

Scrutiny & Overview Committee Agenda



To: Councillor Rowenna Davis (Chair), Councillor Richard Chatterjee (Vice-Chair), Leila Ben-Hassel, Jade Appleton, Simon Fox and Eunice O'Dame

Reserve Members: Sue Bennett, Louis Carserides, Amy Foster, Gayle Gander, Brigitte Graham and Joseph Lee

A meeting of the **Scrutiny & Overview Committee** which you are hereby summoned to attend, will be held on **Monday, 22 May 2023 at 6.30 pm** in the **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**.

Katherine Kerswell
Chief Executive
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Simon Trevaskis
Senior Democratic Services & Governance
Officer - Scrutiny
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www.croydon.gov.uk/meetings
Friday, 12 May 2023

Members of the public are welcome to attend this meeting, or you can view the webcast both live and after the meeting has completed at <http://webcasting.croydon.gov.uk>

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If you require any assistance, please contact Simon Trevaskis as detailed above.

AGENDA – PART A

1. Apologies for Absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the Previous Meeting (Pages 5 - 16)

To approve the minutes of the meeting held on 28 March 2023 as an accurate record.

3. Disclosure of Interests

Members are invited to declare any disclosable pecuniary interests (DPIs) and other registrable and non-registrable interests they may have in relation to any item(s) of business on today's agenda.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Month 11 Financial Performance Monitoring Report (Pages 17 - 84)

The Scrutiny & Overview Committee is asked to: -

1. Review the information provided in the report on the Month 11 Financial Performance Report, and
2. Consider its conclusions on the latest budget position for 2022-23
3. Consider whether there are any recommendations to bring to the attention of the Mayor .

6. Pre-Decision Scrutiny: Annual Asset Disposal Strategy 2023/24 (Pages 85 - 112)

The Scrutiny & Overview Committee is presented with the Annual Asset Disposal Plan 2023/24 report due to be considered by the Mayor at the Cabinet meeting on 24 May 2023.

The Committee is asked to: -

1. Review the information provided in the attached report, and
2. Consider whether there are any recommendations to bring to the attention of the Mayor.

7. Pre-Decision Scrutiny: Waste & Street Cleansing Commissioning
(Pages 113 - 334)

The Scrutiny & Overview Committee is presented with the Waste and Street Cleansing report due to be considered by the Mayor at the Cabinet meeting on 24 May 2023.

The Committee is asked to: -

1. Review the information provided in the attached report, and
2. Consider whether there are any recommendations to bring to the attention of the Mayor.

8. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

PART B

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Public Document Pack Agenda Item 2

Scrutiny & Overview Committee

Meeting held on Tuesday, 28 March 2023 at 6.30 pm in Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX

MINUTES

Present: Councillors Leila Ben Hassel (Deputy-Chair), Richard Chatterjee (Vice Chair), Sherwan Chowdhury (reserve for Rowenna Davis), Sean Fitzsimons and Simon Fox, Gayle Gander (reserve for Jade Appleton)

Also

Present: Councillor Jason Cummings (Cabinet Member for Finance)

Apologies: Councillors Rowenna Davis and Jade Appleton

PART A

21/23 **Minutes of the Previous Meeting**

The minutes of the meeting held on 16 February 2023 were agreed as an accurate record.

22/23 **Disclosure of Interests**

There were no disclosures of interest made at the meeting.

23/23 **Urgent Business (if any)**

Following the publication of a letter from the Parliamentary Under Secretary of State for Local Government and Building Safety, Lee Rowley MP to the Council informing of proposed statutory intervention, the Scrutiny & Overview Committee had requested an urgent update to provide further understanding on what this might mean for the Council going forward.

In providing an introduction, the Cabinet Member for Finance, Councillor Jason Cummings, highlighted that the challenging financial position of the Council was well know, as was the request made to the Government for additional support in becoming financially sustainable, which included writing off part of the Council's debt. Although the situation in Croydon was challenging, when compared to comments made on Slough and Thurrock Councils in the letter from Government, those made on the progress achieved by the Council were the most positive and reflective of the movement over the past three years.

The letter set out the Government's intention to strengthen the Council's relationship with the Improvement and Assurance Panel, in order to provide additional reassurance on the pace of improvement. Although the powers of the Council remained intact, the Panel now had powers of direction it could use if necessary. The Committee was pleased to note that Tony McArdle would continue as Chair of the Panel, given his knowledge of the progress made over the past three years.

The Council's Corporate Director for Resources, Jane West, also provided a presentation to accompany the urgent update. A copy of which can be found at the following link: -

<https://democracy.croydon.gov.uk/documents/s46309/Urgent%20Item%20DL%20UHC%20Presentation.pdf>

The Committee was provided with the opportunity to ask clarifying questions about the new arrangements. The first question related to the potential cost to the Council for having the Panel remain in place for the next two years. It was acknowledged that there would be a cost, but that this would depend on the size of the Panel. The current rate for the Chair was £900 per day and £800 per day for the Panel members, although this may be reviewed. It was highlighted that wherever the Panel had been deployed it had resulted in significant savings. As such, the level of experience provided was considered to be an invaluable resource and provided good value for money in helping the Council to meet its challenges. Reassurance was given that there was an existing budget for the improvement agenda which the existing costs for the Panel were charged to, which should be able to manage further costs and would be kept under review.

In response to a question about when the Council was likely to hear from the Government on its request for support, it was highlighted that the Government was in a difficult position. A variety of councils were facing challenging financial situations and requesting Government support, which was requiring the creation of a framework that could provide support across a range of different situations, without being seen to be rewarding councils who had got themselves into financial difficulty. The Council had been clear that it would need to have a response in time for the 2024-25 budget setting process, but there was no guarantee that it would be received by this time.

It was noted that one issue raised by the Panel related to the pace of change at Croydon and that the Council still seemed to be in crisis mode. As such, it was questioned how the Council could increase the pace of its improvement. It was accepted that considering the challenges facing the Council, it had become quite risk adverse, which was not conducive to pace. The Council had been focussed on addressing the historic issues that had led to the Section 114 notices and ensuring that there was appropriate governance in place and that it was reasonable, given the scale of the challenge, that it would take two years to address.

There was now a need to pivot towards a more forward focus and a new balance sought between caution and pace. The letter from the Under Secretary of State did set an end date of 2025 for the Panel, which would allow the Council to create a plan to achieve a financially sustainable position by this deadline. One of the roles of the Panel would be monitoring the pace of change.

It was agreed that a key question for Scrutiny over the next couple of years would be how it could gain sufficient reassurance on the pace of change and whether the improvement work was making a difference. It was suggested that the Committee and its sub-committees should regularly schedule deep dives on specific areas of concern to provide reassurance. The Annual Governance Statement could be used by the Committee to track progress on the governance improvements arising from the two Reports in the Public Interest and other relevant reviews. The Committee agreed that the Council should be moving to a more year-round approach to budget setting that provided greater opportunity for scrutiny throughout the process, with acknowledgement that there needed to be earlier engagement with all Members on the budget.

Actions arising from the meeting

Following the discussion of the item at the meeting, the Committee agreed the following actions that would be followed up after the meeting.

- I. That a meeting of the Scrutiny Chairs and Vice-Chairs will be convened as soon as possible to start the development of the 2023-24 Scrutiny Work Programme and that the work programme should primarily be aligned to the improvement of the Council.
- II. That further work would be instigated by the Scrutiny Chairs to create a clear pathway for the regular provision of performance monitoring information to Scrutiny, to ensure it is able to effectively monitor the recovery of the Council and target its work appropriately.

Conclusions

Following its discussion of the report, the Scrutiny & Overview Committee reached the following conclusions: -

1. The Scrutiny & Overview Committee welcomed the update provided following the recent letter to the Council from the Parliamentary Under Secretary of State for Local Government and Building Safety, Lee Rowley MP, on the proposed changes to its statutory intervention at Croydon Council.
2. The Scrutiny & Overview Committee looked forward to working with the Improvement and Assurance Panel and would be developing its work programme for 2023-24 with a focus towards supporting the recovery of the Council.
3. In order for Scrutiny to maximise its effectiveness in supporting the improvement of the Council it would be essential to ensure both the

timely provision of performance data and that it was kept informed of emerging issues and risks.

24/23 **Council Tax Hardship Scheme 2023/24**

The Committee considered a report set out on pages 19 to 100 of the agenda which presented details on the proposed Council Tax Hardship Scheme that had been created in response to the recently agreed 15% Council Tax increase. It had been agreed at the Budget Council meeting that the scheme would be reviewed by the Scrutiny & Overview Committee prior to it being finalised.

Councillor Jason Cummings, Corporate Director for Resources & Section 151 Officer, Jane West and Catherine Black, Head of Payments, Revenues & Benefits and Debt attended the meeting for this item.

The report was introduced by the Head of Payments, Revenues & Benefits and Debt, during which the following was noted: -

- The proposed new Council Tax Hardship Scheme had been created to provide support for residents who may struggle to pay the additional cost of the 15% Council tax rise.
- The eligibility criteria for the scheme were based on income and family make-up. For instance, a single parent with three children may receive a higher level of support than a single person.
- Providing the income for a couple was below £500, they would be eligible.
- The scheme did not take account of any dependent income.
- An application for the scheme could be made digitally or via a paper application. Either face-to-face help and support or a call-back could be arranged to provide residents with support in making their application.
- A resident would need to provide evidence of their income if they were looking at an income band application.
- The application forms were currently being built using exist Council software.
- It was highlighted that most software had a translation option, so the application could be translated as required.
- Thought had been given to backdating the scheme, such as from when a resident moved into the area. This could be done providing proof of income could be provided. If an individual moved or their income changed, it could affect the award.
- A system of monitoring using manual checks would be put in place, including weekly monitoring of the application spend, the values claimed, the number of applications made and the levels agreed and declined.
- If an application was declined, then a discretionary award could be considered as an alternative.

- Once the new scheme had been agreed by the Executive Mayor, a fact file would be created to raise awareness amongst the community and voluntary sectors. A leaflet on the availability of the scheme could also be added to any reminder letters, along with signposting towards other available schemes.

Following the introduction, the Committee was provided the opportunity to ask questions about the proposed scheme and to provide its feedback. The first question asked how the £2m budget been reached and the contingency, should demand for the scheme exceed this budget. It was advised that the £2m figure had been reached following modelling of the potential impact of the Council Tax increase. It had also been tested against other similar schemes and the budget for the proposed scheme was generous in comparison. The scheme was designed to be ongoing and would be topped up year on year; it would be closely monitored and, if the budget was running low, it would require a further decision on whether this should be increased.

Members heard that there was a separate scheme in place for two years from April 2022 to support residents moving from the previous Council Tax Support scheme. This was due to end in March 2024 and if there was any funding left over, it could be transferred to the Hardship Scheme. In addition, there was funding from the Government to provide Council Tax support, which would be used to top-up the Hardship scheme by an extra £345,000.

Further information was sought on the application process. It was advised that residents would be encouraged to submit applications online as this was the simplest route. If applications were made in writing, the applications would be reviewed by staff and entered on the online portal, with a process being built to automatically make the award. If an application was declined, the resident would have the opportunity to ask for it to be reconsidered. It was anticipated that there would be a team of people reviewing claims with a manager supporting. The level of claims received would be monitored and further support requested if needed.

