

For General Release

REPORT TO:	Cabinet – 23 January 2017
AGENDA ITEM:	8
SUBJECT:	Don't Mess With Croydon Campaign Update
LEAD OFFICER:	Shifa Mustafa Executive Director - Place
CABINET MEMBER:	Councillor Stuart Collins Deputy Leader and Cabinet Member for Clean Green Croydon
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: Cleaner & Greener These services meet the Council's Corporate priorities to: Provide value for money to its residents through the development of an integrated waste and street cleansing service alongside three neighbouring authorities, considerable savings and also improvements in contract performance Support improved use of Council assets and investment in energy and carbon management. Contribute to the local economy and environment through social value.	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS: As part of Ambitious for Croydon, the Council is working with residents and contractors to tackle fly tipping, instigate behavioural change, instil pride in our Borough and improve contracted services within the challenging financial constraints set by National Government.	

FINANCIAL IMPACT

The cost of delivering the capital infrastructure contained within this report is £1,286k. This will be funded from the existing “Don’t Mess with Croydon” capital budget.

KEY DECISION REFERENCE.: Not a Key Decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendation below:

1. RECOMMENDATIONS

That Cabinet:

- 1.1 Note the progress to date for the Don’t Mess With Croydon Take Pride campaign
- 1.2 Agree the approach to the next phase of the Don’t Mess With Croydon Take Pride campaign.
- 1.3 Note the planned transitional improvements to the environmental service in advance of the new South London Waste Partnership contract March 2018
- 1.4 Delegate to the executive director of Place, in consultation with the cabinet member for Clean & Green the decision to implement the proposed service change improvements contained within this report and any further improvements following the behaviour Insight project.

2. EXECUTIVE SUMMARY

- 2.1 This paper provides an update on the Don’t Mess with Croydon Take Pride Campaign (DMWC), the successes and achievements so far, and future plans for developing the messages from the campaign and increasing community involvement.
- 2.2 The council is committed to tackling fly tipping across the borough, fly tipping is a national crisis and Croydon is not alone in tackling those individuals that blight boroughs across the U.K. The Council is further committed to working with residents and contractors around behavioural change and taking pride in local communities.
- 2.3 Dumping waste illegally is a serious criminal offence (Environmental Protection Act 1990); it carries a fine of up to £50,000 (unlimited if the case goes to the Crown Court) and a prison sentence of up to five years. Councils can also issue £80 fines and Croydon has recently approved a £400 fine for more serious fly tipping offences. The Council is also committed to improving the contractors waste, cleaning and recycling service performance into a new contract and delivering further improvements in the transitional period whilst the old contract expires

3. DETAIL

3.1 BACKGROUND INFORMATION

- 3.1.1. The Don't Mess with Croydon, Take Pride campaign (DMWC) seeks to crack down on fly-tipping and other environmental crimes in the borough. It sends a firm message to anyone who blights our borough with illegally deposited waste.
- 3.1.2. The DMWC campaign was developed to tackle fly tipping and work towards making Croydon the cleanest and greenest borough in London. Its aim is to raise awareness of a range of environmental issues and to get people to take more responsibility for their local area through enforcement, encouragement and education. Issues such as fly-tipping have a negative effect on people's quality of life. Those who dump rubbish in our streets affect everyone in the community; it is not enough to simply remove the fly-tips once reported but to ensure that we are taking both preventative measures and strong action.
- 3.1.3. To tackle some of these issues, we have put in place special fly-tip reaction teams to patrol the borough with council enforcement officers, investigating fly-tips to catch, fine and prosecute offenders. We will continue to work closely with residents and local business to ensure they too are playing their part in supporting our campaign.
- 3.1.4. Take pride: it's everyone's duty to look after the environment and dispose of their waste responsibly; there are a range of services available to help to keep communities clean and tidy. With the communities support we can make Croydon one of the cleanest greenest boroughs in London.
- 3.1.5. This paper provides an update on the DMWC Campaign, the successes and achievements so far, and future plans for service improvements and developing the messages from the campaign and increasing community pride and involvement.
- 3.1.6. As part of "Ambitious for Croydon" the council has for the 1st time introduced:
- A commitment to remove 80% of fly tips with 48hrs. Prior to May 2014 the average clearance rate in 48 hours recorded by Veolia's echo system was only 3%.
 - The council now publishes a monthly performance dashboard on its website. 81.4% fly tips cleared within 48 hours (monthly average April to October 2016) compared to 79% same period in 2015.
 - Development of My Croydon smart phone app to report fly tips
 - Recruitment of 317 Street Champions and 127 clean up events since the campaign began
 - Renewed emphasis on enforcement to target individuals that are blighting our borough with a higher numbers of FPNs being issued than ever before – over 1700 since DMWC began with 50% of

