

Appendix 1: Programme Update

Project Information			
Project name	Assisted Collections	Project description	A redesign of the Assisted Collection service to deliver improvements to residents and crews
RAG status	Green	Timescales	January 2022 – December 2022
Percentage complete	40%	Modernisation dependencies	Customer experience Digital Cityclean Health & Safety Managing waste responsibly
Recent activities	Developed Project Plan Analysed current data to determine timelines and approach to data audit Determined data needs and structure to manage in a sustainable way Completed Equalities Impact Assessment for project Drafted letters to send to residents Drafted new Risk Assessment Method Statement Streamlined back-office processes Drafted revised process for new Assisted Collection sign-up		
Risks and issues	Resources to deliver project National Resources & Waste Strategy	Next steps	Brief councillors Brief crews Start engagement with crews on data audit Review the new RAMS Finalise operational processes Send out letters to residents

Project Information			
Project name	Bin Infrastructure Action Plan	Project description	Implementing a new approach to managing litter and street cleansing

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RAG status	Amber	Timescales	March 2023
Percentage complete	15%	Modernisation dependencies	Commercial bins on the highway Customer experience Digital Cityclean Managing waste responsibly
Recent activities	Continued audit of on street bins, types, condition and locations in the city Completed audit of dog poo bins and identified sites suitable for generic bins Started to roll out triple bins in parks starting with Wish Park and planning further roll outs, to ensure appropriate capacity and consistent collections Implemented scheme to manage commercial bins on the highway to improve the look of the city		
Risks and issues	Resources to implement action plan National Resources & Waste Strategy	Next steps	Continue to deliver action plan Complete audit of street litter bins Plan implementation of triple bins in city centre locations

Project Information

Project name	Blueprint	Project description	Creating a model to move towards a circular economy to encourage behaviour change around reduce, reuse and recycling
RAG status	Amber	Timescales	November 2021 – June 2023
Percentage complete	60%	Modernisation dependencies	Customer experience Managing waste responsibly
Recent activities	Previous composition analysis indicated those living in social housing are disposing the largest amounts of textiles waste in the household waste stream Installed new recycling infrastructure in Whitehawk		

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	<p>Carried out door knocking in bird blocks asking residents to complete a survey designed to understand attitudes and behaviours towards textiles</p> <p>Hosted community pop-up event at Whitehawk Library with 90 people attending, providing several activities including a pre-owned school uniform pay as you feel sale, clothes swap, workshops on sewing skills as well as stalls with information on how to reuse and recycle</p> <p>Launched the Circular Economy Champions scheme</p>		
Risks and issues	Low resident engagement levels	Next steps	<p>Plan and deliver three community pop up events to promote, food waste reduction and increasing recycling</p> <p>Procure development of a digital app to engage citizens in reducing, reusing, repairing and recycling</p>

Project Information

Project name	Bulky waste service review	Project description	Reviewing the bulky waste service, following a change of service delivery from contractor to in-house delivery
RAG status	Green	Timescales	June 2022
Percentage complete	80%	Modernisation dependencies	Customer experience
Recent activities	Continue to implement recommendations		Digital Cityclean
Risks and issues	Resources to implement agreed recommendations	Next steps	Managing waste responsibly
			Continue to implement recommendations

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Project name	Commercial bins on the highway	Project description	Creating and implementing a model to manage commercial bins on the highway across Brighton & Hove
RAG status	Green	Timescales	September 2019 to September 2022
Percentage complete	90%	Modernisation dependencies	Customer experience Environmental enforcement Managing waste responsibly
Recent activities	<p>March Environment, Transport & Sustainability Committee approved amendment to the previously agreed scheme based on feedback</p> <p>Scheme went live on 1 April 2022</p> <p>Environmental Enforcement Team provided advice and education to businesses in T-zones where a visible and identifiable bin is present outside the premises from 1 April to 1 May 2022</p> <p>Environmental Enforcement Team began issuing Fixed Penalty Notices to those not complying with the scheme from 2 May 2022</p>		
Risks and issues	<p>Capacity of businesses and other stakeholders to follow new model</p> <p>National Resources & Waste Strategy</p>	Next steps	<p>Monitor impact of scheme</p> <p>Consider next steps</p>

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
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			Expanding the communal bin area
RAG status	Amber	Timescales	June 2020 – March 2023
Percentage complete	35%	Modernisation dependencies	Customer experience Environmental enforcement Fleet Strategy Food waste Digital Cityclean Managing waste responsibly Procurement review Wheelie bin audit and rollout [Waste composition analysis]
Recent activities	Continued to identify bin bay locations for pilot, including impact on parking Procured new communal bins to replace broken bins across the city Assessed broken bins to be replaced once new ones arrive, including which ones can be repaired and which can be scrapped		
Risks and issues	Resources – both time and finance Withdrawal of support from workforce or trade unions Highways Traffic Regulation Orders Brexit – bins purchased from Europe Lack of suitable bin for glass recycling National Resources & Waste Strategy	Next steps	Finalise bin bay sites Plan for siting of new replacement bins Assess decibel levels of glass containers Produce cost-benefit analysis of different container options Review communal bin signage Continue delivery of project plan

Project Information

Project name	Customer experience	Project description	Improving the customer experience and providing a consistent service to everyone who contacts Cityclean
RAG status	Green	Timescales	January 2019 – December 2022
Percentage complete	40%		Assisted Collections

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Recent activities	<p>Telephone line open from 9:30am to 1:30pm</p> <p>50 compliments received in Q3 + Q4, compared to 64 in Q1 + Q2</p> <p>139 complaints received in Q3 + Q4, compared to 192 in Q1 + Q2</p> <p>The 23 complaints in Q4 were the least number of complaints in a quarter for the last eight quarters</p> <p>72.2% of Stage 1 complaints responded to within 10 days in Q4, improving on Q3 (29.1%)</p> <p>75% of Stage 1 complaints upheld or partly upheld in Q4, reduced from Q3 (94.2%)</p> <p>Provided, on average, a 24 to 48-hour response time to emails (working days)</p> <p>Compiled TROs to introduce measures to address issues of persistent missed collection</p>	Modernisation dependencies	<p>Bin Infrastructure Action Plan</p> <p>Blueprint</p> <p>Communal bin system</p> <p>Digital Cityclean</p> <p>Environmental enforcement</p> <p>Food waste</p> <p>Graffiti reduction</p> <p>Increasing material for recycling</p> <p>Management Framework</p> <p>Managing waste responsibly</p>
Risks and issues	<p>Loss of support for project</p> <p>Industrial action</p>	Next steps	<p>Continue with improvements to responding to complaints</p> <p>Continue to develop Standard Operating Procedures to provided consistent service</p> <p>Continue to train and develop team</p>

Project Information

Project name	Digital Cityclean	Project description	Modernising the service and supporting the wider programme of change through technology
RAG status	Amber	Timescales	February 2020 – March 2023
Percentage complete	49%		Bin Infrastructure Action Plan

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Recent activities	<p>Identified route to market</p> <p>Completed soft market testing, including demonstrations and visits to other local authorities</p> <p>Completed Data Protection Impact Assessment and waiting for corporate sign off</p> <p>Complete 'to be' processes which informed system requirements document</p> <p>Completed system requirements</p> <p>Completed documents to start Invitation to Tender</p>	Modernisation dependencies	<p>Assisted Collections</p> <p>Bulky waste service review</p> <p>Communal bin system</p> <p>Customer experience</p> <p>Environmental enforcement</p> <p>Managing waste responsibly</p>
Risks and issues	<p>Change of Project Manager</p> <p>IT&D capacity</p> <p>Competing priorities</p> <p>Procurement timescales</p> <p>Existing poor data</p> <p>Withdrawal of support from workforce or trade unions</p>	Next steps	<p>Continue to deliver project plan</p> <p>Review submissions</p>

