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| <b>Subject:</b>          | <b>City Environment Modernisation Update</b>                  |   |                          |
| <b>Date of Meeting:</b>  | <b>8 October 2019</b>   |   |                          |
| <b>Report of:</b>        | <b>Executive Director, Economy, Environment &amp; Culture</b> |   |                          |
| <b>Contact Officer:</b>  | <b>Name:</b>  | <b>Lynsay Cook</b>                      | <b>Tel: 01273 292448</b> |
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| <b>Ward(s) affected:</b> | <b>(All Wards);</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 25 June. This update provides a further update on progress.
- 1.2 The report also presents the results from the consultation on the introduction of a communal recycling scheme for Lewes Road Triangle, as well as further changes and improvements to the existing communal refuse and recycling scheme.

**2. RECOMMENDATIONS:**

- 2.1 That the Committee notes the progress made through the City Environment Modernisation Programme.
- 2.2 That the Committee approves the introduction of the communal recycling scheme in Lewes Road Triangle.
- 2.3 That the Committee agrees, in principle, to the introduction of the new communal bin system.
- 2.4 That the Committee agrees, in principle, to the expansion of the communal bin scheme.

**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 of the City Environment services are statutory and have, in recent months, been under a lot of scrutiny. The service has an integral role in resident, business and visitor perceptions of Brighton & Hove and is absolutely fundamental to the success and attraction of the city.

### Communal bins (amber)

- 3.2 The consultation on the introduction of communal recycling bins in Lewes Road Triangle to complement the communal refuse service has been completed. The full results are contained in Appendix 1. In short:
- 82% of respondents agreed with the introduction of communal recycling
  - 84% agreed with the proposed locations of the bins.
- 3.3 Based on these results and the reasons why respondents support the introduction of communal recycling, it is recommended that communal recycling is introduced to the Lewes Road Triangle in the locations detailed in the consultation document and repeated in Appendix 1.
- 3.4 Work has started on design principles for a new communal bin system and associated fleet to improve the efficiency and reliability of the service. The basis for the new system is in Appendix 2.
- 3.5 During completion of the wheelie bin audit, it has been identified that other streets across the city would benefit from the introduction of communal bins. This is because the road and/or pavement are not suitable for wheelie bins and black bag collections are not an option.
- 3.6 When the introduction of communal bins was agreed previously, a map was agreed on the boundaries. For operational and customer service reasons, this needs to be expanded. This report is seeking Member approval for an extension to the boundaries in principle to support the Keeping the City Clean Review (round restructures). Any changes from a kerbside collection to a communal collection will be subject to feedback from the Keeping the City Clean Review (round restructures), Member approval to consult with residents (which is subject to a report to a future Committee meeting) and a resident consultation, the results of which will be presented to an Environment, Transport & Sustainability Committee meeting for a decision on how to proceed.

### Operator's Licence (amber)

- 3.7 Under the Goods Vehicle Licensing Act, 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.
- 3.8 In February 2019, an Operator's Licence Compliance Audit was completed by the new Head of Fleet. This identified that standards were significantly below that which was required. Following this discovery, a letter was sent to the Traffic Commissioner informing her that: the audit had uncovered some serious problems with how the Operator's Licence had been managed, and that an action plan had been developed to resolve these issues.
- 3.9 Considerable progress has been made towards improving the levels of compliance although there is still work to do. Fleet Maintenance and Servicing is now fully compliant. The area of focus for improvement is the management of drivers. Progress is already being made through introducing a new performance

framework; regular Tool Box Talks to provide training and information; improving joint working between the fleet office and operation managers. In addition, a fleet replacement programme has been developed and a report on fleet procurement options is due to come to committee in November.

- 3.10 The Head of Fleet & Transport Manager named on the Operator's Licence resigned and left the council in September 2019. A new Head of Fleet is being recruited. Some experienced temporary Transport Managers have been appointed to be named on the Operator's Licence for BHCC and to work with the council to reach compliance. The Operations Manager has qualified as a Transport Manager and is now named on the O licence. We will be training another manager as a Transport Manager to upskill our management team and improve future service resilience.

#### Health & Safety (amber)

- 3.11 Work continues to improve health and safety across all City Environment operations. The Health & Safety Business Partner, who started in January 2019, is undertaking work to improve all aspects of health and safety across Cityclean and City Parks. A Health & Safety Improvement Plan is being developed which covers areas such as depot safety, Personal Protection Equipment (PPE) requirements and observance, team safety plans, risks assessments and health surveillance.
- 3.12 While there is still work to do to improve health and safety, the following recent progress has been made:
- Risk assessments have been updated and new risk assessments have been created, as necessary; moving forward, each risk assessment document will be accompanied by a one-page, easy to read version with the essential information to ensure all operatives can understand it. All the risk assessments are recorded in a register with regular review dates and are overseen by an Operations Manager
  - Work has been completed with the Industrial Noise & Vibration Centre to improve our understanding of equipment noise readings (there are over 600 pieces of City Parks' equipment) and to identify any change or action required
  - Noise testing has been completed on 'unique' pieces of City Parks' equipment; noise testing on glass collections and emptying will take place in October
  - Site inspections have been completed for all lock ups across the city
  - A Health & Safety Handbook has been produced including instructions on driving, lone working, PPE etc.
  - All Team Leaders have been trained in 'train the trainer manual handling'
  - Cityclean Tool Box Talks have been delivered on reversing assistant and vehicle checks; future Talks will include manual handling, PPE and working in and around large vehicles
  - A training matrix has been created to capture all staff training; this includes the date the training was completed and the refresher/review date. The training will be delivered through a number of methods including tool box talks, council training and e-learning
  - The transportation and storage of fuel has been reviewed
  - The approach to welding has been investigated and a corporate standard developed