these being for fly tipping offences. Prior to 2014 the principal focus for FPN issuance was for lower level littering offences such as dropping cigarette butts.

- 149 people have been successfully prosecuted for fly-tipping and other environmental offences with one offender receiving a 6 month jail sentence.
- The council have also confiscated 21 vehicles involved in waste and fly tipping offences and we are now a national leader in this field providing briefings and advice at DEFRA and for numerous other councils across London and England
- Time banded waste collections for High Streets on Thornton Heath High Street (9am-6pm) and London Road (8am-6pm) – no waste or bin presentation during this period. Planned to include Portland Road in near future. Shops in those areas were invited to sign a pledge and place a sticker in their window, which many have done.
- There have been more visits to businesses to check trade waste agreements than ever before with 2490 inspections since the campaign began.
- Introduced 90 dual use recycling receptacles on highways at key transport hubs, town and district centres.
- Undertaking a trial of solar powered bins in the town centre, these bins are able to compact waste to approximately 8 times the capacity of a standard street bin.
- Introduced a new contract for the management of the Household Reuse and Recycling Centres (HRRCs) which has seen major refurbishment works at Factory Lane and Purley Oaks which have led to increased customer satisfaction, reduced queueing times and improved recycling rates at the sites.
- All sites are on track to exceed their recycling target of 70% and recent customer satisfaction surveys at the sites indicated that 96% were satisfied with their experience, and 86% were queueing for five minutes or less. Further works are planned to improve Fishers Farm HRRC in line with the other two sites.

3.1.7. The DMWC campaign has received national acclaim and was featured on BBC's The One Show and twice on ITN national and regional news. Several council's across the country have asked for advice and information about our successes and DEFRA have requested that our environmental enforcement team address their regional networks at seminars and conferences. The Cabinet Member has also been invited to attend the cross party parliamentary fly tipping committee. DMWC was shortlisted for the 2016 national LGC Awards for Campaign of the Year and given a Special Recognition Award in November's Croydon Council Awards.

- 3.1.8. Whilst much of the DMWC campaign has focused on fly-tipping and littering offenders being dealt with via enforcement and prosecutions, there have also been a number of community led events. So far the scheme has recruited 317 clean and green street champions and led 127 local community clear-ups on both public and private land.

4. Developing Taking Pride

- 4.1.1. The second phase of the DMWC campaign will seek to build further on the 'Take Pride' element of the campaign strapline, which places an onus on engagement with individuals and community groups to take ownership of their streets and their surrounding environment.
- 4.1.2. Supporting this 'Take Pride' message are a number of developments aimed at increasing community participation and improving standards of street cleansing, refuse and recycling collection highlighted below.
- 4.1.3. By looking at demographic information relating to the identified areas it's possible to understand local characteristics, identify key influencer audiences and target these with relevant messages to support and encourage behavioural change.
- 4.1.4. Non recyclers are being engaged at the doorstep with targeted communications material, whilst feedback and encouragement is given to those already recycling to recycle an increased range of materials. This is a simple and effective way of improving performance, understanding at a local level the barriers to participation and encouraging increased recycling. Previous work using a similar methodology encouraged 69% of non-recycling properties to start participating in recycling collections. This is expected to see a significant increase in the amount of waste diverted from landfill.
- 4.1.5. The communications approach will focus on taking pride and community responsibility through messaging that encourages peer-to-peer behavioural change and highlights active resident participation in local environmental activities, such as the Street Champions scheme. The campaign visuals will be evolved for the 'Take Pride' element of the campaign to be more people-centred in order to engage individuals and community groups around the theme of community responsibility.