In response to a question about the monitoring approach, it was advised that the scheme would be relatively easy to monitor as it could be defined as its own category within the software used. This would allow the level of spend, awards and declines to be regularly monitored. It was highlighted that the number of applications made could be reviewed against pre-existing ward based modelling to ensure that the number of applications in an area was meeting expectations. This would allow targeted communications to be produced if there was a lower than anticipated number of applications received from a specific area. It was agreed that sharing this data with Members would be helpful, as they could use their local knowledge to highlight potential discrepancies.

Although there was an income element involved in the application criteria, it was confirmed that the scheme was not means tested. Instead, it was based on household income.

Regarding how the preparation of the scheme had mitigated against the potential impact on groups highlighted within the Equalities Impact Assessment, it was highlighted that there had been no specific discriminatory issues highlighted. As the scheme was based on household income, it would be naturally balanced towards those earning less, with higher income thresholds for households with dependents.

It was confirmed that residents who did not have recourse to public funds, would not be eligible for the scheme, but that there were other routes for support. The Committee agreed that there needed to be a greater level of signposting to other support to provide a joined-up system for the public and to ensure people were accessing support to which they were entitled. It was also suggested that the naming of the various schemes could be reviewed to provide added clarity, as the current names were often similar to each other.

It was clarified that a household being in arrears on their Council Tax payments would not have an impact on their application. There was no criteria based on arrears and any recovery process could be paused while the household was applying for the scheme.

At the conclusion of this item, the Chair thanked those present for their attendance at the meeting and their engagement with the questions of the Committee.

Actions arising from the meeting

Following the discussion of the item at the meeting, the Committee agreed the following actions that would be followed up after the meeting.

1. That a briefing will be arranged for the Scrutiny & Overview Committee in September 2023, to receive an update on the delivery of the Council Tax Hardship Scheme 2023-24.
2. That the Communications Plan for the Council Tax Hardship Scheme 2023-24 will be circulated to the Scrutiny & Overview Committee once available.

Conclusions

Following its discussion of the report, the Scrutiny & Overview Committee reached the following conclusions: -

1. The Scrutiny & Overview Committee welcomed the opportunity to review the Council Tax Hardship Scheme 2023-24 prior to its consideration by the Mayor.
2. The Scrutiny & Overview Committee recognised that the scheme in its current format had been developed using a data led approach and as such it was reasonable for the Mayor to accept the scheme as proposed.
3. It was reassuring that there was a robust system of monitoring being built around the Council Tax Hardship Scheme to ensure that it was

reaching those most in need and allow adjustments to be made if needed.

4. Although the Scrutiny & Overview Committee accepted the reassurance given on the level of communication to be undertaken to promote the availability of the Council Tax Hardship Scheme, further reassurance would require the provision of the communications plan once available.
5. The Scrutiny & Overview Committee agreed that given the understanding Members have of their Wards, it would be helpful to circulate ward level data on the distribution of the fund to Members to help identify any potential outliers which could be addressed through targeted communications.

Recommendations

Following its discussion of the report, the Scrutiny & Overview Committee reached the following recommendation: -

1. As a method of testing the effectiveness of the Council Tax Hardship Scheme, that once a sufficient level of base data was available, ward level data on the distribution of the fund was shared with Ward Councillors. This would allow any potential discrepancies in the volume of applications to be highlighted and appropriate action to be taken to target areas of concern.

25/23 Budget Scrutiny: Month 9 Financial Performance Report

The Committee considered a report set out on pages 101 to 140 of the agenda, which presented the most recent financial monitoring report for review. The Committee was also provided a presentation on the status of the Council's various transformation projects and further information on the role of the Improvement and Assurance Panel following the recent letter from Government.

Councillor Jason Cummings, Chief Executive, and Corporate Director for Resources & Section 151 Officer, Jane West attended the meeting for this item.

During the introduction to the report, it was highlighted that the budget was still showing a balanced year-end prediction. There were two changes from the previous monthly report, with the Housing Revenue Account year-end position improving due to the review of recharges made from the General Fund. There had also been a change in the capital programme as a result of the approval of the capitalisation request. It was advised that the Council meeting on 29 March 2023 would be receiving a report outlining the response to the recommendations made in the recent Section 24 report from Grant Thornton. This included financial monitoring reports being presented to each Scrutiny & Overview Committee meeting, with the most recent report to be

included even it was before its consideration by the Cabinet. The Committee welcomed this move.

An update was provided on the Council's transformation projects, with a copy of a presentation available on the following link: -

<https://democracy.croydon.gov.uk/documents/s46310/Supplement%20Transformation%20Presentation.pdf>

Following the introduction, the Committee was provided the opportunity to ask questions on the information provided. Members asked whether the transformation projects were being driven by the need to make savings or to fix issues that were identified to improve services. In response, it was advised that the key driver was to improve services to ensure that the Council was doing things more efficiently, which would in turn drive savings. It was agreed that further consideration was needed on how the transformation projects were listed and it was explained that not all of them were about delivering savings. It was suggested that any reporting on transformation should include the current cost of delivering a service to ensure a comparison could be made on the financial benefits.

The matrix approach to delivering transformation was welcomed, although it was highlighted that this should be reflected in any report, as the projects were currently grouped by directorate. It was also suggested that consideration should be given to quantifying the potential benefit for residents from the transformation workstreams. It was advised that the introduction of new project management software would help to improve reporting processes. The Council was in the process of advertising for a new Transformation Manager who would be responsible for overseeing transformation across the organisation, including managing crosscutting projects and synergies. It was acknowledged that the Council had been on a journey to build its capacity in terms of delivering transformation and to enable staff to start thinking in terms of a project approach.

The Committee was heartened by the confirmation that resourcing for transformation was a priority, as building capacity would be essential to increasing the speed of delivery. Having more people involved with transformation projects would also help to change the culture of the organisation.

It was confirmed that there were specific workstreams within the Housing Transformation Programme that would cut across both the Housing Revenue Account and the General Fund. It was agreed that reporting on transformation should include any such projects involving the Council, including those delivered in partnership with others such as local health providers, and not be restricted to those projects falling with the General Fund.

It was advised that there was a separate resourcing element included within the transformation project that would be resourced from the £10m allocated for transformation in the 2023-24 Budget. The level of resource allocated

would vary depending on the size and scope of the project, and would be monitored by an internal control board. At present there had been no prioritisation applied to the various projects, with all currently due to be delivered and in the process of being set up. It was highlighted that the programme was intended to be dynamic and if a project turned out to not be deliverable, it would be stopped.

As the new Administration had recently completed its first budget setting process, it was questioned whether there were any key lessons learnt which would inform the process going forward. It was advised that the budget setting process had been fraught due to external factors such as waiting for government guidance both nationally and locally. Given these challenges, the assumptions made in the initial report in November 2022 had proven to be fairly accurate and were reflected in the final Budget report. Ideally, the initial budget report would have been produced earlier, but it had been delayed due to having to wait for the Chancellors statement. Having the previous three years accounts still to be signed off by the external auditor remained a concern, but it was hoped that the work on the Opening the Books review had identified the majority of potential issues that were outstanding.

In response to a question about the process for setting next year's budget, it was advised that individual departments should be looking at the Medium Term Financial Strategy (MTFS) and using this as a basis to plan the level of savings required. There would be an increased use of data to inform the MTFS, by looking at where Council services sat within London averages and then learning from best practice used by other authorities. It was highlighted that due to the financial challenges facing the Council, the aim should be for service costs to be near the cheapest in London, rather than around the average cost.

A key risk to the delivery of the in-year budget was homelessness and housing costs, with a big increase in rental costs across London due to the use of accommodation by the Home Office, who paid higher rates. The potential risk of a significant change to budget for other services such as Children and Adult Social Care had been minimised by robust monitoring. There were some quantifiable opportunities for savings in the in-year budget that may come through as the budget progressed to close down.

At the conclusion of this item, the Chair thanked those present for their attendance at the meeting and their engagement with the questions of the Committee.

Actions arising from the meeting

Following the discussion of the item at the meeting, the Committee agreed the following actions that would be followed up after the meeting.

1. That the new Transformation Director will be invited to meet with the members of the Scrutiny & Overview Committee once appointed.

2. To provide reassurance on governance processes of the Council, the Committee requests a copy of the terms of reference Transformation Internal Control Board.
3. To provide reassurance that the transformation projects are being fully scoped and resourced before commencing, that Committee would request to be provided with copies of the individual Project Briefs/Scoping documents.
4. That a briefing is provided for the members of the Scrutiny & Overview Committee on the new project management software, Verto, to understand the benefits it will deliver to the organisation.
5. That regular reviews of transformation projects will be scheduled during into the 2023-24 Scrutiny Work Programme to ensure there is regular scrutiny of the progress made.
6. That scrutiny of the work to improve both the financial and wider culture of the Council will also form a key part of the Scrutiny Work Programme for 2023-24.
7. That the Committee is provided with a briefing on the Oracle Project so it is able to understand the intended benefits, cope of work, resource required and project timelines.
8. That a briefing is provided for the Scrutiny & Overview Committee to explain the outcomes from the review of historic recharging to the Housing Revenue Account.

Conclusions

Following its discussion of the report, the Scrutiny & Overview Committee reached the following conclusions: -

1. The Scrutiny & Overview Committee welcomed the possibility of reviewing the transformation programme structure to bring it more in to line with a matrix approach, cutting across services, rather than the current alignment based around existing directorates.
2. The Scrutiny & Overview Committee welcomed confirmation that the in-year 2022-23 budget was projecting to be balanced budget despite the not insufficient challenges faced during the year.

Recommendations

Following its discussion of the report, the Scrutiny & Overview Committee reached the following recommendation: -

1. To ensure both clarity and transparency, the Scrutiny & Overview Committee recommends that reporting on the Transformation Programme should: -
 - a. Cover all transformation projects, including those delivered through the Housing Revenue Account and any delivered with external partners such as local healthcare providers.

- b. That the intended outcomes for individual transformation projects are clearly set out to ensure there is clarity of purpose and enable the relative success of each project to be easily assessed. For instance, where savings are targeted, any reporting should include the cost of delivering a service before and after conclusion of a transformation project.

26/23 **Scrutiny Recommendations**

The Sub-Committee considered a report on pages 87 to 114 of the agenda which presented recommendations proposed by the scrutiny sub-committees for sign-off ahead of submission to the Executive Mayor and responses from the Mayor to previously made decisions.

Resolved: That:-

- 1. The recommendations made by the Scrutiny Sub-Committees are approved for submission to the Executive Mayor for his consideration.
- 2. The response provided by the Executive Mayor to recommendations made by the Scrutiny & Overview Committee is noted.

