

Bin infrastructure and litter reduction						
Project objectives	Reducing litter and improving the cleanliness of the city			Overall RAG status (including explanation)	Previous report	This report
Project start date	June 2021	Project end date	June 2026		Amber	Red
Reporting period	October 2023 to February 2024			Key planned activities	Hold Spring Clean Up Update website pages to provide information on how to organise a community clean-up, providing resources and information on health and safety and public liability insurance (RAG status is Red as the resource allocated to this project has been reallocated to Digital Cityclean. When resources are available, delivery will recommence)	
Key achievements since the last update	Completed Bin Amnesty Trial Updated website to include an option for residents to include return unused bins and boxes Held City Centre Big Clean event in November 2023 Started planning for the Spring Clean Up Held workshops to review bin expenditure, creating an action plan Completed roll out of anti-litter and anti-fly tip signs Started audit of on-street litter bins					
Key dependencies	Fleet Strategy Carbon Neutral Fund			Key risks and issues	Limited resources to carry out projects Competing priorities Budget restrictions	

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	October 2023 to February 2024					

<p>Key achievements since the last update</p>	<p>Cityclean responded to 95.6% of Stage 1 Complaints within 10 days (City Environment overall 93.4%)                  From June to November 2023, City Environment received 198 complaints, which is 72 fewer than the same period last year; of these, Cityclean received 175 complaints, which is 60 fewer than the same period last year                  Environmental Service Advisors received training on Contact Management to respond to councillor enquiries                  Continued to respond to emails within 24 to 48 hours on average (working days)                  Scheduled regular meetings with Street Cleansing operations to improve Contact Management response times</p>	<p>Key planned activities</p>	<p>Deliver further training to Environmental Service Advisors on Contact Management to respond to councillor enquiries                  Review Waste Assessment Process                  Continue to develop Standard Operating Procedures to improve the customer experience and provide a consistent service</p>
<p>Key dependencies</p>	<p>Digital Cityclean                  Graffiti reduction                  Waste minimisation                  Management Framework</p>	<p>Key risks and issues</p>	<p>Loss of support for project                  Industrial action</p>

<p><b>Digital Cityclean</b></p>						
<p>Project objectives</p>	<p>Modernising the service and supporting the wider programme of change through technology</p>			<p>Overall RAG status (including explanation)</p>	<p>Previous report</p>	<p>This report</p>
<p>Project start date</p>	<p>June 2020</p>	<p>Project end date</p>	<p>February 2025</p>		<p>Amber</p>	<p>Amber</p>
<p>Reporting period</p>	<p>October 2023 to February 2024</p>			<p>Key planned activities</p>	<p>Continue to implement the Trade Waste module                  Plan for next phase of the Programme</p>	
<p>Key achievements since the last update</p>	<p>Continued to implement the Trade Waste module, including populating system with full Trade Waste datasets – rounds, events, attributes, and accounts                  Installed nine mounting kits in collection vehicles                  Reviewed programme resources and completed service redesign</p>					

Key dependencies	Customer experience Management Framework	Key risks and issues	Project Team capacity IT&D resources and capacity Implementation timescales Existing poor data Withdrawal of support from workforce or trade unions
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## Environmental enforcement

Project objectives	Addressing anti-social and illegal behaviour to improve the environment and minimise waste clean-up and disposal costs		Overall RAG status (including explanation)	Previous report	This report
Project start date	September 2019	Project end date		Ongoing	Green
Reporting period	October 2023 to February 2024		Key planned activities	Continue to deliver the Environmental Enforcement Framework Continue to provide further advice and guidance	
Key achievements since the last update	<p>Completed public consultation on phase 2 of managing commercial bins on the highway</p> <p>Reported the outcomes of the consultation to Committee who agreed to extend the T-Zone area</p> <p>Continued to meet with local businesses on individual and group basis to offer further advice and guidance</p> <p>Continued to reduce the number of commercial bins on the highway across the T-Zone area</p> <p>Increased Fixed Penalty Notice amounts for some offences in line with changes in legislation, following Committee approval</p> <p>Introduced an offence of engine idling</p> <p>Completed six-night shifts, issuing over 80 Fixed Penalty Notices</p> <p>See also Flyering and Graffiti reduction updates</p>				
Key dependencies	Customer experience Flyering		Key risks and issues	Perception of service and its objectives	

Graffiti reduction

## 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	October 2023 to February 2024					
Key achievements since the last update	<p>72 electric vehicles in operation across the council</p> <p>Four electric refuse collection trucks working daily</p> <p>Received delivery of first electric communal waste vehicle</p> <p>Received delivery of top-loader for the collection of glass</p> <p>Received second electric van in City Parks to transport ride-on mowers</p> <p>Continued to deliver Certificate of Professional Competence (CPC) training</p> <p>Started work on Accident Reduction Policy</p>			Key planned activities	<p>Receive three more electric communal waste vehicles</p> <p>Start requirements for food waste collection vehicles</p> <p>Continue work on Accident Reduction Policy</p> <p>Continue to work with other service on the procurement of new electric vehicles</p>	
Key dependencies	<p>Customer experience</p> <p>Digital Cityclean</p> <p>Food waste</p> <p>Health &amp; Safety</p> <p>Hollingdean Depot</p> <p>Operator's Licence</p> <p>Procurement review</p>			Key risks and issues	<p>Resources – both time and finance</p> <p>Power infrastructure implemented and available</p> <p>Competing priorities e.g. service delivery and modernisation and improvement work</p> <p>Brexit – vehicles purchased from Europe</p> <p>Delays with contracts</p>	

Flyering						
Project objectives	Improving the flyering service by reviewing the flyering framework and extending the current flyering zones			Overall RAG status (including explanation)	Previous report	This report
					Amber	Amber
Project start date	March 2022	Project end date	March 2024			
Reporting period	October 2023 to February 2024			Key planned activities	Implement online payments Review and update terms and conditions	
Key achievements since the last update	Received approval from Committee to extend the flyering licence area Implemented the extension of the flyering licence area Reviewed and updated webpage					
Key dependencies	Environmental Enforcement			Key risks and issues	Decrease in flyering licences Resources - staff, and possibly budget	

Food waste						
Project objectives	Complete cost analysis of a citywide food waste collection service			Overall RAG status (including explanation)	Previous report	This report
					Amber	Amber
Project start date	June 2021	Project end date	March 2024			
Reporting period	October 2023 to February 2024			Key planned activities	Await further announcements from government on resource/revenue and ongoing funding Continue to meet other local authorities to understand good practice, risks and issues Finalise projected yields to inform the number of vehicles required Finalise estimated cost Prepare to move project to phase two, developing implementation plans	
Key achievements since the last update	Met with other local authorities to understand how food waste has been introduced Reviewed food waste collection study completed by Eunomia in 2021 Completed analysis on expected food waste yields Completed DEFRA request to enable payment of capital funding allocated Met with finance colleagues to determine staffing costs					

	Contacted suppliers to determine capital costs based on market price		
Key dependencies	Digital Cityclean Fleet strategy Customer experience Procurement review	Key risks and issues	Capital funding gap Resources, revenue and ongoing funding Data availability

## Graffiti reduction

Project objectives	Delivering 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		December 2023	Amber
Reporting period	October 2023 to February 2024		Key planned activities	Continue to review consultation feedback and prepare new draft Strategy and action plan Take draft Strategy and action plan to committee for approval Commission mural for York Hill	
Key achievements since the last update	<p>Received approval to commence public consultation on reviewing and updating the Graffiti Tagging Reduction Strategy</p> <p>Held public consultation on the council's consultation portal from 21 November 2023 to 9 January 2024</p> <p>Held Reimagine Brighton &amp; Hove event as part of the consultation activities on 21 November</p> <p>Reviewed consultation feedback</p> <p>Continued community engagement activities, meeting with various LATs and Resident Associations to discuss partnership work</p> <p>Continued working with Sussex Police and ongoing Joint Action Group</p> <p>Engaged with the Immediate Justice Programme, led by Sussex Police; a prolific tagger completed nine hours of Immediate Justice to remove graffiti in hotspot area</p> <p>Continued enforcement action and investigation of prolific taggers</p>				

	<p>Installed CCTV camera at Queens Park for reduction and prevention of graffiti</p> <p>Increased graffiti patrols at The Level</p> <p>Continued work with Statutory Undertakers for graffiti removal</p>		
Key dependencies	<p>Customer experience</p> <p>Environmental enforcement</p> <p>Digital Cityclean</p>	Key risks and issues	<p>Commercial property owners and Statutory Undertakers do not comply with Community Protection Warnings</p> <p>Challenges to identify and catch taggers</p> <p>Murals getting tagged and limited resource for ongoing maintenance</p>

## Health & Safety

Project objectives	Improving health & safety compliance and performance across City Environmental Management			Overall RAG status (including explanation)	Previous report	This report
Project start date	January 2021	Project end date	Ongoing		Amber	Green
Reporting period	October 2023 to February 2024			Key planned activities	<p>Use information from City Parks H&amp;S review to formulate a plan of action to reduce health &amp; safety risks going forward</p> <p>Work with new Training &amp; Engagement Officer to increase staff training, including completing the City Parks training matrix</p> <p>Introduce maintenance regime for City Parks work equipment to help manage Hand Arm Vibration risk</p> <p>Update noise action plans</p> <p>Undertake City Parks Stage 2 Fire Risk Assessments</p> <p>Deliver mop-up session for 'back of vehicle' refresher training for outstanding Collections operational staff</p> <p>Undertake further priority audits on a risk basis</p>	
Key achievements since the last update	<p>Started a full review of City Parks H&amp;S management using the Corporate Risk Profile template</p> <p>Procured new battery powered equipment such as grass trimmers for City Parks in keeping with the council's commitment to using greener technology; this also results in lower Hand Arm Vibration and noise levels</p> <p>Started a review of Cityclean and City Parks Risk Assessments</p> <p>Delivered 'back of vehicle' refresher training to the majority of Collections operational staff</p> <p>Started delivery of programme of testing Hand Arm Vibration levels for City Parks machinery</p>					

Key dependencies	Fleet Strategy Hollingdean Depot Management Framework Operator's Licence	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, with suitable and sufficient risk assessments backed up by a working, evidencable training matrix Health & Safety Executive interventions and recommendations Resources to deliver priorities
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## Hollingdean Depot

Project objectives	Improving safety and security at Hollingdean Depot and ensuring the infrastructure is fit for purpose		Overall RAG status (including explanation)	Previous report	This report
Project start date	November 2019	Project end date ongoing		Amber	Amber
Reporting period	October 2023 to February 2024		Key planned activities	Assess current concrete base at the location of the old offices to determine suitability for future plans Redevelop wash bay Refurbish depot heating and hot water system	
Key achievements since the last update	Demolished old offices Started planning for the redevelopment of the wash bay			Staff working in portacabins which are coming to end of life and do not provide sufficient space Resources – both time and finance	
Key dependencies	Health & Safety Operator's Licence		Key risks and issues		

## 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	Green
Reporting period	October 2023 to February 2024				



<p>Key achievements since the last update</p>	<p>Continued to manage the outcome of the Independent Inquiry including: the development of a culture change programme and actioning individual disciplinary cases</p> <p>Received approval of action plan to deliver Independent Inquiry recommendations from Strategy, Finance &amp; City Regeneration Committee</p> <p>Started formal consultation with Trade Unions and staff regarding start and finish at the Depot</p> <p>Continued to performance manage crews</p> <p>Continued to carefully manage collection of missed work by meeting with crews and instructing them to collect their own missed work when there is capacity within their working week to do so</p> <p>New Training &amp; Engagement Officer started</p> <p>Started Annual Performance Reviews for all frontline operational staff; in Collections, all Driver Supervisors have been completed and now focusing on Operatives; in Street Cleansing, the majority are complete</p> <p>Started formal consultation on moving communal recycling collections to a 4-on-4-off-rota to improve reliability of collections</p> <p>Delivered 'back of vehicle' refresher training to the majority of Collections operational staff</p> <p>Reviewed collection frequency of seafront bins</p> <p>Reviewed delivery model for public toilets</p> <p>Reviewed approach to weed management</p> <p>Started seasonal recruitment; open day held for people to drop-in and get support to complete an application form</p>	<p>Key planned activities</p>	<p>Continued to manage the outcome of the Independent Inquiry</p> <p>Complete the formal consultation with Trade Unions and staff regarding start and finish at the Depot, issue outcome document and implement agreed changes</p> <p>Continue to performance management of crews</p> <p>Continue to carefully manage collection of missed work</p> <p>Complete remaining Annual Performance Review for frontline operational staff</p> <p>Complete the formal consultation on moving Communal Recycling to a 4-on-4-off-rota to improve reliability of collections, issue outcome document and implement agreed changes</p> <p>Deliver mop-up session for 'back of vehicle' refresher training for outstanding Collections operational staff</p> <p>Commence procurement for traffic management to enable twice yearly A27 litter pick</p> <p>Review learning offer for frontline operational staff</p>
<p>Key dependencies</p>	<p>Political support</p> <p>Customer Experience</p> <p>Hollingdean Depot</p>	<p>Key risks and issues</p>	<p>Unofficial and industrial action</p> <p>Withdrawal of support from workforce or trade unions</p>

	Operator's Licence		HSE (Health & Safety Executive) interventions and recommendations
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## 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	October 2023 to February 2024			Key planned activities	Continue to comply with Operator's Licence Continue work on Accident Reduction Policy	
Key achievements since the last update	<p>Maintained good standing with Traffic Commissioner</p> <p>Continued to comply with the Operator's Licence with a score of 98.3 out of 100</p> <p>Continued to deliver Certificate of Professional Competence (CPC) training</p> <p>Started work on Accident Reduction Policy</p>					
Key dependencies	<p>Fleet Strategy</p> <p>Health &amp; Safety</p> <p>Hollingdean Depot</p> <p>Management Framework</p>			Key risks and issues	Withdrawal of support from workforce or trade unions HSE (Health & Safety Executive) interventions and recommendations	

## 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	October 2023 to February 2024			Key planned activities	Issue tender documents for textile recycling contract (subject to Committee approval)	
Key achievements since the last update	Maintained regular contract management of key external suppliers, including clinical waste, carton					

	<p>recycling, textile recycling, PPE and uniform supply, public toilet consumables (ongoing regular contract meetings)</p> <p>Supported delivery of new fuel contract for depot</p> <p>Advised on procurement of new WEEE and carton containers</p> <p>Started tender process for weed management contract</p> <p>Reviewed textile contract</p> <p>Maintained Cityclean contract register (ongoing)</p> <p>Supported Fleet with procurement projects (ongoing)</p> <p>Identified further areas of non-compliance in City Environment (ongoing)</p>		<p>Complete procurement of weed management contract and enter contract management arrangements</p> <p>Enter contract management arrangements for the Allotment Service software</p> <p>Support procurement food waste containers</p> <p>Review options for PPE contract as it approaches its expiry date</p> <p>Support Fleet with future compliant procurement of spare vehicle parts and maintenance</p> <p>Further refine and deliver programme of compliance across service</p> <p>Continue maintaining contract register for Cityclean and report on upcoming actions required</p> <p>Continue contract management of PPE contract, external recycling providers and toilet consumables suppliers, including the expansion of WEEE and carton containers</p>
Key dependencies	<p>Fleet Strategy</p> <p>Food waste</p> <p>Recycling points</p>	Key risks and issues	Competing and varying priorities

## Public toilets

Project objectives	Identifying opportunities and delivering actions to sustain public toilet provision			Overall RAG status (including explanation)	Previous report	This report
Project start date	January 2022	Project end date	June 2025		Amber	Amber
Reporting period	October 2023 to February 2024			Key planned activities	<p>Start delivery of Phase 2 of the Refurbishment Programme</p> <p>Complete installation of Changing Places Toilets at Preston Park and St Ann's Well Gardens</p> <p>Implement 'single shift' delivery model</p>	
Key achievements since the last update	<p>Finalised sites for Phase 2 of the Refurbishment Programme</p> <p>Received approval to create new public toilets at The MacLaren Pavilion at The Level, which will form part of Phase 2</p>					

	<p>Published tender documents for Phase 2 of the Refurbishment Programme</p> <p>Finalised revised sites for Changing Places locations</p> <p>Published tender documents for new Changing Places Toilets</p> <p>Opened Changing Places Toilet at The One Garden at Stanmer Park in partnership with Plumpton College</p> <p>Agreed arrangements for reopening the Royal Pavilion Garden Toilets</p> <p>Designed the 'single shift' delivery model to deliver savings, whilst keeping all existing sites open</p> <p>Started staff consultation on 'single shift' delivery model</p>		<p>Continue to manage resources dynamically to provide as much provision as possible</p> <p>Continue options appraisal work</p>
Key dependencies	Customer Experience	Key risks and issues	<p>Staffing levels</p> <p>Resources – both finance and time</p> <p>Unbudgeted costs (such as utilities &amp; unexpected maintenance costs) putting public toilets budget at risk of overspend</p> <p>Supply chain issues</p> <p>Cost of refurbishment exceeds agreed budget due to cost inflation</p> <p>Closure of sites for refurbishment may lead to complaints</p> <p>Refurbishment contractor unable to maintain/recruit sufficient staffing levels</p> <p>Contractor not delivering on the agreed specification and/or timescales</p> <p>Unforeseen work issues may exceed agreed budget</p>

## Recycling points

Project objectives	Reviewing and improving recycling point locations		Previous report	This report
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				Overall RAG status (including explanation)	Green	Green
Project start date	June 2022	Project end date	December 2024			
Reporting period	October 2023 to February 2024			Key planned activities	Produce effective signage for new WEEE bins; to include messaging on batteries and vapes (which CANNOT be placed in these bins) Rollout the additional carton and WEEE recycling bins Publish new user-friendly map of all recycling points Develop next steps for phase 2 of improving Recycling Points, to include: review of site signage, review of dry mixed and glass recycling capacities within areas of kerbside collections, monitoring of 21 WEEE bins, and continuing to apply consistency in dry mixed and glass recycling bin lid colours and signage	
Key achievements since the last update	Received Committee approval to expand carton recycling to a further 47 locations across the city (a new total of 68 locations) Received Committee approval to introduce a new WEEE recycling service to 21 locations, one for each ward of the city Started preparation for rollout of these services, including procurement of bins and lids, preparing signage and liaising with contractors Reduced the number of complaints about overflowing carton bins following introduction of more bins at hotspots in July 2023					
Key dependencies	Procurement review Food waste Bin infrastructure Waste minimisation			Key risks and issues	Simpler recycling Budget restrictions Bin vandalism and waste theft (WEEE) Increased fly-tipping Graffiti tagging	

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Waste minimisation						
Project objectives	Reducing contamination and increase recycling rates in the city			Overall RAG status (including explanation)	Previous report	This report
Project start date	September 2023	Project end date	Ongoing		N/A	Amber
Reporting period	October 2023 to February 2024			Key planned activities	Finalise and agree Communications Campaign plan with stakeholders	
Key achievements since the last update	Completed research on best practice and successful contamination reduction campaigns from other authorities and waste partnerships informed by					

	<p>WRAP research and behaviour change / decision science</p> <p>Reviewed website content, including A-Z content and format</p> <p>Redesigned Recycling flyer for insertion with Council tax bill with emphasis on addressing contamination and QR code link to 'What you can and can't recycle in Brighton and Hove' page (renamed 'Thank you for recycling!' page)</p> <p>Developed ideas for how to better engage residents with what contamination is and how to prevent it as part of a rolling communications campaign plan</p> <p>Started developing a kerbside collection pilot for contamination communication strategy based on areas with high contamination rates</p> <p>Started research into Private Sector / HMO / Student communications, with a focus on engagement actions to reach transient renters</p> <p>Developed plans for truck signage</p> <p>Started building relationships with internal and external stakeholders</p> <p>(See also content in main report)</p>		<p>Develop resources toolkit for use in engagement activities across all forms of media and to support face to face work with harder to reach communities</p> <p>Continue to develop contamination communication trial pilot for the kerbside with input from stakeholders within the service</p> <p>Complete website review of content and format for A-Z</p> <p>Continue to research and develop Private Sector / HMO / Student communications</p>
Key dependencies	<p>Bin infrastructure and litter reduction</p> <p>Customer experience</p> <p>Recycling points</p>	Key risks and issues	<p>Budget restrictions</p> <p>Crew training and engagement</p> <p>Resources – both time and finance</p> <p>Web Design Team schedule</p>

## Weed management

Project objectives	Implementing a new approach to weed management			Overall RAG status (including explanation)	Previous report	This report
Project start date	January 2024	Project end date	March 2025		Amber	Amber
Reporting period	October 2023 to February 2024				Continue procurement process	

<p>Key achievements since the last update</p>	<p>Delivered 2023 Weeding Plan, using the traffic light system and completed a review of 2023 Weeding Plan</p> <p>Presented report to CESS Committee in January 2024 on options for managing weeds in 2024; Committee agree a new approach to weed management</p> <p>Prepared a specification for the procurement of a controlled-droplet application to manage and remove weeds from across the city in 2024</p>	<p>Key planned activities</p>	<p>Appoint contractor to treat weeds across the city using a controlled-droplet application</p> <p>Manage contractors in line with the contract</p>
<p>Key dependencies</p>	<p>Customer experience</p>	<p>Key risks and issues</p>	<p>Costs</p> <p>Availability of contractor willing / able to take on contract</p> <p>Timing and weather for completing the treatment</p>