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	Completed November 2020
Percentage complete	100% COMPLETE	Modernisation dependencies	<p>Communal bin system</p> <p>Customer experience</p> <p>Graffiti reduction</p> <p>Digital Cityclean</p>
Recent activities	<p>Set up contract management arrangements, including regular contract meetings with supplier</p> <p>Camera images reviewed daily</p>		

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			Managing waste responsibly
Risks and issues	Fly tipping will continue/increase if delay in procurement and installation of cameras	Next steps	Use and development of system becomes part of business as usual Review data collected at each site at the end of six month and 12 month period to assess impact and inform decision making

Project Information

Project name	Environmental enforcement: ticketing and software system	Project description	Procuring a back-office system for environmental enforcement to 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	Completed September 2021
Percentage complete	100% COMPLETE		
Recent activities	<ul style="list-style-type: none"> Awarded contract Installed and tested system Finalised wording for Fixed Penalty Notices Launched payment system Completed staff training Go-live date of September 2021 Started monthly contract meetings with supplier Enhanced the original system to include new offences within the Environmental Enforcement Framework, including Community Protection Warnings and Community Protection Notices 	Modernisation dependencies	<ul style="list-style-type: none"> Communal bin system Customer experience Graffiti reduction Digital Cityclean Managing waste responsibly

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Risks and issues	No risk or issues identified	Next steps	Use and development of system becomes part of business as usual
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Project Information

Project name	Fleet Strategy	Project description	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
RAG status	Green	Timescales	September 2020 – March 2030
Percentage complete	70%	Modernisation dependencies	<ul style="list-style-type: none"> Communal bin system Customer experience Digital Cityclean Food waste Health & Safety Hollingdean Depot Managing waste responsibly Operator's Licence Procurement review
Recent activities	<p>Continued implementation of 10-year Fleet Strategy</p> <p>Two electric RCVs in operation, with a further two on order</p> <p>Started procurement of City Parks equipment to introduce more electric and low carbon vehicles, as well as new plant</p> <p>Ordered two electric cage tippers; this will bring the total to three</p> <p>Ordered electric glass top-loader</p> <p>Made arrangements for diesel top-loader to be converted to electric</p> <p>Two electric side loaders to be ordered this financial year and received approval for two more in 2023/24</p> <p>Ordered new large sweeper and weed ripping sweeper</p> <p>Received permission to procure electric public toilet fleet</p>		

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Risks and issues	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	Next steps	Continue to implement and monitor the Strategy
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Project Information

Project name	Food waste collections	Project description	Completing analysis of different operating models and associated costs, to deliver a food waste collection service across the city
RAG status	Green	Timescales	September 2020 – March 2023 (dependent on government consultation outcomes)
Percentage complete	80%	Modernisation dependencies	Communal bin system Customer experience Fleet Strategy Managing waste responsibly Procurement review Wheelie bin audit and rollout
Recent activities	Confirmed planning and permitting requirements and begun exploring tipping and disposal routes for the waste Gathered data to support development of detailed options Still awaiting outcomes of the government consultation on consistent recycling collections		
Risks and issues	Resources – both time and finance Data availability National Resources & Waste Strategy	Next steps	Continue to develop business case for two options on future service delivery model Report back to ETS Committee to approve service delivery model

Project Information

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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	60%	Modernisation dependencies	Customer experience Environmental enforcement Digital Cityclean
Recent activities	<p>Community Protection Warnings (CPWs) and Community Protection Notices (CPNs) for graffiti to commercial property introduced in February 2022</p> <p>Issued in the first 90 days:</p> <ul style="list-style-type: none"> • CPWs issued - 49 • CPWs adhered to - 29 • CPNs issued - 20 • CPNs breached - 3 • FPNs issued – 3 • Sent to prosecution - 0 <p>Designed remedial action processes into back-office systems meaning if CPNs are not complied with, Cityclean can remove graffiti and recharge the business</p> <p>Continued improved contact with Statutory Undertakers (SUs). CPNs also being issued to SUs where graffiti is found</p> <p>Completed three-month trial on London Road where all types of graffiti, from all property was removed within 24 hours of it appearing. In total, 229 areas of graffiti were removed or painted over. The trial highlighted the rate at which graffiti reappears as well as the extensive cost and number of Operative hours needed to remove it</p> <p>Continued community engagement, including meeting with various LATs and Resident</p>		

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	<p>Associations to discuss partnership work and provide paint and supplies for community Tidy Up Days</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>		
Risks and issues	<p>Commercial property owners and Statutory Undertakers do not comply with Community Protection Warnings</p> <p>Council owned property not maintained to recommended standard creating conflict</p> <p>Competing graffiti removal priorities</p>	Next steps	<p>Implement remedial action process for CPNs</p> <p>Batch issue CPNs for SUs by area</p> <p>Build programme of works with Community Payback for graffiti removal at The Level</p> <p>Build graffiti log</p>

Project Information

Project name	Health & Safety	Project description	Improving health & safety compliance and performance across City Environment
RAG status	Amber	Timescales	Ongoing
Percentage complete	70%	Modernisation dependencies	<p>Assisted Collections</p> <p>Fleet Strategy</p> <p>Hollingdean Depot</p> <p>Management Framework</p> <p>Operator's Licence</p> <p>Workstyles</p>
Recent activities	<p>Started improving H&S induction training</p> <p>Completed RAMS for public toilets</p> <p>Filled vacant H&S Officer roles for City Clean and City Parks to support further improvements in health and safety performance management</p> <p>Created a suite of new user-friendly Method Statements including photographs</p> <p>Created Health & Safety shared folders</p>		

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	<p>Initiated project to review glass recycling collections</p> <p>Established six-weekly documented depot inspections</p> <p>Completed Hand Arm Vibration work assessments in City Parks</p>		
Risks and issues	<p>Constantly emerging new priorities and risks e.g. incident investigation, union raised issues</p> <p>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</p> <p>Health & Safety Executive interventions and recommendations</p>	Next steps	<p>Implement new lone working technology</p> <p>Produce a suite of new Manual Handling Risk Assessments</p> <p>Complete Hand Arm Vibration work assessments for City Clean</p> <p>Review and improve the Training Matrix</p> <p>Undertake further priority audits on a risk basis</p> <p>Complete general parks site safety inspections</p> <p>Develop City Parks Manual Handling Training</p>

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 2022
Percentage complete	60%	Modernisation dependencies	<p>Fleet Strategy</p> <p>Health & Safety Management Framework</p> <p>Operator's Licence</p> <p>Workstyles</p>
Recent activities	<p>Upgraded the sub-station to introduce a further 20 light vehicle and 10 RCV charging points, plus a rapid charger</p> <p>Commissioned improvements to the canteen to start in August / September 2022</p> <p>Secured funding for depot resurfacing</p> <p>Secured funding for new office accommodation</p>		

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Risks and issues	National Resources & Waste Strategy	Next steps	Relocate the comms room from old building to alternative building on site Recruit to Fleet Procurement, Compliance & Site Manager vacancy
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Project Information

Project name	Increasingly materials for recycling	Project description	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
RAG status	Green	Timescales	June 2021 - 2027
Percentage complete	15%	Modernisation dependencies	Bin Infrastructure Action Plan Customer experience Digital Cityclean Fleet Strategy Food waste Managing waste responsibly Operator's Licence
Recent activities	Continued conversations with East Sussex County Council and Veolia regarding the Environment Act, particularly the introduction of food waste and collection of more materials for recycling Still awaiting outcomes of the government consultation on consistent recycling collections		
Risks and issues	Outcomes from National Resources & Waste Strategy consultation currently unknown Resources – both time and finance	Next steps	Continue preparations for the Environment Act

Project Information

Project name	Management Framework	Project description	Improving management processes at Cityclean to ensure BHCC policies and processes are followed
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RAG status	Amber	Timescales	January 2021 to March 2023
Percentage complete	20%	Modernisation dependencies	Customer experience Health & Safety Hollingdean Depot Managing waste responsibly Operator's Licence
Recent activities	Identified required Standard Operating Procedures to be developed in collaboration with trade unions, starting with hazard cards and allocation of staff Implemented service redesign, including new management structure Increased the number and skills of managers Appointed Health & Safety Officer Appointed Training & Engagement Officer Developed and started delivering training programme for Driver Supervisors, including digital skills and supervisory skills Introduced wellbeing group		
Risks and issues	Competing priorities, particularly maintaining frontline service delivery National Resources & Waste Strategy	Next steps	Continue engagement with trade unions Look at options for mental health first aid training Look at options for health interventions to support staff undertaking physical roles Review digital skills training offer Begin communication and engagement

Project Information

Project name	Managing waste responsibly	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 2023
Percentage complete	40%		Assisted Collections

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Recent activities	<p>Reformed Project Board after pausing due to Covid Took part in Keep Britain Tidy Student Waste Management Research Project</p> <p>Developed new content for website including What Happens to Our Waste and End Destinations.</p> <p>Continued work with Tech Take Back on a doorstep service to collect small waste electronic and electrical equipment. The items are repaired where possible for reuse and distributed to vulnerable families across the city. A new Revaluit shop has opened on North Street where items can be taken for reuse, repair or recycling as well as customers purchasing items on a pay as you can basis</p>	Modernisation dependencies	<p>Bin Infrastructure Action Plan</p> <p>Blueprint</p> <p>Bulky waste service review</p> <p>Commercial bins on the highway</p> <p>Communal bin system</p> <p>Customer experience</p> <p>Environmental enforcement</p> <p>Fleet Strategy</p> <p>Food waste</p> <p>Digital Cityclean</p> <p>Wheelie bin audit and rollout</p> <p>[Bring site audit]</p> <p>[Composition waste analysis]</p>
Risks and issues	<p>Resources – both time and finance</p> <p>National Resources & Waste Strategy</p> <p>Other priorities; service delivery and modernisation and improvement work</p> <p>Brexit – materials end destinations</p>	Next steps	<p>Continued meetings of Project Board</p> <p>Continued progress through Project Plan</p>

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 – ongoing monitoring
Percentage complete	90%	Modernisation dependencies	<p>Fleet Strategy</p> <p>Health & Safety</p> <p>Hollingdean Depot</p>
Recent activities	KPIs released quarterly on various data streams in relation to compliance		

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	<p>New licence approved to use Hangleton Bottom as a contingency site</p> <p>Introduced digital fleet maintenance recording enabling the Workshop to become paperless</p> <p>Developed driver handbook</p> <p>Migrated drivers onto Tacho Card</p>		Management Framework
Risks and issues	<p>Withdrawal of support from workforce or trade unions</p> <p>HSE (Health & Safety Executive) interventions and recommendations</p> <p>National Resources & Waste Strategy</p>	Next steps	<p>Quarterly monitoring meetings</p> <p>Deliver driver handbook</p> <p>Continue to migrate drivers onto Tacho Card</p> <p>Explore accident reduction options</p>

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 – December 2022
Percentage complete	35%	Modernisation dependencies	<p>Communal bin system</p> <p>Fleet Strategy</p> <p>Food waste</p>
Recent activities	<p>Recruited Procurement & Contract Monitoring Officer</p> <p>Created Cityclean contract register</p> <p>Managed Christmas tree disposal contract in line with regulations and made savings</p> <p>Completed PPE tender to address non-compliance issues</p> <p>Arranged compliant public toilet consumable supplier</p> <p>Purchased replacement communal bins</p>		

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	Established regular contract meetings with clinical waste contractor – to be continued with other suppliers as required Supported Digital Cityclean procurement, including defining the sustainability and social value criteria and setting out contract management arrangements for moving forward		
Risks and issues	Competing priorities Disruption to suppliers	Next steps	Establish regular contract meetings with other suppliers Further refine and deliver work programme

Project Information

Project name	Public toilets: service delivery	Project description	
RAG status	Amber	Timescales	July 2020 – August 2022
Percentage complete	90%	Modernisation dependencies	Customer experience Hollingdean Depot Procurement review
Recent activities	In-sourced cleaning and maintenance service, including staff Kings Road play area added to Cityclean's portfolio		
Risks and issues	Staffing levels Resources – both time and finance	Next steps	Restructure public toilet service in line with council policies and procedures

Project Information

Project name	Public toilets: refurbishment programme	Project description	Improving the city's public toilets
RAG status	Green	Timescales	January 2022 - 2026
Percentage complete	10%		Public toilets: service delivery

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Recent activities	<p>Agreed sites for Phase 1 of Refurbishment Programme: Kings Esplanade, Station Road (Portslade) and Daltons (near the zip wire)</p> <p>Received funding to complete refurbishment of Saltdean Undercliff from Budget Council</p> <p>Started work on refurbishing Park Road, Rottingdean in collaboration with the parish council</p> <p>Received £330,000 funding from Department for Levelling Up, Housing & Communities to increase the number of Changing Places Facilities in the city. These will be located at Stanmer Park (in collaboration with Plumpton College), The Ledward Centre, Wish Park and St Ann's Well Gardens</p> <p>Met with Plumpton College and The Ledward Centre to discuss next steps</p>	Modernisation dependencies	
Risks and issues	<p>Availability of contractors to complete works</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>	Next steps	<p>Prepare designs for four sites to be refurbished</p> <p>Prepare designs for new Changing Places Facilities</p>

Project Information

Project name	Weed management	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	Amber	Timescales	July 2019 – March 2023
Percentage complete	90%		Customer experience

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Recent activities	<p>Completed review of 2021 weeding season and reported to January meeting of ET&S Committee</p> <p>Started seasonal recruitment (earlier than previous years) and adopted a different approach, including a bespoke recruitment day. Not all posts were recruited to, so recruitment continues</p> <p>Ordered an additional 11 additional strimmers</p> <p>Completed a hot water trial, which was found not to be effective in weed removal</p>	Modernisation dependencies	
Risks and issues	<p>Competing priorities, particularly if posts not filled</p> <p>Lack of resources</p>	Next steps	<p>Continue with 2022 weeding season</p> <p>Continue to look at ways to improve approach to weed removal</p>

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	Green	Timescales	September 2019 to September 2021
Percentage complete	100% COMPLETE (this phase)	Modernisation dependencies	<p>Communal bin system</p> <p>Customer experience</p> <p>Food waste</p> <p>Digital Cityclean</p> <p>Managing waste responsibly</p>
Recent activities	Continued to receive feedback from crews about different containers		Continue to receive feedback
Risks and issues	Resources – both time and finance	Next steps	

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Project name	Workstyles	Project description	Creating new office space at Hollingdean Depot, incorporating Workstyles principles
RAG status	Amber	Timescales	November 2019 – TBC
Percentage complete	15%	Modernisation dependencies	Health & Safety Hollingdean Depot
Recent activities	Agreed designs to increase meeting room capacity in current accommodation whilst business case is developed Identified additional IT and equipment needs whilst business case is developed Secured funding for new office accommodation		
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	Next steps	Old main office to be demolished Begin to develop business case for depot building refurbishment/replacement