The meeting ended at 9.45 pm

Signed:

Date:

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LONDON BOROUGH OF CROYDON

REPORT:	Scrutiny & Overview Committee	
DATE OF DECISION	22 May 2023	
REPORT TITLE:	Month 11 Financial Performance Report	
CORPORATE DIRECTOR	Jane West, Corporate Director of Resources (Section 151) jane.west@croydon.gov.uk 020 8726 6000 Ext 27320	
LEAD OFFICER:	Jane West, Corporate Director of Resources	
LEAD MEMBER:	Councillor Jason Cummings Cabinet Member for Finance	
AUTHORITY TO TAKE DECISION:	The attached report is due to be considered by the Mayor at the Cabinet meeting on 24 May 2023. It is presented to the Scrutiny & Overview Committee as part of its ongoing Budget Scrutiny work.	
KEY DECISION?	No	
CONTAINS EXEMPT INFORMATION? <i>(* See guidance)</i>	No	Public
WARDS AFFECTED:	All	

1. PRE-DECISION SCRUTINY: MONTH 9 FINANCIAL PERFORMANCE REPORT

- 1.1. Attached at Appendix A to this cover report is a Cabinet report scheduled to be considered by the Mayor on 24 May 2023. The appended report presented the latest financial performance of the Council at the end of month 11 (February 2023).
- 1.2. The report is presented to the Scrutiny & Overview Committee as part of its ongoing scrutiny of the budget, allowing reassurance to be sought on the delivering of 2022-23 budget.

2. RECOMMENDATIONS

- 2.1. The Committee is asked to: -

1. Review the information provided in the report on the Month 11 Financial Performance Report, and
2. Consider its conclusions on the latest budget position for 2022-23
3. Consider whether there are any recommendations to bring to the attention of the Mayor .

CONTACT OFFICER:

Simon Trevaskis – Senior Democratic Services & Governance Officer – Scrutiny

Email: Simon.trevaskis@croydon.gov.uk

Appendix A: Month 9 Financial Performance Report

REPORT:	Cabinet
DATE OF DECISION	24 May 2023
REPORT TITLE:	Month 11 Financial Performance Report
CORPORATE DIRECTOR / DIRECTOR:	Jane West Corporate Director of Resources (Section 151 Officer)
LEAD OFFICER:	Jane West, Corporate Director of Resources
LEAD MEMBER:	Cllr Jason Cummings, Cabinet Member for Finance
KEY DECISION?	No. The recommendations set out below are not executive decisions and therefore are not key decisions.
CONTAINS EXEMPT INFORMATION?	No
WARDS AFFECTED:	All
<p>SUMMARY OF REPORT:</p> <p>This report provides the Council's forecast outturn as at Month 11 (February 2023) for the General Fund (GF), Housing Revenue Account (HRA) and the Capital Programme (CP). The report forms part of the Council's financial management process for publicly reporting financial performance monthly.</p>	

FINANCIAL IMPACT

	2022-23 Month 11 Forecast Variance (£m)	2022-23 Month 10 Forecast Variance (£m)	Movement (£m)
General Fund over/(underspend)	0.0	0.0	0.0

The General Fund forecast continues to show a balanced budget.

This report sets out further risks of **£0.3m**.

	2022-23 Forecast Variance Month 11 (£m)	2022-23 Forecast Variance Month 10 (£m)	Movement (£m)
Housing Revenue Account over/(underspend)	1.2	0.5	0.7

The Housing Revenue Account is forecasting a **£1.2m** overspend against budget.

	2022-23 Revised Budget (£m)	2022-23 Actuals to 28/02/23 (£m)	2022-23 Forecast (£m)	2022-23 Forecast Variance (£m)
Total General Fund and HRA Capital Programme	281.9	47.2	261.5	(20.4)

The Capital Programme has spent **£47.2m** against a **£281.9m** revised budget. The end of year position is forecast to be an underspend of **£20.4m**.

1. RECOMMENDATIONS

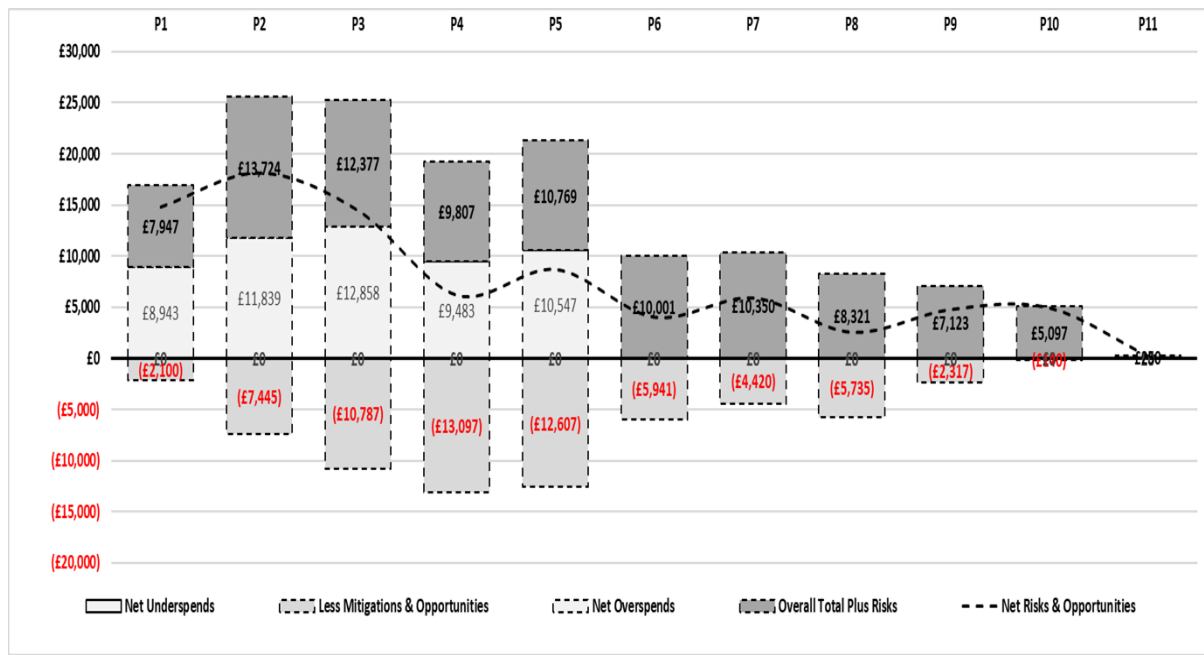
The Executive Mayor, in Cabinet, is recommended to:

- 1.1. Note the General Fund revenue budget outturn is forecast to be balanced at Month 11.
- 1.2. Note the forecast elimination of the planned contribution to General Fund Reserves of £6.9m for 2022-23.
- 1.3. Note the progress of the MTFs savings as summarised in Table 4 and detailed in Appendix 3.
- 1.4. Note the Housing Revenue Account (HRA) forecast overspend of £1.2m.
- 1.5. Note the Capital Programme spend to date for the General Fund of £25.6m (which excludes forecast capitalisation direction of £186.6m to come) against a budget of £254.5m) with a forecast underspend of £19.7m.
- 1.6. Note the Housing Revenue Account Capital Programme spend to date of £21.6m (against a budget of £27.4m), with a forecast underspend of £0.7m.
- 1.7. Note the above figures are predicated on forecasts from Month 11 to the year end and therefore could be subject to change as forecasts are made based on the best available information at the time.
- 1.8. Note the Council continues to operate Spending Control Panels to ensure that tight financial control and assurance oversight are maintained. A new financial management culture is being implemented across the organisation through increased scrutiny such as the monthly assurance meetings, improved communication, and budget manager training from CIPFA.

2. EXECUTIVE SUMMARY

- 2.1. The Financial Performance Report (FPR) is presented monthly to Cabinet and provides a detailed breakdown of the Council's financial position and the in-year challenges it faces. It covers the General Fund, Housing Revenue Account and Capital Programme. The Financial Performance Report ensures there is transparency in the financial position, and enables scrutiny by the Executive Mayor, Cabinet, Scrutiny & Overview Committee and the public. It offers reassurance regarding the commitment by Chief Officers to more effective financial management and discipline.
- 2.2. The General Fund revenue forecast outturn for Month 11 shows a balanced position for the sixth month in a row.
- 2.3. There are risks of £0.3m and nil opportunities. As Chart 1 illustrates, risks and opportunities have been diminishing in the latter part of the year, as in-year financial forecasting accuracy has been improved and the potential impacts of risks and opportunities have been realised. The risks and opportunities are detailed in Appendix 3-6 of the report and summarised in Table 5 by directorate.
- 2.4. The Financial Performance Report for Month 11 includes the period of time following the issuing of the Section 114 notice on 22 November 2022. It should be noted that the Section 114 notice was issued to address the 2023-24 financial forecast.
- 2.5. Chart 1 below illustrates the trend in the monthly monitoring reports for this financial year and shows both the forecast as well as the quantum of risks and opportunities, together with the impact should all risks and opportunities fully materialise (dashed line).

Chart 1 – Monthly financial movements on Monthly Forecast, Risk & Opportunity



- 2.6. Work will continue through to the end of the year to manage those areas with forecast overspends to ensure the Council remains within budget.
- 2.7. The Housing Revenue Account is forecasting an overspend of £1.2m (an adverse movement of £0.7m from the Month 10 forecast).
- 2.8. The Capital Programme for both the General Fund and Housing Revenue Account is reporting a total expenditure to date of £47.2m of which £25.6m is General Fund and £21.6m Housing Revenue Account. Capital spend is projected to be £261.5m against a revised budget of £281.9m, resulting in a £20.4m forecast underspend.
- 2.9. The Council continues to build on the improvements in financial management that were made over the past year however there is a considerable amount yet to do, which is fully recognised within the organisation.
- 2.10. A monthly budget assurance process and independent challenge of expenditure takes place. This is in addition to Cabinet and Scrutiny & Overview Committee review. The monthly budget assurance process has been reviewed and strengthened based on learning from the previous year. The assurance meetings provide the Corporate Director of Resources (Section 151 Officer) and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities, challenge the use of accruals and provisions, and ensure that savings are delivered and income targets are met. The meetings ensure the Council is doing all it can to reduce overspends and deliver a balanced budget.

Reserves

- 2.11. When the 2022-23 budget was set £6.887m was set aside to add to General Fund Balances. The Month 11 position continues to reflect the full £6.887m contribution to balances being used instead to balance the budget. The position is set out in Table 2 below:

Table 2 – General Fund Balances

General Fund Balances	Budget Plan (£m)	Forecast Outturn (£m)
Balance at 1 April 2022	27.5	27.5
Planned Contributions to/(from) Reserves	6.9	-
Forecast Balance at 31 March 2023	34.4	27.5

Unresolved Issues

- 2.12. The Council's overall financial position is still subject to a number of unresolved historic legacy issues. The latest position on these was set out in the 22 February 2023 Cabinet report titled 'Revenue Budget and Council Tax Levels 2023-24' which incorporated the findings of the Opening the Books review undertaken in 2022-23. The report stated that a request has also been made of government to provide the Council with a Capitalisation Direction of £161.6m to cover the historic finance issues that have been revealed through the Opening the Books programme.
- 2.13. The Council needs to correct a range of misstatements in its legacy accounts from 2019-20 which are currently still not fully closed. This was more than the £74.6m previously identified in the MTFs Update report to Cabinet in November 2022.
- 2.14. The Council's Provision for Bad Debt was found to be understated by £46m rather than the £20m previously assumed and a prudent decision was made to include the potential £70m gap in the accounts caused by incorrect accounting for Croydon Affordable Homes and Tenures, instead of the £9m previously assumed.
- 2.15. With three years of accounts still open, there remains a risk that further legacy issues will be uncovered. The Capital Programme includes the £161.6m Capitalisation Direction requested, which is in addition to the £25m capitalisation direction previously approved.