Targeting opinion formers and influencers

- 4.1.6. Census data will be used to establish the demographics of the relevant areas to provide information and opportunities to identify and target local opinion formers and influencers. These could take a variety of forms, for example areas with high percentages of families with school age children, local school catchment areas can be assessed and activities undertaken with the relevant schools in the expectation that children will go home and speak to parents about recycling at home.

- 4.1.7. An initial analysis of the data for poor performing rounds shows a high correlation between poor performing round areas and areas with a high prevalence of privately rented property, and consequently high turnover of tenants. To maximise the impact of the project landlords can be engaged with, through the Landlord Licensing Scheme to create a longer term impact.
- 4.1.8. DMWC already has over 300 active street champions across the borough. Where these reside within target areas look to engage with them to help disseminate messages within the community and encourage behavioural change.
- 4.1.9. The tone of communications will be positive and encouraging, with the messaging tailored to fit with local demographics. The demographic information will also help provide an understanding of the predominant languages spoken in the target areas with the aim of recruiting a team who can liaise with residents in their native language.
- 4.1.10. Communications will also be required to engage with relevant audiences identified by the demographics work, such as landlords and schools.
- 4.1.11. A collaboration between three primary schools has seen pupils designing stickers with messages promoting clean, green Croydon with the winning designs to be placed on the Solar Compacting litter bins in the surrounding area.

Working with Schools Teachers' Survey

- 4.1.12. Teaching children about waste and waste minimisation is important as they are the next generation of consumers, it's never too soon to ensure children understand how much waste is generated every day and what practical steps can be taken to minimise waste going to landfill. To develop a schools programme an online teacher's survey has been built and is available for schools to complete. 88 schools have been emailed with a link to the survey and so far 8 have responded, and one school has contacted the council directly to express an interest in helping to develop and promote the programme.

Behavioural Insights Project

- 4.1.13. This project aims is to increase the level of participation in Croydon's recycling scheme, both for food waste and for plastics and paper recycling. This aim will contribute to an overarching goal of increasing recycling in Croydon.
- 4.1.14. This project, developed by behavioural change specialists, the Behavioural Insights Team (BIT) involves contacting households who don't place recyclables out for collection and giving them tailored information about Croydon's services.

- 4.1.15. The project will look at the number of households that do not participate in Croydon's recycling programme i.e. (individual household that fails to present recycled material during a given collection round (i.e., food, paper or plastic). It uses 'lock out' data from Veolia system detailing the properties which haven't presented recycling for collection. Records will be sent to BIT and they have developed a number of messages with the aim of encouraging increased participation. These messages will be included in a letter which will be posted out to non-recyclers, following the mailing further analysis will assess whether that address has started recycling.
- 4.1.16. For each contacted household there is a measurement period of 6 weeks, which starts one week after the communication is received.
- 4.1.17. This project commences in January 2017 and is expected to conclude in May 2017. The findings of this project will assist in developing a forward works programme to encourage and maximise participation in household recycling

South London Waste Partnership Contract

- 4.1.18. The South London Waste Partnership (SLWP) was formed in 2003 between the boroughs of Croydon, Kingston, Merton, and Sutton and has a proven record of providing improved and more cost-effective waste management services through the procurement of complex waste disposal treatment, recycling and Household Reuse and Recycling Centre contracts.
- 4.1.19. Officers from the four partner boroughs explored opportunities for future delivery of a range of high quality environmental services. An options analysis was undertaken to assess the merits of procuring services in partnership, as opposed to procuring alone, or retaining existing arrangements. The boroughs made an assessment of delivery, procurement options and modelling savings based on joint procurement by all boroughs.
- 4.1.20. The South London Waste Partnership (SLWP) contract will harmonise waste collection services across the boroughs of Croydon, Kingston, Merton and Sutton. The new service for Croydon will not commence until March 2018 for street cleansing, and 1 October 2018 for the new waste collection service. As well as realising substantial cost savings for the four boroughs, the new contract will be underpinned by a robust set of Key Performance Indicators with more ambitious targets than Croydon's current contract.

