

Streets and Environment Scrutiny Sub-Committee

Cabinet Members' Question Time

*Presented by Cllr Stuart Collins
November 2017*

Delivering for Croydon

CROYDON
www.croydon.gov.uk

Background

- A growing population of 363,000 people, London's most populous borough and 2nd largest by area
- 24 Wards span the borough, each with their own characteristics creating significant diversity and range of challenges
- 2016/17 recycling rate was 38.6% and 135,856 tonnes of household waste was collected.

What is your vision for your portfolio

- Waste is a UK wide issue and we want Croydon to be leading the way in innovation, service delivery and enforcement.
- As part of these efforts, we enter into a new street cleansing and waste collection contract with the South London Waste Partnership in 2018.
- Between now and March 2018 we will be going through a transitional period as we work to incorporate new approaches to street cleansing.
- Our aim is to be:
 - The cleanest and greenest Borough in London
 - A clean place where people choose to live, work and visit
 - A place that communities are proud of

Contractor provision

Veolia are the Council's provider for:

- Residential and trade waste and recycling collections
- Street cleansing
- Household Reuse and Recycling Centres

Viridor are responsible for:

- Residual / refuse disposal – currently landfill
- Development of new disposal infrastructure



Residential waste and recycling collections

- 'Landfill' waste collected fortnightly from wheelie bins
- Blue box containing paper and card every fortnight
- Green box containing tins, cans, plastic bottles and packaging collected fortnightly
- Food waste and textiles collected weekly
- Chargeable green waste collections operate every fortnight over 30 weeks



Recycling in flats

- Flats make up an increasing proportion of housing stock and require a different service to meet their needs
- Locations where there are more than five flats have communal bins where paper and card are collected with the tins, cans, plastic bottles and packaging
- The majority of flats are also able to recycle food waste.
- We also provide waste solutions for properties with limited space for waste storage such as flats above shops. These are a challenge throughout London and we continue to seek out new waste solutions.



Recycling Centres and bulky waste collections

- In addition to the collections service residents can access one of the three Household Reuse and Recycling Centres where an increased range of items can be recycled. The HRRC sites are located at:
 - Factory Lane
 - Fishers Farm
 - Purley Oaks
- Residents can request a bulky waste collection from their home at a cost of just £10 for up to seven items.
 - Aluminium foil
 - Bric a brac
 - Cans
 - Carpet
 - Cookers
 - Fridges/Freezers
 - Glass
 - Metal
 - Glass
 - Soil & rubble
 - Motor oil
 - Paper
 - Plastic bottles
 - Postage stamps
 - Small electricals
 - Textiles
 - Wood
 - Batteries
 - Books
 - Card
 - Cooking oil
 - Dishwashers
 - Fluorescent tubes
 - Mattresses
 - Gas bottles
 - Green waste
 - Ink cartridges
 - Oil filters
 - Plasterboard
 - Plastics
 - Shoes
 - Tetrapacks
 - TVs
 - Washing machines

Recycling Centres improvements

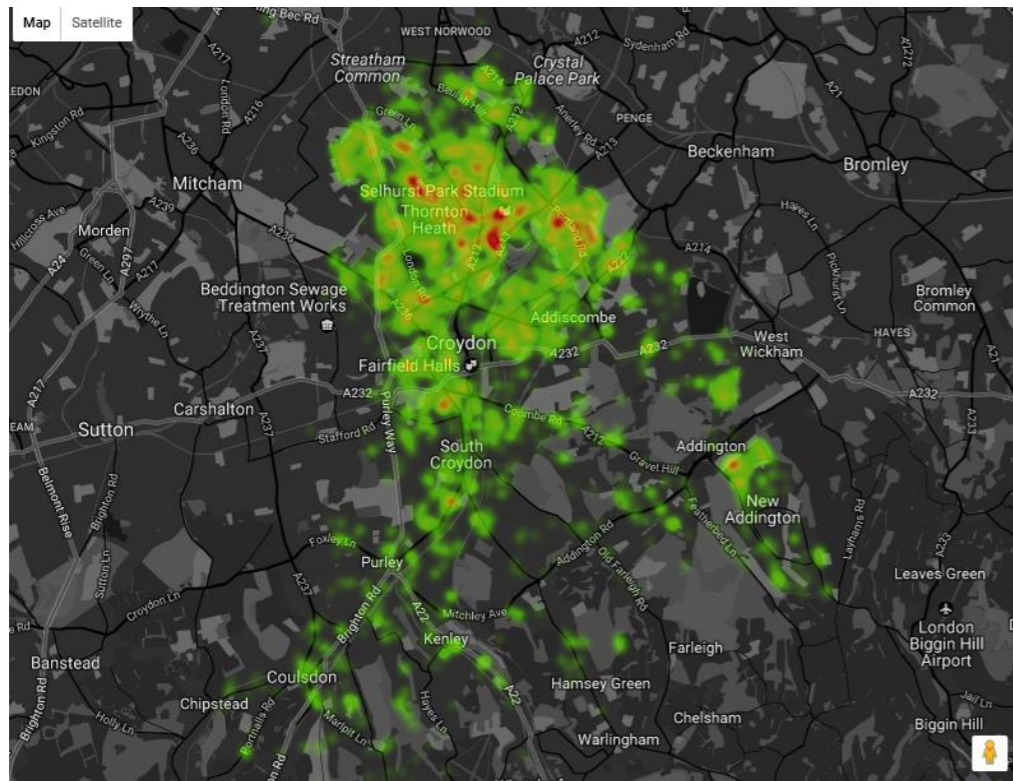
- **Purley Oaks HRRC** Following a public survey in June 2016, improvement works took place over two weeks in December 2016, during which the site was closed temporarily. Customer satisfaction surveys were taken after the works were completed, with mostly positive feedback on the improvements.
- **Factory Lane HRRC** Improvements carried out in July 2016 including an additional 20 parking bays, more containers for popular waste streams, improved signage and a HGV only area to improve public safety. New stop barriers, sign posts and wrap around signs recently installed.
- **Fishers Farm HRRC** Essential improvement works are required at the site in order to meet more stringent Environmental Permit requirements. Involves installation of new curbs to capture spillages and the installation of a controlled drainage system.
- Site closure will also be used as an opportunity to make general improvements to site layout including tarmacking a strip of land at the rear of the site to increase the footprint by 20%, which will allow more storage of containers.
- To minimise disruption, a two week closure is scheduled for December 2017.

Fly tipping

- The 'Don't Mess With Croydon' campaign was developed to tackle fly tipping and help make Croydon the cleanest and greenest borough in London
- New approach to clearing fly tips so they are removed within 48 hours
- Development of My Croydon smart phone app to report fly tips
- Recruitment of Community Champions
- Renewed emphasis on enforcement



Fly tipping hotspots areas



Q1&2 2016



Q1&2 2017

Challenges

Fly tipping

Despite the provision of the bulky waste service, residents and traders still leave waste in public places. Improvements to My Croydon app have helped increase the clearance rate of reported fly-tips.

Recycling

Despite all households in the borough receiving services not all residents recycle, leaving room for improvement to increase participation in services and proportions of waste recycled

Street cleansing

Village approach and rescheduling to achieve operational efficiencies and monetary savings has standardised sweeping frequencies to daily (town centre / shop fronts), twice-weekly, weekly, fortnightly and six-weekly. Public expectations therefore need to be managed accordingly. To support our aim of keeping the streets as clean as possible, it is important to practice what we preach. We aim to clear all street cleansing bags on the day of sweep, with a dedicated afternoon shift for bag removal operating borough-wide. Our monitoring team continue to work with Veolia to achieve this.

Seasonal change

Seasonal issues such as leafing mean resource needs to be directed accordingly. A dedicated leafing crew is deployed for 10 weeks between November and January, identifying and clearing hotspots and supporting the manual sweeping crews.

Financial considerations

Austerity measures have meant the removal of many afternoon shifts, and we attempt to offer the same level of service, for less. We strive to achieve operational efficiencies and cost reduction through increased partnership working, and will join the South London Waste Partnership integrated waste management contract in March 2018.

What are your successes of the past 12 months?

- 87.9% fly tips now cleared within 48 hours compared to 81% in 2015/16.
- Higher numbers of FPNs being issued than ever before – 1433 since April 16
- Duty of Care visits to businesses in Time Banded Waste Collection areas to ensure waste compliance – 727 so far with 250 to come in phase 3.
- Time Banded Waste Collections (TBWCs) on 18 high streets around the Borough - no waste or bin presentation during this period. Shops in those areas are invited to sign a pledge and place a sticker in their window, which many have done.
- More prosecutions than ever before (55 since 2016) including a 6 month jail sentence for one offender and the confiscation and crushing of 30 vehicles involved in waste offences
- Over 90% of roads now being swept to standard
- **300 Street Champions and 38 clean up events April to September 2016**



What are your priorities for next 12 months (to help deliver the vision)?

- Working with Partnership boroughs to ensure an intelligent, consistent approach to waste collection and street cleansing services as we near the commencement of the SLWP contract in 2018
- Intelligence led approach to tackling environmental crime, including an increase in proactive fly-tip reporting and collections by Veolia street cleansing staff
- More improvements to information received through My Croydon app to report street issues more effectively. This includes offering a wider range of issues that can be reported. Improved flow of information back to customers through development of Echo integration with CRM for new SLWP contract.
- Developing the street cleansing schedule online to provide better information on when a street was last cleaned and when it is scheduled next.
- Continue developing a communications strategy and encourage behavioural change
- More work with letting agents and landlords making best use of the Selective Licensing scheme
- Increase recycling rates and reduce contamination of bins / boxes.
- Roll-out of street vacuums to achieve a higher standard of cleanse.

Successful Prosecutions

- George Smith – imprisoned for 12 months, was required to forfeit both his vehicles in January 2017 which were then crushed.
- CPN of landowner in September 2017 to clear land of waste. Total fines and costs awarded totalled circa £10,000.
- Haart Estate Agents fined £1,000 for littering in 2016.



How do you propose delivering your ambitions?

- Embedding a consistent and joined up approach within villages to ensure staff take pride
- Introduction of output-based street cleansing specification rather than frequency-based, to achieve greater maintained standards of cleanse
- Continued and increased community engagement at village level to build relationships and educate residents on waste journeys.
- More intelligence led approach to tackling fly tips and environment crime with a continued focus on enforcement and prosecutions. This includes the recent introduction of a dedicated Fly Tip team to target hotspots.
- A hard hitting communications campaign to replace some of the current publicity
- More work with letting agents and landlords making best use of the Selective Licensing scheme.
- Introduction of Big Belly compactor litter bins in town centre and busy high streets to improve emptying efficiency
- Engagement with residents to reduce contamination and increase recycling. Partnership work with Housing to target hotspot areas on estates by encouraging residents to dispose of their waste responsibly.
- Roll out time-banded waste collections to more high streets to reduce the amount of refuse and spillages. Duty of Care visits to businesses in these area to ensure legal compliance.

What pressures does your portfolio face (including financial)?

- Financial pressure within budgets and future budgets
- Limited enforcement resources:
 - 40 Neighbourhood Safety Officers split into 3 area teams, 1 fly-tip team and 1 Time-Banded Waste Collection Team plus 5 Environmental Enforcement Officers
 - NSO's are dealing with more than just Clean and Green issues
 - Largely reactive and try to enforce (e.g. FPNs) wherever possible
 - The team are unable to put in sustained capacity to problem areas so problems often return
- Limited contract monitoring resources
 - 3 staff covering the whole borough, monitoring street cleansing and waste collection.
 - Similar issues to above.
- Fit for purpose waste storage areas for new developments and pre-existing developments, e.g. houses split into flats
- Fly tipping increasing
- Prosecutions, (resource and legal fees) fine revenue is kept by the courts

How do you intend to deal with financial and other pressures?

- SLWP procurement for waste & street cleansing (anticipated savings of 10% across the partnership (service commencement for Croydon March 2018))
- Chargeable Garden Waste Collections were introduced last year and will continue to be developed with an anticipated increase in customer base (currently over 18,000).
- Achieving efficiencies in Street Cleansing through capital investments such as Big Belly solar compaction bins, street vacuums in town centres and mini mechanical brooms to support manual sweeps.
- Develop continuous educational, behaviour change and engagement with residents to increase recycling in low recycling areas of the borough.
- Developing an intelligence led approach between village teams, NSOs and CMOs.
- Increase in FPN issuance for fly tipping and environmental crime, The Council's Environmental Enforcement Officers now have the power to issue a £400 fine for fly tipping offences. 15 have been issued date.

How do you intend to deal with financial and other pressures?

SLWP joint collections contract – achieving contract savings for the future

Objectives

- Reduce spend
- Increase income
- High quality service / customer satisfaction
- Environmentally sustainable, carbon efficient services
- Innovative solutions

Timetable

- Croydon are due to join the SLWP contract 4 March 2018 (Street Cleansing) and October 2018 (waste collection)
- December 2016 – Contract formally awarded
- December – March 2017 – mobilisation
- March 2018 – Croydon contract commencement

ONE TEAM

PROUD TO SERVE

HONEST AND OPEN

TAKING RESPONSIBILITY

VALUING DIVERSITY

END

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South London Waste Partnership

Looking Forward

Cllr Stuart Collins

November 2017

SLWP Environmental Services procurement



- Partners working together successfully for over 10 years
- Existing joint waste disposal contracts
- Reuse & Recycling Centre contract

SLWP offer to the market

Lot 1 (All boroughs)	Lot 2 (Sutton & Merton)
Waste collection	Parks
Street cleaning	Grounds maintenance
Commercial waste	Cemeteries
Winter gritting (footways only for Croydon)	Verge maintenance
Fleet Management / vehicle maintenance	Tree maintenance (excl inspections)

Objectives

- Reduce spend
- Increase income
- High quality service / customer satisfaction
- Environmentally sustainable, carbon efficient services
- Innovative solutions

Service commencement timeline



The New Street Cleansing Service (From March 2016)



Streets swept to Grade A at time
of cleanse



Streets maintained to at least
Grade B at all times

Improved Street Services

- Orange bags removed on the same day
- Fly tips cleared within 24 hours.
- Street cleansing to follow waste collection services wherever possible.
- More mechanical sweeping.

The New Waste Collection Service

55L box for paper replaced by wheeled bin.

Garden waste collected all year (26 collections)

Christmas Trees Collected.

Batteries collected at kerbside

Target of <30/100,000 missed collections (currently <90/100,000)

Borough	As Is	New
Croydon		
	Retain existing Containers for residual waste, garden waste, food waste, use existing boxes for DMR and receive a new bin for paper and card recycling	
Kingston		
	Retain all existing containers for use on new services	
Merton		
	Retain existing food waste and garden waste containers and receive a new bin for paper and card recycling and a new residual bin to replace existing residual waste sacks,	
Sutton		
	Retain existing residual and garden waste containers. Receive a new box or bag alongside the wheeled bin for kerbside recycling and new food waste caddies for food waste recycling	

Existing Contract improvements

- Monthly meetings with Veolia senior directors.

Service improvement plan established

- 3 additional crews brought in to clear “orange bags”
- 2 additional crews dealing with hotspots during the day
- Spare vehicles available to minimise disruption with breakdowns.
- Joint service inspections and monitoring
- Service performance and quality improving
- Crew behaviours and training
- Time-banding collections for trade waste being trailed
- Education programme during summer and autumn

Capital Investment Programme (£1.28M)

Summary of Benefits

- Reinstatement of the PM street cleansing service
- Increased mechanical sweeping in the borough
- 25 barrow beats enhanced with electric hoovers
- Introduce dedicated weekend resource for removal of fly –tips
- All fly tips cleared within 48 hours
- All orange bags cleared on day of sweep
- A fluid, adaptive service

Capital Investment – Big Belly Solar Compacting Bins



- Introduced 80 Big Belly Solar Compactors to areas of high footfall
- Rubbish compacted by up to 8 times
- Message sent to Veolia when full
- Ensures bins are only emptied when full, freeing up resource that can be spent on improving street cleansing/removing fly-tips.

Capital Investment – 2 x 18 tonne Refuse Collection Vehicles



- PM shift of fly-tip removal operating boroughwide
- PM shift of orange bag removal operating boroughwide
- Weekend dedicated fly-tip clearance crews
- Flexibility to be directed as the need arises.
- Pro-active clearance of fly-tips

Capital Investment – 4 x Compact Sweepers



- Better standard of cleanse and increased frequency in high footfall areas
- Provide a responsive, dynamic solution to cleansing issues and requests
- Supplement the 6-weekly sweep areas

Capital Investment – 3 x Additional Caged Tipper

Provide narrow access for the fly-tip clearance service (e.g. housing sites, alleyways etc).



Capital Investment – 25 x Electric Vacuums

- Improve standards of cleansing in difficult to sweep areas
- Ideal for town and district centres
- Zero CO2 emissions
- Improved public perception of services



Capital Investment – Deep Cleansing Jet Wash Equipment

- Enables the council's environmental response team to target localised deep cleaning on high footfall areas
- Removes graffiti swiftly.



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