3. COST OF LIVING CONSIDERATIONS

- 3.1. This report focuses on the Council's budget forecast. It highlights that there are a number of inflationary pressures that the Council, like all local authorities, is managing. Inflation is at the highest level for 40 years. This impact goes beyond the Council as the cost of living is affecting all households and businesses.

- 3.2. These macro-economic factors are impacted by international events, and therefore well beyond the control of Croydon Council. Despite the limitations, the Council is seeking to support households wherever possible.
- 3.3. A dedicated cost of living information hub has been established on the Council's website. This provides a single source of information, informing residents of the financial support available and signposting to further support, advice and guidance. This information is continually reviewed, updated and improved.
- 3.4. At a national level, household support has been announced in the form of a revised energy price guarantee, designed to limit the inflation on household energy bills. Households with a domestic energy connection have been eligible for a £400 discount over the winter and residents on means-tested benefits have been eligible for a £650 cost of living payment from Government.
- 3.5. The Council provides a wide range of support for residents that may be struggling due to the cost of living pressures. These include:
- Discretionary support fund for residents in financial hardship
 - Council Tax support – for residents on a low income or in receipt of benefits, Council Tax bills could be reduced by up to 100%
 - Benefits calculator, to ensure residents receive the support to which they are entitled
 - Energy advice, including heating and money saving options, through our Croydon Healthy Homes service
 - Free holiday activity clubs with healthy meals for children
 - Croydon Works to help residents into employment or to receive training to support them into work and funding of the voluntary sector to provide advice and guidance
- 3.6. The cost of living information hub also signposts residents to a range of support provided by other organisations in Croydon, including:
- NHS Healthy Start vouchers for families
 - Free school meals
 - Support from voluntary, community and faith sector organisations
 - Support for businesses through the London Business Hub and the British Business Bank
 - CroydonPlus credit union which offers affordable ways to manage money, including savings accounts and loans

4. DETAILED FINANCIAL POSITION

- 4.1. The Month 11 financial forecast is largely driven by £12.3m described as the under-delivery of savings within this year's budget, but which is more a reflection of the issues around the accuracy of some of the budgeted savings targets. These have been addressed in the 2023-24 budget.

- 4.2. The in-year overspend pressure in directorates is being offset by a budgeted contribution to General Fund Reserves no longer going ahead (£6.9m), an underspend on the corporate contingency budget not being used (£5.0m), a drawdown from the Corporate Contingency Reserve (£4.0m) to support in-year inflationary pressures and centrally held inflation budget (£1.2m). These underspends are partially offset by one-off pressures totalling £3.4m across Corporate budgets.
- 4.3. The detailed forecast outturn per Directorate for the General Fund is shown below in Table 3.

Table 3 – Month 11 Forecast by Directorate

	Month 11 Forecast Variance	Month 10 Forecast Variance	Change from Month 10 to Month 11	Savings Under-Delivery at Month 11	Other Pressures / (Underspend) at Month 11
	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)
Children, Young People and Education	(2,309)	(3,076)	767	1,090	(3,399)
Adult Social Care and Health	(2,844)	(2,418)	(426)	2,834	(5,678)
Housing	2,773	3,256	(483)	2,159	614
Sustainable Communities, Regeneration & Economic Recovery	15,050	14,267	783	5,743	9,307
Resources	2,418	2,527	(108)	172	2,246
Assistant Chief Executive	(1,398)	(841)	(556)	300	(1,698)
Departmental Total	13,690	13,714	(24)	12,298	1,392
Corporate Items & Funding	(13,690)	(13,714)	24	-	(13,690)
Total General Fund	-	-	-	12,298	(12,298)

Risks and mitigations

- 4.4. The outturn forecast is reported excluding further potential risks and mitigations which are summarised in Table 5 and detailed in Appendix 5. Risks are split into MTFS savings risks and other risks. Savings risks relate to achievement of savings that were approved at Council in March 2022 to deliver a balanced budget. Other risks are those that have arisen from operational challenges including changes to national legislation and regulations. Risk mitigations are proposals identified by services to partially or fully offset the impact on keeping spend within the approved budget.

MTFS Savings

- 4.5. Savings are at various stages in their delivery. Savings which are not deliverable are included within the forecast as overspends. Table 4 below provides a summary of progress per directorate on delivery of their savings targets. Both savings not delivered and those at risk of non-delivery are detailed in Appendix 3 and 4 of this report.

Table 4 – Progress on MTFS Savings

Directorate	Target Value (£000's)	Balance Not Delivered (In Forecast) (£000's)	On Track Value (£000's)	Delivered Value (£000's)	Current Month At Risk Value (£000's)	Prior Month At Risk (£000's)	Change from Prior Month At Risk (£000's)
Children, Young People and Education	(9,564)	1,090	706	7,768	-	-	-
Adult Social Care and Health	(16,500)	2,834	2,852	10,814	-	971	(971)
Housing	(2,841)	2,159	57	625	-	398	(398)
Sustainable Communities, Regeneration & Economic Recovery	(12,396)	5,743	2,969	3,684	-	2,709	(2,709)
Resources	(3,029)	172	238	2,619	-	-	-
Assistant Chief Executive	(9,543)	300	770	8,473	-	600	(600)
TOTAL FOR MTFS	(53,873)	12,298	7,592	33,983	-	4,678	(4,678)

4.6. Details of the reasons for the variances and movements from the previous month are identified below together with details of risks and opportunities. The detail of each opportunity and risk (both quantifiable and non-quantifiable) can be seen in Appendix 5 and 6. Table 5 below gives a summary of the risks and opportunities by directorate.

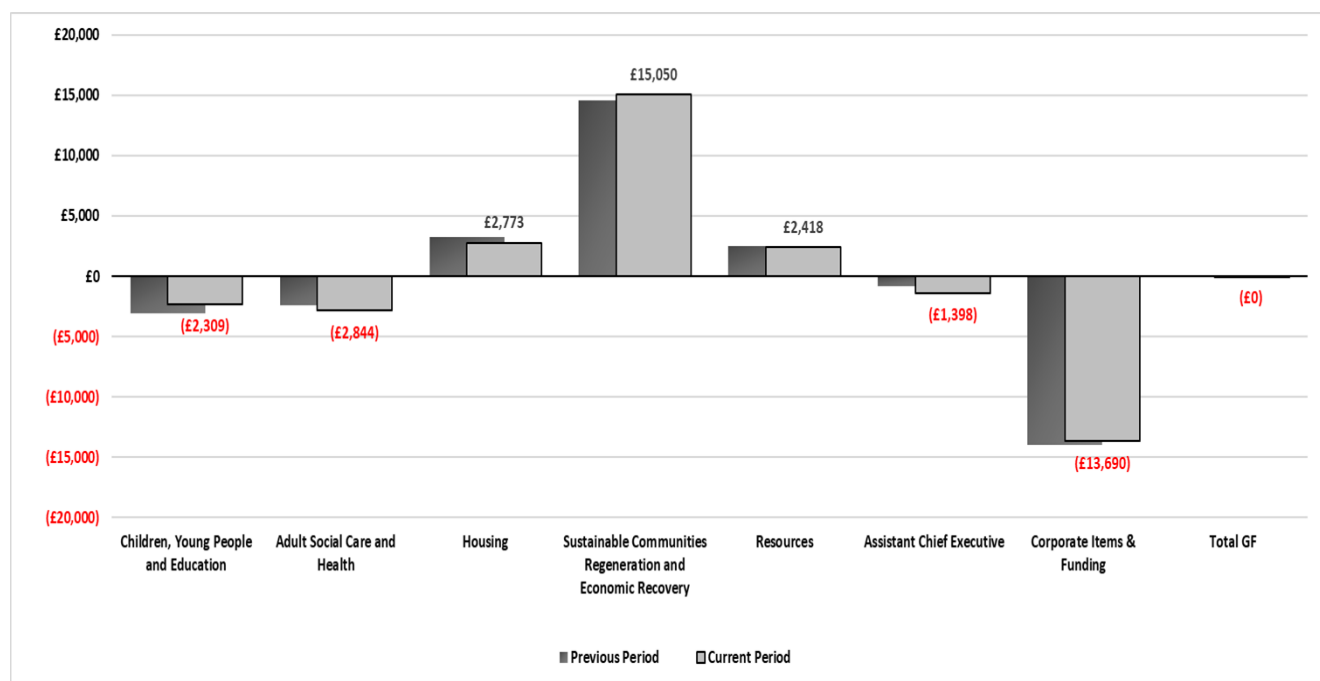
Table 5 – Summary of Risks and Opportunities

	MTFS Savings - At Risk (£000's)	Other Quantifiable Risks (£000's)	Quantifiable Opportunities (£000's)	TOTAL (£000's)
Children, Young People and Education	-	-	-	-
Adult Social Care and Health	-	-	-	-
Housing	-	250	-	250
Sustainable Communities, Regeneration & Economic Recovery	-	-	-	-
Resources	-	-	-	-
Assistant Chief Executive	-	-	-	-
Corporate Items & Funding	-	-	-	-
Total Month 11	-	250	-	250
Total Month 10	4,678	419	(140)	4,957
Variance	(4,678)	(169)	140	(4,707)

DIRECTORATE VARIANCES

4.7. The chart below shows the forecast by Directorate for both the current and previous month:

Chart 2: Forecast per Directorate as at Month 11



4.8 Children, Young People and Education (CYPE)

At Period 11 there is a **£2.3m forecast underspend** against a budget of £85.2m. This is after the directorate absorbs one-off costs of £1.3m relating to transformation work to achieve MTFS savings, improve services and improve IT systems.

This is an adverse movement from Month 10 of £0.8m which is due to absorbing one-off transformation costs of £1.3m and a £0.5m improvement mainly due to periods of vacant posts while recruitment is carried out and increased Traded Services income.

Children's Social Care Division – forecast underspend of (£1.2m)

(£2.3m) staffing underspend due to periods of vacancy
 (£1.5m) underspend in non-pay expenditure across the division
 (£1.4m) placements cost underspend
 (£1.0m) legal costs underspend due to lower numbers of care proceedings and UASC age assessment challenges.

£3.9m unachieved grant income for Unaccompanied Asylum Seeking Children (UASC). Please note that the UASC income budget has been decreased for 2023-24 to more accurately reflect actual grant income to be received.
 £0.9m one-off transformation costs

£0.2m under-achievement in income (including £0.5m unachieved MTFs income savings which have been partially offset through other income)

Quality, Commissioning and Performance Improvement Division – forecast underspend of (£0.5m)

(£0.9m) staffing underspend due to periods of vacancy
£0.4m one-off transformation costs

Non-DSG Education services – forecast underspend of (£0.6m)

(£0.9m) underspend due to periods of staffing vacancy and increased Traded Services income
£0.3m under-achievement in income due to MTFs income saving (NHS funding towards speech and language therapy) not achieved

Dedicated Schools Grant (DSG) High Needs education services – forecast overspend of £1.8m

There is a High Needs forecast overspend of £1.8m against the budget of £75.3m. This position is in line with the planned overspend of £1.8m submitted to the Department of Education (DfE) Safety Valve Team as part of the approved Deficit Recovery Plan.

£2.0m overspend in Special Schools placements due to an increase in complex cases.

£1.6m overspend due to increased Out of Borough placement costs.

(£0.4m) underspend in Early Years provision due to successful demand management.

(£1.4m) underspend in the service transformation budget due to delayed implementation of the Special Schools funding system.

Education Services have met the Safety Valve compliance and performance grant conditions for 2022-23 and therefore this will activate the release of funding from the DfE to fund the provision of more SEND school places and reduce the historical deficit.

The DSG deficit at the end of 2021-22 was £24.5m. The £1.8m in-year overspend will initially increase this to £26.3m before the Council receives the £10.960m Safety Valve funding from the DfE, which will bring the deficit down to £15.3m.

4.9 Adult Social Care and Health (ASCH)

At period 11 a **£2.8m (2.1%) forecast underspend** against a budget of £132.3m. This is a favourable movement of £0.4m from month 10.

The department is absorbing the one-off costs of transformation of £1m and so will not need to make a call on flexible capital receipts.

Adult Social Care Operations - Forecast underspend of (£2.0m)

Staffing across this division is an underspend position (£3.8m). However, this is a barrier to achieving savings as staff are focussed on statutory delivery rather than transformation. There is a national shortage of both social workers and occupational therapists and recruitment to many roles is proving challenging.

Localities have an underspend of (£1.0m) including the reversal of 2021-22 accruals for planned care costs (£0.7m). It is usual that care is delivered at a lower level than planned for many reasons including delayed hospital discharge, temporarily staying with family, etc. However, this year is slightly higher than normal which is believed to be related to changes to the hospital discharge process during Covid.

Working Age Adults have an overspend of £2.3m. 25-65 years disabilities has worsened by £0.2m to a £2.0m overspend. However, £0.3m of this is due to a contribution towards one-off transformation costs. The overspend on care stands at £2.7m. Significant work has been undertaken to deliver a challenging savings target of £5.6m with the majority being achieved to date. Transitions is unchanged at £0.3m overspend due to care package costs.

Adult Social Care Policy and Improvement – Forecast underspend of (£0.6m)

The Policy and Improvement division has returned to a favourable position with an underspend of £0.6m. This is primarily due to staffing underspends of (£0.3m) and cost reductions in the equipment service (£0.2m).

Adult Social Care Directorate – Forecast underspend of (£0.2m)

The underspend is a result of the delays in recruitment to fixed term and temporary positions to provide additional capacity to improve performance, data management and reduce operational risks across the directorate.

Unquantified risks present continued concerns to the directorate budget. In addition, inflation and rising fuel costs will result in significant expenditure for providers which may result in claims for increased fees and/or financial instability with the potential for 'handing back' contracts.

4.10. Housing

At Month 11, Housing has a **£2.8m forecast overspend** against a budget of £10.3m. This is a favourable movement of £0.5m from month 10 mainly due to full allocation of Rough Sleeping Initiative grant to cover costs of housing single homeless people.

Emergency Accommodation – forecast overspend of £1.4m

£2.7m pressure on net costs of accommodating homeless households in nightly paid accommodation including bed and breakfast, hotel and hostel accommodation. Numbers have increased by circa 100 compared to 2021-22, offset by a corresponding fall in temporary accommodation numbers. This pressure is after allocation of £1.3m corporate budget to cover inflationary pressures.

(£0.6m) Rough Sleeping Initiative grant reallocated to single homelessness costs as agreed with DLUHC

(£0.4m) underspend from additional Homelessness Prevention Grant above budget received from DLUHC as a winter top-up

(£0.3m) staffing underspend due to periods of vacancy

Temporary Accommodation - forecast overspend of £1.8m

£1.6m pressure on net accommodation for 2 to 5 years leased homelessness properties. Numbers have remained steady across 2022-23 as a very limited number of new properties have been secured due to market factors.

£0.6m pressure due to the net spend on long term leased blocks (Concorde, Sycamore and Windsor) being transferred from the HRA to the General Fund.

(£0.4m) underspend from additional Homelessness Prevention Grant above budget received from DLUHC as a winter top-up.

Other services – forecast underspend of (£0.4m)

(£0.4m) No Recourse to Public Funds (NRPF) underspend against a budget of £2.3m. Spend on this service peaked in 2016-17 at £3.3m and caseloads have been steadily managed down since that point.

Housing Service Context

The forecast is reflective of the worsening housing market within London across 2022 as private sector landlords are increasing rents or leaving the market; tenants are struggling with the cost of living pressures.

The challenge for Croydon in dealing with inflation has multiple strands. There are forecasting difficulties in predicting how much prices are expected to move and at what pace. This is being addressed alongside a wholesale review of the forecasting process to ensure that reporting provides the full position on risk heading into 2023-24.

There are the difficulties in negotiating and approving price rises without losing properties or fuelling the rises further. Regular meetings with neighbouring boroughs are being held to ensure collective agreements are being made with the larger providers of emergency accommodation.

There is also the issue of entering into 2 to 5 years lease deals with landlords as 39% have exited the market in 2022-23 and prices have dramatically increased

as a result. In 2022-23 this has meant a 10% increase in the use of nightly paid accommodation has been seen. The strategy work currently underway in the department will address this issue.

There has also been a concerted effort to hold homelessness accommodation costs down across London through partnerships with organisations like Capital Letters and via the agreed Pan-London temporary accommodation rates. The rates can no longer be contained though as demand outweighs available affordable supply. At a recent Pan London meeting, all boroughs confirmed that they are no longer paying the agreed Pan London rates to ensure they meet their demand challenges. A combination of all these factors has led to an increase in both the average cost of emergency and temporary accommodation that Croydon can secure to meet demand, as well as an increase in the use of nightly paid emergency accommodation to compensate for the loss of some longer-term leased accommodation because of landlords leaving the market.

Pressures are expected to continue into 2023-24. The restructure for Housing Options is underway and will form the bedrock for process change and a more cohesive journey for a homeless household. An immediate switch to better practice and dramatically reduced spend on homelessness cannot be expected within 2023-24 whilst significant change is underway, and the financial benefits are expected to be realised in the longer term.

4.11. Sustainable Communities, Regeneration & Economic Recovery (SCRER)

At Month 11, SCRER has a **forecast overspend of £15.1m**. The main cause of the overspend relates to parking, parking enforcement and moving traffic offence income. The forecast overspend has increased by £0.8m since month 10 due to previously highlighted risks in parking income now being realised into the position.

Sustainable Communities Division - £13.9m forecast overspend

There is a forecast £16.1m under-achievement in parking, parking enforcement and moving traffic offence income reflecting the unachievable income forecasts identified through the Opening the Books review. Demand for parking services has not returned to pre-pandemic levels and this is affecting all areas of parking which includes Automated Number Plate Recognition (ANPR), pay and display and on-street parking.

Parking Services continue to have delays in connection with the roll out of new ANPR cameras which affect the income levels within the service. A new ANPR camera contract was procured in 2021 however the Council has faced significant problems with functionality and are urgently seeking firm assurance from the new contractor that they remain in a position to fulfil their contractual obligations.

The Parking budget has been rebased for 2023-24 based on a timetabled roll out of Healthy Neighbourhood Schemes, so the delays in the implementation of the cameras will continue to have a detrimental effect in 2023-24.

The Council applied to renew its Landlord Licensing scheme in 2021-22 to the Department of Levelling Up, Housing and Communities (DLUHC). The Council budgeted for £1.5m of income that would be achievable from the scheme in this financial year. However, the scheme was rejected by the Secretary of State for DLUHC due to the lack of a Housing Strategy, one of the requirements for the scheme. This income will now not be achieved, and this has been recognised as part of the budget for 2023-24.

The Division has a forecast underspend of £3.3m in staffing due to periods of vacancy and a £0.5m forecast underspend in waste services due to reduced level of residential waste.

Planning and Sustainable Regeneration Division - £1.4m forecast overspend

Pressures are experienced within Building Control and Planning income of £1.9m. This pressure has been corrected in the income budgets for 2023-24. There will be a drawdown from the Building Control Trading Account earmarked reserve of £0.3m towards the income pressure. There is a £0.2m forecast underspend in staffing and non-pay expenditure budgets across the division.

Culture and Community Safety Division - £0.2m forecast underspend

There is a £0.2m forecast underspend in staffing and non-pay expenditure budgets across the division.

4.12. Resources

At Month 11, there is a **£2.4m forecast overspend** which demonstrates a favourable movement of £0.1m since Month 10 due to increased periods of staffing vacancy.

Finance Division - £5.1m forecast overspend

There is a £6.8m forecast overspend relating to historically unaccounted for pressures in Housing Benefit (HB) subsidies identified through the Opening the Books exercise. This is due to the difference between the cost of HB expenditure and the funding level received from DWP to support temporary accommodation and accommodation in non-registered supported accommodation. A cross council working group is currently operating to mitigate pressures by maximising HB subsidy income claims, increasing collection of HB overpayments and reducing costs.

There is a £0.8m forecast staffing underspend across the Division however this is mainly due to periods of vacancy in the Payments, Revenues, Benefits and Debt Service which is offsetting pressures from supernumerary accountancy staffing and external specialist financial advice.

There is a £0.9m underspend in the Payments, Revenues, Benefits and Debt Service from income over-achievement in court awarded costs.

Legal Services and Monitoring Officer Division – £1.2m forecast overspend

There is a forecast overspend in Legal Services of £1.4m due to a recharge income budget higher than the charges which can be evidenced. This income budget has been reduced for 2023-24 to accurately reflect the level of recharges to be processed.

This is partially offset through a £0.2m underspend in the Monitoring Officer service due to a nil inflationary increase on Member's Allowances.

Commercial Investment Division - £3.7m forecast underspend

There is a £1.4m underspend due to reduced internal borrowing costs, £1.0m overachievement in rental income, £0.8m staffing underspend due to periods of vacancy, £0.3m underspend in utility costs (due to gas costs reducing from their previously very high level) and a £0.2m underspend in facilities management contracts for works across Council properties.

Central Resources - £0.2m forecast underspend

There is a £0.2m forecast underspend in Insurance, Anti-Fraud & Risk due to increased recharge income and a £0.1m underspend in Pensions non-pay expenditure, partially offset by a £0.1m one-off contract overspend in Internal Audit.

4.13. Assistant Chief Executive

At Month 11 there is a **£1.4m forecast underspend**. This is a favourable movement of £0.6m from Month 10. Continuing reviews in Croydon Digital and Resident Access during the year have led to increased contract savings of £0.3m and there has been a decrease in non-pay expenditure in Policy, Programmes & Performance of £0.3m.

Policy, Programmes & Performance Division - £1.4m forecast underspend

There is a £1.0m staffing underspend due to periods of vacancy and Programme Management Office (PMO) staffing costs funded through Transformation, a £0.3m underspend in non-pay expenditure and a £0.1m underspend in corporate communication campaigns.

Croydon Digital and Resident Access Division - £0.1m forecast underspend

The Resident Contact Centre has a £0.2m underspend due to periods of staffing vacancy and the Bereavement and Registrars Service has a £0.2m underspend due to increased fees & charges income. This is partially offset by a £0.3m

overspend in Digital Services due to under-achievement of the “Rationalisation of software applications and contracts” MTFS saving.

Central Assistant Chief Executive - £0.1m forecast overspend

There is a £0.1m overspend pressure from centrally held fees & charges MTFS income savings which are being delivered in the divisions. This income budget has been allocated to the divisions as part of 2023-24 budget setting.

Chief People Officer Division – breakeven position

Learning & Organisational Development Officers have been developing a cross-Council package of training to be commissioned and delivered in 2023-24. The service is requesting for 2022-23 underspend in the corporate training budget to be carried over to 2023-24 in an earmarked reserve.

The directive to stand down agency staff for two weeks over the Christmas period has led to a significant mitigation of the £0.6m saving target for agency costs, however the reduced expenditure is reflected in the individual directorates.

Public Health Division – breakeven position after movement in reserves

It is currently forecast that the Public Health grant will be underspent by circa £2.5m in 2022-23 and this will be added into the Public Health reserve. Please note that this is after an extra one-off contribution of £1m in 2022-23 to public health activities in SCRER (£0.4m), Children’s Services (£0.3m) and for the London Borough of Culture (£0.3m).

There is currently an accumulated balance of £5.5m on the balance sheet (as an earmarked Public Health reserve) at April 2022 due to underspends in previous years.

Asylum Seekers and Homes for Ukraine funding – breakeven position after movement in reserves

The Council has received grant funding towards the support of Refugees and Asylum Seekers and any underspend in 2022-23 will be carried forward in an earmarked reserve to fund ongoing expenditure in 2023-24.

4.14. **Corporate Budgets**

At Month 11, the corporate budget position is a **forecast underspend of £13.7m**. The corporate budget holds funding and financing streams such as Council Tax, retained share of Business Rates and Core Grants. The corporate budget also holds a Council-wide risk contingency budget (£5m) and the budgets for borrowing and interest received.

(£6.9m) underspend on the budget originally planned to increase the Council’s level of General Fund reserves.

(£5.0m) underspend on the corporate contingency budget. There are no commitments to date against the £5.0m budget.

(£4.0m) underspend due to the drawdown of £4.0m from the one-off Corporate Contingency Reserve of £5.9m (to support in-year inflationary pressures).

(£1.2m) underspend on centrally held inflation budget.

£3.4m overspend from one-off pressures across Corporate budgets. This includes an under recovery of £0.5m income in relation to the contract to deliver new bus shelters and small format advertising. The previous contract to provide bus shelters ended in March 2021 and when the contract ended the bus shelters were removed by the contractor. The new contractor has delayed delivering the new bus shelters and the associated milestone fee payments. Officers are urgently seeking firm assurance from the new contractor that they remain in a position to fulfil their contractual obligations.

5. Housing Revenue Account (HRA)

The HRA is forecasting a total overspend of £1.2m against a budget of £91.2m due to the pressures detailed below being largely offset by the reductions in recharges from the general fund.

This is an adverse movement of £0.7m from month 10 mainly due to detailed analysis of the likely impact of legal disrepair cases that remain unresolved and will be provided for as an estimated cost within the 2022-23 accounts.

Repairs

£1.7m overspend pressure from the Axis repair contract, ending in August 2023, due to agreed changes in the payment model and negotiated inflationary increases

£1.5m overspend in void and disrepair costs carried out by specialist contractors to reduce void losses and minimise future disrepair claims

£1.0m settled disrepair cases and related legal fees related to Regina Road

£1.5m estimated disrepair settlement costs

Tenancy and Income

£2.1m overspend in utilities costs related to energy price increases

£0.7m increased bad debt costs as rent collection has worsened due to cost of living pressures

£0.4m loss of income due to void (empty) residential properties

£0.3m loss of income due to void garages

Recharge Review

(£4.9m) underspend due to a review of legacy corporate overhead recharges between the General Fund and HRA. This has resulted in a 64% reduction in the charge to the ringfenced HRA account. Backdated changes to previous years' accounts will also be actioned.

Staffing and other

(£1.6m) underspend from staffing vacancies due to difficulties recruiting to specialist posts

(£1.5m) underspend in central staff budgets (director roles now reconfigured between the General Fund and HRA) and non-pay expenditure (including the contingency budget)

Table 6 - Housing Revenue Account Month 11 forecast

Description	2022-23 Budget (£000's)	2022-23 Actuals to Date (£000's)	2022-23 Forecast (£000's)	2022-23 Variance (Forecast to Budget) (£000's)
Income	(91,240)	(75,395)	(90,805)	435
Expenditure				
Centralised Directorate expenditure	48,933	(9,897)	42,771	(6,162)
Responsive Repairs & Safety	18,085	15,794	22,296	4,211
Asset Planning	1,644	1,142	1,490	(154)
Capital Delivery (Homes & Schools)	1,478	1,018	1,302	(176)
Tenancy & Resident Engagement	8,689	5,633	11,289	2,600
Homelessness & Assessments	4,395	2,869	4,415	20
Service development and income	8,016	4,833	8,423	407
Total Expenditure	91,240	21,393	91,987	747
TOTAL NET EXPENDITURE	-	(54,002)	1,182	1,182

6. Capital Programme

- 6.1 The General Fund and Housing Revenue Account capital programmes have currently spent **£47.2m** to the end of Month 11. This is against a revised budget of **£281.9m**. The revised budget reflects the additional £161.6m capitalisation direction.
- 6.2 Forecast spend for the year is **£261.5m**, including the assumed full use of the £186.6m (£161.6m + £25.0m) total capitalisation direction, against the revised budget resulting in a forecast underspend of **£20.4m**.
- 6.3 Table 7 below summarises the capital spend to date by directorate with further details of individual schemes provided in Appendix 2. Table 8 gives details of how the capital programme is financed.

Table 7 – Capital Programme at Month 11

Capital Programme	Revised Budget (£000's)	Actuals To Date (£000's)	Forecast at M11 (£000's)	Forecast Variance (£000's)
Adult Social Care and Health	-	66	-	-
Housing	4,392	1,668	2,500	(1,892)

Capital Programme	Revised Budget (£000's)	Actuals To Date (£000's)	Forecast at M11 (£000's)	Forecast Variance (£000's)
Assistant Chief Executive	6,965	2,998	6,716	(249)
Children, Young People and Education	7,930	3,196	5,454	(2,476)
Sustainable Communities, Regen & Economic Recovery	36,345	15,929	25,590	(10,775)
Resources	8,255	2,381	3,922	(4,333)
Corporate	4,049	-	4,049	-
Subtotal	67,936	25,601	48,231	(19,705)
Capitalisation Direction	186,600		186,600	-
General Fund Total	254,536	25,601	234,831	(19,705)
Housing Revenue Account	27,357	21,604	26,645	(712)
Capital Programme Total	281,893	47,205	261,476	(20,417)

Table 8 – Capital Programme Financing at Month 11

	2022-23 Revised Budget (£000's)	Forecast at Month 11 (£000's)	Forecast Variance (£000's)
General Fund			
CIL	2,856	1,752	(1,104)
s106	550	444	(106)
Grants & Other Contributions	18,298	13,199	(5,098)
Growth Zone	6,888	2,971	(3,917)
HRA Contributions	1,742	1,742	-
Capital Receipts	55,049	55,049	-
Reserves	-	-	-
Borrowing	169,153	159,674	(9,479)
Total General Fund Financing	254,536	234,831	(19,705)
HRA			
Grant	1,200	1,200	-
MRR	12,336	14,134	1,798
Revenue	-	-	-
Reserves	13,821	11,311	(2,510)
Borrowing	-	-	-
Total HRA Financing	27,357	26,645	(712)
Total GF & HRA Financing	281,893	261,476	(20,417)

6.4 The Month 11 forecast indicates £9.5m of borrowing less than the revised budget for the General Fund and no borrowing required for the Housing Revenue Account. However total borrowing increased with the inclusion of the additional £161.6m capitalisation direction.

7 FINANCIAL AND RISK ASSESSMENT IMPLICATIONS

7.1 Finance comments have been provided throughout this report.

7.2 The Council continues to operate with internal spending controls to ensure that tight financial control and assurance oversight are maintained. A new financial

management culture is being implemented across the organisation through increased communication on financial issues and training for budget managers.

- 7.3 The inclusion of the additional £161.6m capitalisation requested of government for legacy issues significantly increases the borrowing costs for the budget for future years.
- 7.4 The Council currently has a General Fund Reserve of £27.5m which serves as a cushion should any overspend materialise by the end of 2022-23. The use of reserves to support the budget is not a permanent solution and reserves must be replenished back to a prudent level in subsequent years if used.

Approved by: Jane West – Corporate Director of Resources & S151 Officer

8 LEGAL IMPLICATIONS

- 8.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Legal Services and Monitoring Officer that the Council is under a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 8.2 Section 28 of the Local Government Act 2003 provides that the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 8.3 In addition, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets as set out in this report.
- 8.4 The monitoring of financial information is also a significant contributor to meeting the Council's Best Value legal duty and therefore this report also demonstrates compliance with that legal duty.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law and Deputy Monitoring Officer on behalf of the Director of Legal Services and Monitoring Officer

9 HUMAN RESOURCES IMPACT

- 9.1 There are no immediate workforce implications as a result of the content of this report, albeit there is potential for a number of the proposals to have an impact on staffing. Any mitigation on budget implications that may have direct effect on staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.
- 9.2 The Council is aware that many staff may also be impacted by the increase in cost of living. Many staff are also Croydon residents and may seek support from the Council including via the cost of living hub on the intranet. The Council offers support through the Employee Assistant Programme (EAP) and staff may seek help via and be signposted to the EAP, the Guardians programme, and other appropriate sources of assistance and advice on the Council's intranet.

Approved by Dean Shoesmith, Chief People Officer

10 EQUALITIES IMPLICATIONS

- 10.1 The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
1. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 2. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 3. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 10.2 In setting the Council's budget for 2022-2023, all savings proposals must complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts. If any impacts arise, officers will offer mitigation to minimise any unintended impact.
- 10.3 This report sets out a number of proposals that will change the services and provisions we provide for residents across Croydon. These proposals are subject to further work decisions.
- 10.4 The Council must, therefore, ensure that we have considered any equality implications. The Council has an established Equality Impact Assessment [EqIA] process, with clear guidance, templates and training for managers to use whenever new policies or services changes are being considered. This approach ensures that proposals are checked in relation to the impact on people with protected characteristics under Equality Act 2010.
- 10.5 Assessing the impact of proposed changes to policies, procedures, services and organisational change is not just something the law requires; it is a positive opportunity for the council to ensure it makes better decisions, based on robust evidence.