- 4.1.21. Another benefit of the SLWP will be that the chargeable fortnightly kerbside garden waste collection service, which currently ceases during the winter months, will be extended to run all-year round and include the kerbside collection for subscribers.
- 4.1.22. In order to ensure the transition from the existing contract to the new SLWP contract runs as smoothly as possible, a performance improvement plan has been developed with Veolia. The plan focuses on the following key areas:
- Introducing new technology and equipment to maximise efficiency of service,
 - Ensuring there are robust supervisory systems in place for monitoring all elements of the service
 - Improving the performance
 - Ensuring resources are concentrated in the right places to achieve optimal results.
 - Creating a culture of empowerment in which the crews are proud of their work, where poor performance is addressed and good performance rewarded.
- 4.1.23. This plan has yielded some extremely positive results with the number of missed collections significantly below the 90 per hundred thousand properties to under 50 per hundred thousand properties.
- 4.1.24. In support of this work, The Council has a monitoring team which inspects around two hundred streets each month to ensure high standards of street cleansing are being achieved. The number of these inspections is considerably more than in previous years, and the team has been increased and experts in the contract monitoring field added to the team, who have helped advice on the new equipment for street cleaning outlined later in this paper. Additionally, Veolia supervisors also undertake over 250 street cleansing inspections each month.
- 4.1.25. A successful trial of eight solar powered compactor bins in areas of high footfall. These street bins are able to compact street litter by eight times, meaning that they need to be emptied less frequently, and therefore, the time saved can be spent on enhancing other street cleansing activities.

Capital Investment

- 4.1.26. In order to make the transition from the current contract and level of service and performance indicators to the new robust service performance indicators in the SLWP Contract, then bringing forward capital investment is essential.

This includes:

- Bringing in 4 compact mechanical sweepers split North/Central & South, these vehicles will focus on high use high impact areas.
- Two additional Refuse Collection Vehicles to focus on the collection of the orange bags, this provides greater capacity and reduces down time running to tip.

- 3 x 3.5 tonne cage tippers Narrow access vehicles for the street cleansing service Ideal for housing sites, alleyways and access to 'hard to reach fly tips'
- Initial rollout of 25 x electric hoovers for street cleansing operatives with an intention to rollout across the borough.
- Introduce deep cleaning jet wash equipment for the council's environmental response team to target localised deep cleaning on high footfall areas.

Following a successful trial the installation of approximately 50 x solar powered bins placed in district centres and high footfall area such as approaches to transport interchanges and high use public parks to replace the existing bins.

The council is also currently investing in various items through its existing capital programme. These are already accounted for and not part of the expenditure relating to this report. These include:-

- The replacement of the old 'paladin' bins from blocks of flats with 'Chamberlain' bins which are more visually pleasing, sturdier, easier to manoeuvre and can be lifted without the need for a specialist vehicle.
- Solar powered street bins these bins are able to compact waste to approximately 8 times the capacity of a standard street bin. Following the successful completion of this trial as stated above rollout approximately 50 number of these bins in district centres and high footfall area such as approaches to transport interchanges and high use public parks to replace the existing bins.

- 4.1.27. In parallel with the reinstatement of the afternoon street cleansing service a review of the cleaning frequencies will be undertaken to ensure the deployment of this resource is maximised throughout the day. Whilst in the main high streets, district centres and town centre are a daily cleanse the side roads key transport hubs are less frequent.
- 4.1.28. The outcome of this will be a higher standard of street cleanliness across the borough, improved response times to clear fly-tips, all orange bags produced by street cleansing staff removed on the same day as the sweep.
- 4.1.29. Rather than the traditional approach of identifying saving in budget through capital investment the council will be reallocating the revenue savings of approximately £650k into improving the scope of service during this transitional period prior to the commencement of the new improved SLWP contract.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17 £'000	2017/18 £'000	2016/17 £'000	2017/18 £'000
Capital available				
Expenditure	3,877	0	0	0
Effect of decision from report				
Expenditure	1,286	0	0	0
Remaining budget	<u>2,591</u>	<u>0</u>	<u>0</u>	<u>0</u>

1. The effect of the decision

2. The 2016/17 Capital Budget for waste and recycling investment including the don't mess with Croydon programme is £3.8m.
3. The cost of the capital investment detailed in this report is £1,286k and will be funded from this capital programme.

This capital investment will create revenue savings as the investment will enable services to be delivered more efficiently and effectively. These savings will be reinvested into improving the scope of service during the transitional period prior to the commencement of the new improved SLWP contract.

Risks

It is likely that some of the capital investment arising from this report may not be incurred in this financial year and it will be necessary to slip the funding to 2017/18 to enable this investment to be completed.

4. Future savings/efficiencies

This capital investment will enable revenue savings to be generated which are to be reinvested into improvements in the current service prior to the new SLWP contract. This new contract will deliver significant savings for the council which have been documented in previous cabinet reports.

Approved by: Lisa Taylor, Assistant Director of Finance and Deputy S151 Officer

6 COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

The Council Solicitor comments that there are no legal considerations arising directly out of the recommendations set out in this report.

(Approved by: Sean Murphy, Principal Corporate Solicitor (Regeneration), on behalf of the Acting Council Solicitor and Acting Monitoring Officer).

7 HUMAN RESOURCES IMPACT

There are no human resources implications arising from this report

Approved by: Jason Singh, Head of HR Employee Relations on behalf of the Director of HR

8 EQUALITIES IMPACT

8.1 An initial equality analysis was undertaken as part of the development of the environment enforcement policy. This covers the proposals to make Croydon a cleaner and greener borough. The initial equality analysis indicates that the actions arising from this report are unlikely to directly affect equality groups that share a “protected characteristic”. The direct impact will be upon anyone committing an environmental offence rather than a particular group.

The initial equality analysis is currently work in progress and will be reviewed and updated as the education and enforcement actions arising from this report are planned and delivered. For instance, we will ensure that different equality / community groups and schools are engaged in a campaign to educate and raise awareness of the clean and green agenda and any communication / information that we produce is accessible.

9 ENVIRONMENTAL IMPACT

9.1 The recommendations of this report impact significantly on the environment as they specifically designed to address enviro-crime such as fly tipping and littering. They will send a clear message that the council working with the communities in taking pride in the environment will not tolerate these offenses, should change attitudes to fly tipping and littering and will ultimately make the borough a cleaner and greener place to live, work and visit.

10 CRIME AND DISORDER REDUCTION IMPACT

10.1 The recommendations of this report will impact on crime and disorder as they will intensify the councils approach to identifying and prosecuting people for fly tipping and littering for which these are the offences the council has powers to enforce.

11 REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 The recommended that the council continues to adopt the clean and green approach and the range of interventions and engagement with our communities. Introducing the capital investment into the service will provide efficiencies within the service to enable resources to be diverted to areas of the borough with the greatest need. This investment will also allow the current service to transition to the new South London Waste Partnership contract in March 2018.

11.2 This is consistent with the environmental enforcement policy, which clearly sets out what the council's position is regarding tackling fly tipping and littering and other offenses.

12 OPTIONS CONSIDERED AND REJECTED

12.1 The range of interventions described above take the existing service provision and powers the council has combining them under a new strategic and operational approach to develop further in order to transition the existing service to the new South London Waste Partnership contract in March 2018. There are options to introduce this approach without including residents, businesses, our schools and contractor but that would undermine the "inclusive" nature of the Clean and Green Strategy and would lead to an approach which did not have partnership at its core.

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Background document: none