- Arrangements at the depot are being assessed including fire alarms, CCTV, security and air testing
- All Street Cleansing machinery has been tested for whole body vibration
- A working at height audit has been completed for the fleet workshop
- Consultation on Madeira Terrace clearances
- The Site Manager continues to supervise vehicle checks every morning; quality checking takes place in the afternoon when a vehicle returns to the depot

3.13 Improvements to the depot site are imminent which will improve the site entrance, security and fuel tanks. Resurfacing works will take place, the security hut and entry requirements will change and the fuel tanks will be upgraded and moved to a new location.

#### Increasing recycling (amber)

3.14 The start of a new academic year provides an opportune moment to educate students about what can and cannot be recycled. This year, this has included articles published in student magazines and flyers prepared for handing out to language schools and universities on what can and cannot be recycled. This literature also includes advice relating to littering and fly-tipping and the risk of receiving a Fixed Penalty Notice if someone commits an environmental offence.

3.15 The rollout of on-the-go recycling litter bins has commenced, starting between Meeting House Café and Palace Pier as this area has the highest footfall.

#### Commercial Services (amber)

3.16 The Commercial Team continues to identify ways to improve the profitability of the services provided through reviewing existing contracts. The trade waste service continues to expand both the bin and sack customer base.

3.17 Residents on the garden waste waiting list are gradually being invited to join the service where capacity on existing rounds allows. Work continues on the viability of a third round as it is unlikely that there is sufficient capacity within the existing rounds to invite all of those on the waiting list to join the service.

3.18 There have been a number of customer service issues in recent months which the Commercial Team has been working to resolve. It is pleasing to report that in recent weeks, the number of complaints has reduced.

#### Recycling wheelie bins (amber)

3.19 The recycling wheelie bin audit is almost complete with the final round being audited. Rollout of recycling wheelie bins following the audit has been completed for three rounds. The remaining rounds are being discussed with operational colleagues to ratify the recommendations and identify appropriate timescales for rollout of wheelie bins.

3.20 Residents will receive a leaflet informing them of the changes (there will be no changes to collection days), which will also detail what can and cannot be put in the recycling bin. Ward members will also receive an update.

### Graffiti Reduction Strategy (green)

- 3.21 Delivery of the Graffiti Reduction Strategy action plan continues. Activities delivered over the last few months includes:
- A Youth Offending Service clean up at Volks railway underpass in August
  - A community payback graffiti paint out at Barcombe Road garages started in August
  - Designing the graffiti database
  - Expanding the existing graffiti removal resources through recruiting an additional graffiti operative
  - Improving access to resources for residents and community groups through the creation of a dedicated mailbox; residents can email [communitycleanup@brighton-hove.gov.uk](mailto:communitycleanup@brighton-hove.gov.uk) to request supplies to paint out graffiti
  - Trialling of anti-graffiti coatings on council bins and brick work
  - Exploring opportunities to change graffiti culture with graffiti artists; multiple ideas are being discussed such as a graffiti festival, safe spaces and a focus group with graffiti artists
  - Discussions with Housing, City Regeneration and the Valley Garden Project on architectural graffiti prevention designs for future projects e.g. trialling bushes as a barrier to walls
  - Obtaining quotes to erect a green wall on Madeira Drive; the key issue here is cost – it is very expensive to implement for a small area
  - Conversations with Sussex Police on how to work better together
  - Implementing a new approach to graffiti removal, working in zones to combat and remove graffiti from council property and furniture
- 3.22 The consultation on graffiti removal and enforcement will start imminently. The results and recommendations for taking this forward will be presented to a future Environment, Transport & Sustainability Committee.

### Customer experience (amber)

- 3.23 There have been a number of issues with collections over the last few weeks. The recent 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. It meant drivers had to drive to Newhaven to drop off loads (a three hour round journey) or at the Hove Household Waste Recycling Site, with a one and a half hour wait, both depending on traffic. Added to this, there was also a higher than normal spate of vehicle breakdowns, plus a high number of driver shortages caused by sudden and unexpected sickness, at a time when there have been vacancies and the summer break.
- 3.24 The Hollingdean Waste Transfer Station reopened on Monday 23 September and collections have returned to normal.
- 3.25 The reasons for the vehicle breakdowns have been investigated and it appears it is due to a build-up of rubbish underneath the compactor. Measures have been put in place to address this to prevent it happening in the future.
- 3.26 Recruitment to the vacant posts has been completed and a specialist agency has been engaged to help provide emergency cover when required.

- 3.27 Two new Team Leaders are in post to help deliver changes to how the service understands and manages missed work. Changes will be made to better understand the work that has been missed, the reasons for this and the timescales for collecting the dropped work.
- 3.28 The number of complaints has led to the Environment Contact Centre being inundated and not everyone, at the time of writing, has received a response or feedback to their enquiry. Staff are working very hard to respond to these.

#### Environmental enforcement (amber)

- 3.29 Following approval at the last Committee meeting, preparatory work to start the consultation on managing commercial bins on the highway has taken place. The results and recommendations for taking this forward will be presented to a future Environment, Transport & Sustainability Committee.
- 3.30 A specification has been drawn up for CCTV provision to deter and tackle fly-tipping across the city. The Team, with Procurement support, are reviewing options and suppliers. Similarly, a specification has been created for an environmental enforcement back-office system to better help manage the issuing of, and tracking of payments relating to, Fixed Penalty Notices.
- 3.31 Unpaid Fixed Penalty Notices continue to be taken through the courts process. There have been a number of successful prosecutions in recent months. Fines for littering which are £75 (or £55 if paid within 10 days) that remain unpaid and taken to the Magistrates' Court have resulted in the offenders facing a £220 fine, £150 costs and a £30 surcharge.

#### Other

- 3.32 Cityclean has received notification that the Veolia Producer Compliance Scheme (PCS) for UK Waste Electrical and Electronic Equipment (WEEE) is coming to an end. This means the 10 WEEE recycling banks across the city will be removed from October. Cityclean is currently looking into the options and funding available on what may be available to replace these. In the meantime, residents are still able to take their unwanted WEEE to the Brighton or Hove Household Waste Recycling Sites.
- 3.33 Future provision of a WEEE service (in addition to the HWRS) will need to consider the funding and budget available. The annual tonnage from the WEEE banks is circa. 10 to 15 tonnes per year, which is quite small when compared to the 1200 tonnes of WEEE collected via the HWRSs last year.

## **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, 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 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 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.
- 5.2 Resident consultation has been completed as part of the introduction of communal recycling in the Lewes Road Triangle.
- 5.3 Further changes to the communal bin system will be discussed with staff and trade unions. Any further rollout of communal schemes will be the subject of resident consultation and Member approval.

## **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.
- 6.2 The consultation with residents in the Lewes Road Triangle on the introduction of a communal recycling scheme demonstrated there is significant support for this. If Members approve the introduction, the same model of rollout used for other schemes will commence.
- 6.3 Throughout the delivery of the Modernisation Programme and in feedback from staff, Members and residents it was demonstrated that improvements are needed to the communal bin system. If Members approve, in principle, to the new design principles and the expansion of the communal bin service, work can start on the detail of how this may operate in practice, including engagement with all stakeholders.

## **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 that 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 As reported to Committee in June 2019 as part of the last update, costs associated with the communal recycling scheme within the Lewes Road Triangle will be contained within existing City Environmental Management resources.
- 7.3 If additional resources are required for the Modernisation Programme including the communal recycling scheme roll out, if approved, this will be brought back to member for consideration/decision.

Legal Implications:

- 7.4 So far as the Report's recommendations regarding communal bins are concerned, the Council, as waste collection authority, can specify what receptacles are used for the collection of household waste, where the receptacles are located and what substances or articles can be placed in the receptacle or in separate compartments within that receptacle (s46 Environmental Protection Act 1990).
- 7.5 Save as above, there are no direct legal implications arising from the report.

*Lawyer Consulted: Hilary Woodward*

*Date: 23/09/19*

Equalities Implications:

- 7.6 Any resident unable to easily access refuse or recycling collection services can apply for an assisted collection.
- 7.7 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:

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

**SUPPORTING DOCUMENTATION**

**Appendices:**

1. Outcomes of the Lewes Road Triangle Consultation
2. New communal bin system

**Background Documents**

1. City Environment Modernisation Update to Environment, Transport & Sustainability Committee on 25 June 2019
2. City Environment Modernisation Update to Environment, Transport & Sustainability Committee on 22 January 2019
3. Environmental Enforcement Framework Report to Environment, Transport & Sustainability Committee on 27 November 2018
4. Graffiti Reduction Strategy Report to Environment, Transport & Sustainability Committee on 27 November 2018
5. Public Convenience Report to Policy, Resources & Growth Committee on 11 October 2018



6. City Environmental Management – Modernisation Programme Update Report to Environment, Transport & Sustainability Committee on 9 October 2018
7. City Environmental Management – Modernisation Programme Update Report to Policy, Resources & Growth Committee on 12 July 2018
8. Update on Chargeable Garden Waste Collection Service Report to Environment, Transport & Sustainability Committee on 28 June 2016
9. Proposals for a Chargeable Garden Waste Collection Service Report to Environment, Transport & Sustainability Committee on 13 October 2015
10. Cityclean Service Plan and Priorities Report to Policy & Resources Committee on 9 July 2015