- 10.6 Our approach is to ensure the equality impact assessments are data led, using user information, demographic data and forecasts, as well as service specific data and national evidence to fully understand the impact of each savings proposal. This enables the Council to have proper regard to its statutory equality duties.
- 10.7 We have a large number of vulnerable children and asylum seekers who are in need of our services. We have also been faced with the rise of costs of the provision of adult social care, which has been exasperated following the pandemic. Alongside this our residents have been hit with the increased cost of living, we have supported residents by providing mitigation for changes where possible and signposting to other support organisations in the borough who can provide support. We will continue to seek mitigation during the equality analysis process where possible.
- 10.8 Our initial data suggests that residents across all equality characteristics may be affected by changes. National and local data highlights that this may have a greater impact on race, disabilities, sex, pregnancy and maternity and age. We will continue to assess the impact and strive to improve our evidence and data collection, to enable us to make informed decisions.
- 10.9 Where consultations take place, we will ensure that we make it accessible for all characteristics including those with disabilities including neurodiversity by ensuring that we adopt Disability standards in our consultation platform. Notwithstanding those residents who are digitally excluded. We will also consult using plain English to support our residents who do not have English as a first language.
- 10.10 With regard to potential staff redundancies, as a diverse borough we will undertake equality analysis and seek mitigation for staff by offering redeployment and employability support. We will also assess the impact of job losses on protected characteristics. We will also ensure that disabled staff are treated more favourably during restructure in that they will be required to meet the minimum standard prior to been offered an interview.
- 10.11 Research from existing EQIAs identifies that rising costs impact on some Disabled groups, communities from the Global Majority, African, Asian, African Caribbean households, young people, some people aged 15 – 64 and some people in the pregnancy/maternity characteristic . Research also indicates that there is an intersectional impact on young people from the Global Majority and both Disabled and Dual Heritage communities. Deprivation in borough is largely focused in the north and the east where the Global Majority of residents from the African, African Caribbean and Asian communities reside.
- 10.12 The Council have undertaken a wide range of initiatives to mitigate the effects for those in most need. Details of mitigation for residents is includes support to residents delivered by other local organisations. Residents are also signposted to support from community partners who deliver initiatives to support residents such as healthy Schools Clubs. These packages are available to all eligible

residents irrespective of equality characteristics and are targeted at those residents who are in the most need.

Approved By: Denise McCausland, Equalities Programme Manager, Policy Programmes and Performance

11 ENVIRONMENTAL IMPLICATIONS

11.1 There are no specific environmental impacts set out in this report.

12 CRIME AND DISORDER IMPLICATIONS

12.1 There are no specific crime and disorder impacts set out in this report.

13 DATA PROTECTION IMPLICATIONS

13.1 There are no specific data protection implications as the report does not contain any sensitive/personal data.

Approved by Allister Bannin – Director of Finance (Deputy S151 Officer)

List of Appendices

Appendix 1 – Service Budgets and Forecasts Month 11

Appendix 2 – Capital Programme Month 11

Appendix 3 – MTFS savings forecast under-delivery

Appendix 4 – MTFS savings at risk

Appendix 5 – Other quantifiable and unquantifiable risks

Appendix 6 – Quantifiable and unquantifiable opportunities

Appendix 7 - 2022-23 Month 10 Financial Performance Report

Appendix 1 – Service Budgets and Forecasts Month 11

	Budget	Actuals to Date	Full-Year Forecast	Projected Variance
	(£000's)	(£000's)	(£000's)	(£000's)
Adult Social Care Operations	114,417	98,259	112,413	-2,004
Adult Social Care and Health Directorate	1,575	1,110	1,315	-260
Adult Social Care Policy and Improvement	16,314	18,571	15,734	-580
TOTAL ADULT SOCIAL CARE AND HEALTH	132,306	117,940	129,462	-2,844
Resident Engagement and Allocations	10,204	11,328	12,984	2,780
Estates and Improvement	108	380	101	-7
TOTAL HOUSING	10,312	11,708	13,085	2,773
Central Sustainable Communities, Regeneration & Economic Recovery	-220	511	-215	5
Sustainable Communities	27,449	32,298	41,315	13,866
Culture and Community Safety	5,614	4,184	5,411	-203
Planning and Sustainable Regeneration	1,421	4,744	2,803	1,382
TOTAL SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC RECOVERY	34,264	41,737	49,314	15,050
Central Resources	-6,910	395	-6,897	13
Finance	9,964	147,618	15,037	5,073
Pensions	417	1,309	315	-102
Monitoring Officer	2,148	1,893	1,971	-177
Insurance, Anti-Fraud and Risk	1,057	2,796	824	-233
Legal Services	-1,387	-5,845	-	1,387
Internal Audit Service	414	605	524	110
Commercial Investment	16,952	7,251	13,299	-3,653
TOTAL RESOURCES	22,655	156,022	25,073	2,418
Central Children, Young People and Education	605	450	563	-42
Children's Social Care	74,116	57,600	69,057	-5,059
Unaccompanied Asylum Seeking Children (UASC) and Care Leavers	-4,291	-1,106	-405	3,886
Education – excluding DSG	7,689	38,893	7,056	-633
Quality, Policy and Performance Improvement	7,126	6,588	6,665	-461
TOTAL CHILDREN, YOUNG PEOPLE AND EDUCATION	85,245	102,425	82,936	-2,309
Central Assistant Chief Executive	-62	778	14	76
Croydon Digital and Resident Access	23,992	25,463	23,868	-124
Chief People Officer	3,387	3,176	3,421	34
Policy, Programmes and Performance	6,362	7,118	4,978	-1,384
Public Health	-	-18,373	-	-
Asylum Seekers and Homes for Ukraine funding	-	-4,542	-	-
TOTAL ASSISTANT CHIEF EXECUTIVE	33,679	13,620	32,281	-1,398
TOTAL	318,461	443,452	332,151	13,690

Appendix 2 – Capital Programme Month 11

Scheme Name	2022-23 Revised Budget	2022-23 Actual to Date as at 28/02/23	2022-23 Forecast as at Period 11	2022-23 Variance for Year
	(£000's)	(£000's)	(£000's)	(£000's)
Disabled Facilities Grant	3,992	1,608	2,250	(1,742)
Empty Homes Grants	400	60	250	(150)
HOUSING	4,392	1,668	2,500	(1,892)
Adult Social Care Provision	-	30	-	-
Provider Services - Extra Care	-	36	-	-
ADULT SOCIAL CARE AND HEALTH	-	66	-	-
Bereavement Services	1,775	1,564	1,775	-
Bereavement Service Vehicles	39	-	39	-
Finance and HR system	-	1	-	-
My Resources Interface Enhancement	75	-	75	-
ICT	-	963	-	-
Network Refresh	141	-	141	-
Tech Refresh	610	-	610	-
Geographical Information Systems	65	-	65	-
Laptop Refresh	222	-	222	-
Cloud and DR	198	-	198	-
People ICT	-	470	-	-
Synergy Education System	1,030	-	1,030	0
NEC Housing System	2,680	-	2,431	(249)
Uniform ICT Upgrade	130	-	130	-
ASSISTANT CHIEF EXECUTIVE	6,965	2,998	6,716	(249)
Education – Fire Safety Works	776	4	750	(26)
Education - Fixed Term Expansions	747	331	547	(200)
Education - Major Maintenance	4,062	2,212	2,508	(1,554)
Education - Miscellaneous	134	263	263	129
Education - Permanent Expansion	319	22	319	-
Education - Secondary Estate	39	41	41	2
Education - SEN	1,853	323	1,026	(827)
CHILDREN, YOUNG PEOPLE AND EDUCATION	7,930	3,196	5,454	(2,476)
Allotments	200	180	200	-
Fairfield Halls - Council Fixtures & Fittings FFH	574	571	571	(3)
Growth Zone	5,988	220	2,071	(3,917)
Grounds Maintenance Insourced Equipment	1,000	-	-	(1,000)
Highways	8,618	8,278	8,618	-
Highways - flood water management	895	576	895	-
Highways - bridges and highways structures	2,611	2,176	2,611	-
Highways - Tree works	56	8	56	-
Local Authority Tree Fund	96	40	96	-

Trees Sponsorship	46	2	46	-
Leisure Equipment Upgrade	306	-	-	(306)
Leisure centres equipment Contractual Agr	430	331	416	(14)
Tennis Court Upgrade	75	-	-	(75)
Libraries Investment - General	224	110	-	(224)
Library Self-Service Kiosks	200	138	200	-
Parking	2,731	80	2,731	-
Cashless Pay & Display	366	1	1	(365)
Play Equipment	150	415	415	265
Safety - digital upgrade of CCTV	1,551	-	-	(1,551)
Section 106 Schemes	-	83	83	83
HIGHWAY SIGNAGE	274	206	274	-
South Norwood Good Growth	1,121	(313)	465	(656)
Kenley Good Growth	583	577	577	(6)
Sustainability Programme	550	-	25	(525)
TFL - LIP	4,835	1,197	4,835	-
Cycle Parking	226	-	-	(226)
Electric Vehicle Charging Point (EVCP)	1,081	404	404	(677)
Waste and Recycling Investment	1,558	-	-	(1,558)
Waste and Recycling - Don't Mess with Croydon	-	12	-	-
SUSTAINABLE COMMUNITIES, REGENERATION & ECONOMIC RECOVERY	36,345	15,292	25,590	(10,755)
Asset Strategy - Stubbs Mead	50	5	50	-
Asset Strategy Programme	25	-	25	-
Clocktower Chillers	30	-	30	-
Corporate Property Maintenance Programme	2,500	1,099	2,360	(140)
Brick by Brick programme	4,150	-	-	(4,150)
Fairfield Halls - Council	1,500	1,275	1,455	(45)
Fieldway Cluster (Timebridge Community Centre)	-	2	2	2
RESOURCES	8,255	2,381	3,922	(4,333)
Capitalisation Direction	186,600	-	186,600	-
Transformation Spend (Flexible Capital Receipts)	4,049	-	4,049	-
CORPORATE ITEMS & FUNDING	190,649	-	190,649	-
NET GENERAL FUND TOTAL	254,536	25,601	234,831	(19,705)
Asset management ICT database	155	117	155	-
Major Repairs and Improvements Programme	22,083	21,487	23,113	1,030
Trelis Mews	3,377	-	3,377	-
NEC Housing System	1,742			(1,742)
HOUSING REVENUE ACCOUNT	27,357	21,604	26,645	(712)
GROSS CAPITAL PROGRAMME	281,893	47,205	261,476	(20,417)

Appendix 3 – MTFS savings forecast under-delivery

MTFS Target Reference	MTFS Savings Description	2022-23 Total Savings Target (£000's)	Savings Under-Delivery as at Month 11 (£000's)
22-23 CYPE 09	Refocusing Public Health funding - New Youth & Wellbeing Offer	(300)	300
22-23 CYPE 07a	NHS Funding	(490)	490
22-23 CYPE 07b	NHS Funding	(300)	300
Children, Young People and Education Total			1,090
21-22 ASCH 02	Stretch Savings - Disabilities Operational Budget	(1,213)	1,134
21-22 ASCH 08	Baseline Savings - Older People Operational Budget	(3,195)	1,195
22-23 ASCH 02	Review of Older Adults Packages of Care	(505)	505
Adult Social Care and Health Total			2,834
22-23 HOUS 01	Impact of maximising homelessness prevention	(578)	578
22-23 HOUS 02	Impact of increasing speed of homelessness decisions	(101)	101
22-23 HOUS 03	Increase use of LA Stock for EA/TA	(163)	163
22-23 HOUS 07	Ending EA/TA where the council has no duty	(193)	193
22-23 HOUS 10	Housing supply pipeline maximisation	(80)	80
22-23 HOUS 11	Contract Reviews	(250)	250
22-23 HOUS 12	Staffing Review	(158)	158
22-23 HOUS 13	Income Maximisation - Rent Collection	(240)	240
22-23 HOUS 14	Resident Engagement & Tenancy Services	(100)	100
22-23 HOUS 04	Repurpose under-utilised sheltered housing stock	(158)	158
22-23 HOUS 09	Incentivising temporary accommodation leasing schemes	(138)	138
Housing Total			2,159
21-22 SCRER 11	ANPR camera enforcement	(3,180)	2,040
21-22 SCRER 16	Revised Landlord Licensing scheme	(2,300)	2,300
22-23 SCRER 06	Review and reduction of the Neighbourhood Operations (NSO team)	(950)	450
22-23 SCRER 08	Introduction of a variable lighting policy	(417)	417
22-23 SCRER 15	Bus Re-Tender Contract Savings	(120)	40
22-23 SCRER 16	Private Sector Environmental Enforcement	(250)	125
22-23 SCRER 17	Parking charges increase	(650)	285
22-23 SCRER 18	Independent travel optimisation	(20)	20
22-23 SCRER 21	Increase in Pre-Planning Applications	(66)	66
Sustainable Communities Regen & Economic Recovery Total			5,743
21-22 RES 03d	Fees And Charges	(28)	28
22-23 RES 20d	Increase in fees and charges	(142)	142
22-23 RES 20e	Increase in fees and charges	(2)	2
Resources Total			172
22-23 ACE 09	Rationalisation of software applications and contracts	(750)	300
Assistant Chief Executive Total			300
Total Unachievable Savings			12,298

Appendix 4 – MTFS savings at risk

MTFS Savings Ref	MTFS Savings Description	2022-23 Savings at risk Month 11 (£000's)	2022-23 Savings at risk Month 10 (£000's)	Change from Month 10 to Month 11 (£000's)
21-22 ASCH 01	Baseline Savings - Disabilities Operational Budget	-	850	(279)
21-22 ASCH 04	Review of Contracts – Commissioning - OBC, Working Age Adults and Public Health	-	36	(36)
21-22 RES 06	HWA contract savings	-	35	(35)
22-23 ASCH 03	Review of Mental Health Packages of Care	-	50	-
Adult Social Care and Health Total		-	971	(350)
22-23 HOUS 12	Staffing Review	-	158	(158)
22-23 HOUS 13	Income Maximisation - Rent Collection	-	240	(240)
Housing Total		-	398	(398)
21-22 SCRER 14a	Fees And Charges	-	350	(350)
22-23 SCRER 06	Review and reduction of the Neighbourhood Operations (NSO team)	-	260	(260)
22-23 SCRER 12	Contract Savings - Pay and Display Machines	-	300	(300)
22-23 SCRER 16	Private Sector Environmental Enforcement	-	63	(63)
22-23 SCRER 19	New gym in Monks Hill Leisure Centre	-	90	(90)
22-23 SCRER 20	Non-capital and contract impact of Purley Leisure Centre closure	-	50	(50)
22-23 SCRER 28	Merger of Management Functions in Place	-	100	(100)
22-23 SCRER 17	Parking charges increase	-	365	(365)
21-22 SCRER 11	ANPR camera enforcement	-	1,140	(1,140)
Sustainable Communities Regeneration & Economic Recovery Total		-	2,718	(2,718)
22-23 ACE 18	Contract Savings - Managed Service Provider for Temporary Agency Resources (£600k saving in 2022-23)	-	600	(600)
Assistant Chief Executive Total		-	600	(600)
Total Savings at Risk		-	4,687	(4,066)

Appendix 5 – Other quantifiable and unquantifiable risks

Quantified Risks	2022-23 Month 11 (£000's)	2022-23 Month 10 (£000's)	Details of Risk
Children, Young People and Education	-	-	None
Adult Social Care and Health	-	-	None
Housing	250	250	Emergency Accommodation (EA) Bad Debt Provision £0.250m The bad debt provision is being reviewed as the model is suggesting a required increase despite collection rates improving.
Sustainable Communities, Regeneration & Economic Recovery	-	169	None
Resources	-	-	None
Assistant Chief Executive	-	-	None
Total Quantified Risks	250	419	

Un-Quantified Risks	Details of Risk
Children, Young People and Education	None
Adult Social Care and Health	Covid-19 pandemic latent demand could result in additional placements and increased care packages.
	Care providers are impacted by inflationary pressures on fuel, food, labour and property related costs. This may result in claims for increased fees or financial instability.
	There is a high vacancy rate in staffing posts caused by significant challenges in recruitment across the directorate. This means staff are focussed on statutory delivery, rather than transformation. This is a national issue.
	There is hospital discharge pressure as the current system is continuing to run at winter levels due to Covid and with a backlog. The impact is being analysed on the rising number of placements and equipment costs.
Housing	There remains a temporary structure within Housing, including an Interim Director of Tenancy Services. A change programme is being developed and a bid for transformation funding to resource it has been submitted.
	The financial impact of the fire at Sycamore House, Thornton Heath is as yet unquantifiable.
Sustainable Communities, Regeneration & Economic Recovery	There is a potential risk to new Roads and Street Works Act income due to delays and disputes with utility companies. Further work is being undertaken to quantify these risks and where possible mitigate the effect.

Resources	The legal trading services model is under review. Until this review is completed officers are flagging this area as a risk. Last year Legal Services were overspent by £0.3m.
Assistant Chief Executive	Income risk based upon the lack of available graves for sale until the cemetery extension opens.
	Income risk due to increased competition from neighbouring facilities and potential risk from an increase in direct cremations (lower cost than alternatives).
Corporate Items & Funding	None

Appendix 6 Quantifiable and unquantifiable opportunities

Quantified Opportunities	2022-23 Month 11 (£000's)	2022-23 Month 10 (£000's)	Details of Opportunities
Children, Young People and Education	-	-	None
Adult Social Care and Health	-	-	None
Housing	-	-	None
Sustainable Communities, Regeneration & Economic Recovery	-	(140)	None
Resources	-	-	None
Assistant Chief Executive	-	-	None
Corporate Items & Funding	-	-	None
Total Quantified Opportunities	-	(140)	

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REPORT:	Executive Mayor Decision
DATE OF DECISION	16 May 2023
REPORT TITLE:	Month 10 Financial Performance Report
CORPORATE DIRECTOR / DIRECTOR:	Jane West Corporate Director of Resources (Section 151 Officer)
LEAD OFFICER:	Jane West, Corporate Director of Resources
LEAD MEMBER:	Cllr Jason Cummings, Cabinet Member for Finance
KEY DECISION?	No. The recommendations set out below are not executive decisions and therefore are not key decisions.
CONTAINS EXEMPT INFORMATION?	No
WARDS AFFECTED:	All
SUMMARY OF REPORT:	
<p>This report provides the Council's forecast outturn as at Month 10 (January 2023) for the General Fund (GF), Housing Revenue Account (HRA) and the Capital Programme (CP). The report forms part of the Council's financial management process for publicly reporting financial performance monthly.</p>	

FINANCIAL IMPACT

	2022-23 Month 10 Forecast Variance (£m)	2022-23 Month 9 Forecast Variance (£m)	Movement (£m)
General Fund over/(underspend)	0.0	0.0	0.0

The General Fund forecast continues to show a balanced budget. This is after pay and contract inflation provisions have been allocated to services. There remains £1.2m in the inflation provision held centrally to act as a hedge against pressures arising for the remainder of the financial year.

This report sets out further risks and opportunities. This indicates a net risk of **£5.0m** (risks **£5.1m** and opportunities of **£0.1m**).

	2022-23 Forecast Variance Month 10 (£m)	2022-23 Forecast Variance Month 9 (£m)	Movement (£m)
Housing Revenue Account over/(underspend)	0.5	0.9	(0.4)

The Housing Revenue Account is forecasting a **£0.5m** overspend against budget.

	2022-23 Revised Budget (£m)	2022-23 Actuals to 31/01/23 (£m)	2022-23 Forecast (£m)	2022-23 Forecast Variance (£m)
Total General Fund and HRA Capital Programme	281.9	37.6	260.9	(21.0)

The Capital Programme has spent **£37.6m** against a **£281.9m** revised budget. The end of year position is forecast to be an underspend of **£21.0m**.

1. RECOMMENDATIONS

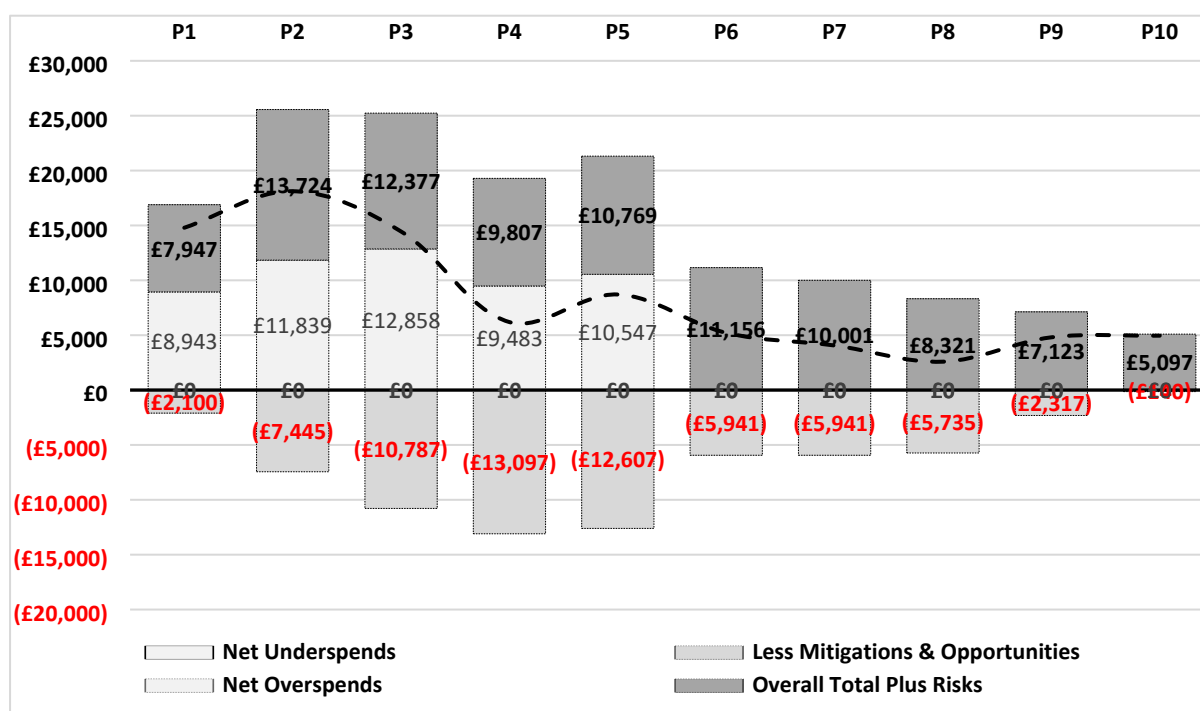
The Executive Mayor is recommended to:

- 1.1. Note the General Fund revenue budget outturn is forecast to be balanced at Month 10.
- 1.2. Note the forecast elimination of the planned contribution to General Fund Reserves of £6.9m for 2022-23.
- 1.3. Note that a further number of risks and compensating opportunities may materialise which could change the forecast position.
- 1.4. Note the progress of the MTFS savings as summarised in Table 4 and detailed in Appendix 3.
- 1.5. Note the Housing Revenue Account (HRA) forecast overspend of £0.5m.
- 1.6. Note the Capital Programme spend to date for the General Fund of £19.5m (which excludes forecast capitalisation direction of £186.6m to come) against a budget of £254.5m, with a forecast underspend of £19.1m.
- 1.7. Note the Housing Revenue Account Capital Programme spend to date of £18.1m (against a budget of £27.357m), with a forecast underspend of £1.9m.
- 1.8. