planned activities	Train additional ESAs on invoicing procedures and Stage 1 Complaints responses for contingency purpose.	
Key achievements since the last update	All Environmental Service Advisors (ESAs) trained to use softphones on laptops to ensure contingency should staff not be able to be office based to take calls Provided, on average, a 24 to 48-hour response time to emails (working days)				Further TROs compiled to address issues of persistent missed collection due to access issues. Continue to develop Standard Operating Procedures to support the above and provide consistent service Continue to train and develop team	
Key dependencies	Assisted Collections Digital Cityclean Graffiti reduction Increasing material for recycling Management Framework Managing waste responsibly			Key risks and issues	Loss of support for project Industrial action	

Digital Cityclean

Project objectives	Modernising the service and supporting the wider programme of change through technology			Overall RAG status (including explanation)	Previous report	This report
					Amber	Amber
Project start date	June 2020	Project end date	March 2024			
Reporting period	June 2022 to October 2022					
Key achievements since the last update	<p>Published Invitation to Tender</p> <p>Received tenders</p> <p>Evaluated Invitation to Tender</p> <p>Submitted post-clarification queries to bidder</p> <p>Completed evaluation by individual scoring</p> <p>Agreed bidder after moderation meeting</p>			Key planned activities	<p>Inform successful bidder</p> <p>Continue to deliver project plan</p> <p>Start on implementation plan</p>	
Key dependencies	<p>Assisted Collections</p> <p>Bulky waste service review</p> <p>Communal bin system</p> <p>Customer experience</p> <p>Managing waste responsibly</p>			Key risks and issues	<p>IT&D resources & capacity</p> <p>Implementation timescales</p> <p>Existing poor data</p> <p>Withdrawal of support from workforce or trade unions</p> <p>Integration with MyAccount</p>	

Fleet Strategy

Project objectives	Delivering 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			Overall RAG status (including explanation)	Previous report	This report
					Green	Green
Project start date	March 2022	Project end date	March 2030			
Reporting period	June 2022 to October 2022					

<p>Key achievements since the last update</p>	<p>Received electric cage tippers Ordered new communal bin electric vehicles Ordered Toploader ordered Received public toilet team electric vans</p>	<p>Key planned activities</p>	<p>Site visit to identify appropriate lamppost locations for notices Print notices Attach and publish notices Review and update terms and conditions Review and update privacy notice Improve application form</p>
<p>Key dependencies</p>	<p>Communal bin system Customer experience Digital Cityclean Food waste Health & Safety Hollingdean Depot Managing waste responsibly Operator's Licence Procurement review</p>	<p>Key risks and issues</p>	<p>Resources – both time and finance Power infrastructure implemented and available Competing priorities e.g. service delivery and modernisation and improvement work Brexit – vehicles purchased from Europe National Resources & Waste Strategy Delays with contracts</p>

<p>Flyering</p>						
<p>Project objectives</p>	<p>To improve the flyering service by reviewing the flyering framework and extending the current flyering zones.</p>			<p>Overall RAG status (including explanation)</p>	<p>Previous report</p>	<p>This report</p>
<p>Project start date</p>	<p>March 2022</p>	<p>Project end date</p>	<p>March 2023</p>		<p>N/A</p>	<p>Amber</p>
<p>Reporting period</p>	<p>June 2022 to October 2022</p>			<p>Key planned activities</p>	<p>Site visit to identify appropriate lamppost locations for notices Print notices Attach and publish notices Review and update terms and conditions Review and update privacy notice Improve application form</p>	
<p>Key achievements since the last update</p>	<p>Proposed Notice Order approved Received approval from Streetlighting to attach Notices to lampposts</p>					

Key dependencies	Environmental Enforcement Communications Print & Sign	Key risks and issues	Objections to Notices Resources - staff, and possibly budget
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Food waste collections

Project objectives	Complete analysis of food waste options			Overall RAG status (including explanation)	Previous report	This report
Project start date	June 2021	Project end date	June 2023		Amber	Amber
Reporting period	June 2022 to October 2022			Key planned activities	Until further guidance is received from central government, it is not possible to progress the analysis fully. The guidance expected will outline whether burdens funding will be made available and whether any exceptions exist to the announced new duty to collect food waste on a weekly basis.	
Key achievements since the last update	<p>Identified vehicles within the current fleet that may be suitable for food waste.</p> <p>Identified location for food waste tipping at the Hollingdean Depot site.</p> <p>Started analysis on communal bin trial area in two wards, to understand capacity requirements and whether bins can be accommodated within current footprint identified.</p>					
Key dependencies	<p>Communal bin system</p> <p>Fleet strategy</p> <p>Customer experience</p> <p>Procurement review</p>			Key risks and issues	<p>National Resources & Waste Strategy</p> <p>Data availability</p> <p>Space availability at the depot, to accommodate the required number of vehicles in accordance with the operators' licence.</p>	

Graffiti Reduction Strategy

Project objectives	To deliver the aims of Graffiti Reduction Strategy, reducing the amount of graffiti vandalism around Brighton & Hove			Overall RAG status (including explanation)	Previous report	This report
Project start date	November 2018	Project end date	March 2023		Amber	Amber (many initiatives from the Graffiti Reduction Strategy have

					been implemented and/or are underway, however there are still additional elements to strategise)
Reporting period	June 2022 to October 2022				
Key achievements since the last update	<p>Introduction of Targeted Action Zones – a 12 month programme of work, which started in September 2022, with a focus on removing graffiti from council owned property and issuing Community Protection Notices to commercial property in high footfall areas.</p> <p>Introduction of remedial action where Community Protection Notices had been breached. Finalised the software build and back office systems to manage processes from referral to invoicing.</p> <p>Continued issuing of Community Protection Warning and Notices by the Environmental Enforcement Team resulting in less graffiti across the city.</p> <p>Continued engagement with Statutory Undertakers regarding graffiti to their property and improvements to maintenance programmes.</p> <p>Continued community engagement, including meeting with various LATs and Resident Associations to discuss partnership work. Provided paint and supplies for community Tidy Up Days which have taken place in Royal Pavilion Gardens and Brunswick & Adelaide Ward.</p> <p>Continued partnership work with Police and Third Sector colleagues. Attendance at Joint Action Group meetings co-chaired by Sussex Police and BHCC Community Safety Manager to ensure alignment of Strategy to other citywide projects.</p> <p>Operations Team working on Standard Operating Procedure for Graffiti removal includes the method of removing graffiti, including process, products and testing on materials.</p>		Key planned activities	<p>Build graffiti log</p> <p>Build programme of works with Community Pay Back Team and Probation Service</p> <p>Refresh Strategy and Action Plan</p>	

Key dependencies	Customer experience Environmental enforcement Digital Cityclean Keeping the city clean review	Key risks and issues	Commercial property owners and Statutory Undertakers do not comply with Community Protection Warnings Council owned property not maintained to recommended standard creating conflict Competing graffiti removal priorities and capacity in teams to implement
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Health & Safety						
Project objectives	Improving health & safety compliance and performance across City Environment Management			Overall RAG status (including explanation)	Previous report	This report
Project start date	January 2021	Project end date	Ongoing		Amber	Amber
Reporting period	June 2022 to October 22			Key planned activities	Implement new lone working technology Develop and undertake City Parks Manual Handling Training Create a new Training Matrix for City Parks HAVS and Noise reviews including hearing tests Undertake further priority audits on a risk basis	
Key achievements since the last update	Managed the health & safety issues of the safe disposal of dead birds during the Avian Flu epidemic Completed general parks and open spaces site safety inspections New City Clean Training Matrix in place Undertaken H&S training for Driver Supervisors including manual handling training Advertised for a permanent City Parks H&S Officer, expected to be filled by November, to support further improvements in health and safety performance management Completed project with communal glass recycling collections crews to reduce manual handling issues					
Key dependencies	Assisted Collections Fleet Strategy Hollingdean Depot Management Framework			Key risks and issues	Constantly emerging new priorities and risks e.g. incident investigation, union raised issues Ongoing need for modernisation of the service including health and safety performance management,	

	Operator's Licence Workstyles		with suitable and sufficient risk assessments backed up by a working, evidencable training matrix Health & Safety Executive interventions and recommendations
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Increasing material for recycling

Project objectives	Completing a feasibility study into the costs of introducing a wider range of materials into the recycling stream at Hollingdean Materials Recovery Facility Preparing for the implementation of the Environment Bill		Overall RAG status (including explanation)	Previous report	This report
Project start date	January 2022	Project end date 2027		Green	Amber (due to continuing delays on announcements regarding the Environment Act)
Reporting period	June 2022 to October 2022		Key planned activities	Continue preparations for the Environment Act and refine plans to be in a position to make a bid to the government for burdens funding	
Key achievements since the last update	<p>Early indications from the feasibility study are that to reconfigure the existing MRF to include the sorting of additional materials for recycling will require major infrastructure changes</p> <p>This will require a multimillion-pound investment and changes to the ways materials are collected from households</p> <p>The government has indicated that burdens funding will be available to local authorities that have to make changes to meet the requirements of the Environment Act. However, it is not known whether this funding will be 100% of the cost and are awaiting information from the government</p>				
Key dependencies	<ul style="list-style-type: none"> Bin Infrastructure Action Plan Customer experience Digital Cityclean Fleet Strategy Food waste Managing waste responsibly 		Key risks and issues	<ul style="list-style-type: none"> Outcomes from National Resources & Waste Strategy consultation currently unknown Resources – both time and finance 	

Operator's Licence

Management Framework

Project objectives	Improving management processes at Cityclean to ensure BHCC policies and processes are followed			Overall RAG status (including explanation)	Previous report	This report
Project start date	July 2022	Project end date	Ongoing		Amber	Amber
Reporting period	June 2022 to October 2022			Key planned activities	<p>Progress Standard Operating procedures</p> <p>Continue coaching and development for Driver Supervisors in their new role e.g. supervisory and digital skills, iPhone roll out</p> <p>Continue coaching of Driver Supervisors to complete PDPs with their Operatives/Loaders.</p>	
Key achievements since the last update	<p>Established Strategy Group meetings with new management teams; preparing service improvement plans and roadmaps</p> <p>Upgraded office accommodation through office reuse furniture</p> <p>Continuing to develop Standard Operating Procedures for a number of areas of work e.g. hazard cards, uniform</p> <p>Revised PDP and 121 forms for Driver Supervisors and their crews</p> <p>PDPs completed with all 56 Driver Supervisors</p> <p>H&S training for Driver Supervisors completed</p> <p>Trade Unions and staff engaged with the Wellbeing Group</p> <p>Work has started to introduce Onsite Physio and mental health first aid</p> <p>Introduced induction programme for new starters to improve standards, linked to corporate information</p> <p>All Driver Supervisors on Tachograph cards</p>					
Key dependencies	<p>Customer Experience</p> <p>Hollingdean Depot</p> <p>Managing Waste responsibly</p> <p>Operator's Licence</p>			Key risks and issues	<p>Competing priorities, particularly maintaining frontline service delivery</p> <p>National Resources and Waste Strategy</p>	

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Managing Waste Responsibly

Project objectives	To deliver an informative and educational campaign to assist residents, visitors, businesses and crews to dispose of waste responsibly		Overall RAG status (including explanation)	Previous report	This report
Project start date	February 2019	Project end date March 2024		Amber	Amber
Reporting period	June 2022 to October 2022		Key planned activities	Continued meeting of Project Board and progression through Project Plan Commence Student Waste Project Plan Joint communications on safe battery disposal	
Key achievements since the last update	Continued bi-monthly meetings of the Project Board consisting of officers from BHCC, ESCC and Veolia. Final results delivered from Keep Britain Tidy research study in Student Waste in Private Rented Accommodation. Project Plan developed to take forward recommendations. Introductory meeting with University of Sussex Sustainability Team with regards to waste provisions. Regular meetings diarised and hoping to also include University of Brighton.				
Key dependencies	Bin Infrastructure Action Plan Bulky waste service review Commercial bins on the highway Communal bin system Customer experience Environmental enforcement Fleet replacement Food waste Digital Cityclean Keeping the city clean review Wheelie bin audit and rollout [Bring site audit] [Composition waste analysis]		Key risks and issues	Resources – both time and finance National Resources & Waste Strategy Other priorities; service delivery and modernisation and improvement work Brexit – materials end destinations	

Operator's Licence						
Project objectives	Maintaining the current standing of the BHCC Operator's Licence			Overall RAG status (including explanation)	Previous report	This report
Project start date	September 2019	Project end date	Ongoing		Green	Green
Reporting period	June 2022 to October 2022			Key planned activities	Create new fleet policy Create accident reduction programme	
Key achievements since the last update	Started development new KPI suite All drivers migrated to tachos, except two					
Key dependencies	Fleet Strategy Health & Safety Hollingdean Depot Management Framework			Key risks and issues	Withdrawal of support from workforce or trade unions HSE (Health & Safety Executive) interventions and recommendations National Resources & Waste Strategy	

Procurement Review						
Project objectives	Improving the procurement and contract management in Cityclean to deliver value for money and comply with council policies and procedures			Overall RAG status (including explanation)	Previous report	This report
Project start date	June 2022	Project end date	Ongoing		Amber	Amber
Reporting period	June 2022 to October 2022			Key planned activities	Started procurement process for communal bins Begin review of clinical waste tender Set up frameworks or DPS for cleansing / weeding suppliers; Grounds maintenance/ landscapers; Public toilet spare parts and repairs. Support the Carbon Neutral Fund activities where necessary Further refine and deliver programme of compliance across service	
Key achievements since the last update	Ongoing contract management of PPE contract Supported Digital Cityclean tender process and evaluation (ongoing) Supporting procurement of two-way radio system and compliance with current arrangement Established regular contract management of key external suppliers, including clinical waste, carton recycling, textile recycling, public toilet consumables					

	Identified further areas of non-compliance in City Environment		
Key dependencies	Communal bin system Fleet Strategy Food waste	Key risks and issues	Competing priorities

Public toilets: service options

Project objectives	Identifying a sustainable future for each public toilet site		Overall RAG status (including explanation)	Previous report	This report
				Amber	Red
Project start date	July 2020	Project end date	March 2024		
Reporting period	June 2022 to October 2022				
Recent updates	<p>Service redesign implemented in line with council policies and procedures.</p> <p>Due to substantial cost increases in energy, consumables and maintenance caused by inflation, plus increased staffing costs, 10 sites have been closed to reduce the current £400,000 pressure within the public toilet budget. Options are being explored as to whether third parties can take on the cleaning and maintenance of some sites, whilst the longer-term plan for public toilets is being developed and the council's financial position stabilised.</p>		Key planned activities	Establish Project Board to take forward work on managing public toilets	
Key dependencies	<p>Customer experience</p> <p>Procurement review</p> <p>Public toilets: refurbishment programme</p>		Key risks and issues	<p>Staffing levels</p> <p>Resources – both time and finance</p>	

Public toilets: refurbishment programme

Project objectives	Improving the city's public toilets		Previous report	This report
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			Overall RAG status (including explanation)	Amber	Amber
Project start date	January 2022	Project end date	2026		
Reporting period	June 2022 to October 2022				
Key achievements since the last update	Finalised designs for Kings Esplanade, Station Road (Portslade), Daltons (near the zip wire) and Saltdean Undercliff Completed procurement for contractors to complete Phase 1		Key planned activities	Begin refurbishment of sites Agree Phase 2 sites	
Key dependencies	Public toilets: future service delivery		Key risks and issues	Availability of contractors to complete works Supply chain issues Cost of refurbishment exceeds agreed budget due to cost inflation Closure of sites for refurbishment may lead to complaints	

Weed management

Project objectives	Implementing sustainable and cost-effective ways of managing weeds without the use of pesticides		Overall RAG status (including explanation)	Previous report	This report
Project start date	July 2019	Project end date		March 2023	Amber
Reporting period	June 2022 to October 2022		Key planned activities	Complete 2022 review Plan for 2023 ETS Committee report in January 2023	
Key achievements since the last update	Completed desktop research into what other local authorities do			Key risks and issues	Competing priorities, particularly if posts not filled Lack of resources
Key dependencies	Customer experience				

Workstyles

Project objectives				Previous report	This report
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	Creating new office space at Hollingdean Depot, incorporating Workstyles principles			Overall RAG status (including explanation)	Amber	Amber
Project start date	November 2019	Project end date	TBC			
Reporting period	June 2022 to October 2022			Key planned activities	Begin staff consultation on new accommodation proposals Approve plans for new accommodation Relocate server room	
Key achievements since the last update	New meeting rooms completed and in use Surveys underway for the redevelopment of site Server room relocation underway					
Key dependencies	Health & Safety Hollingdean Depot			Key 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	

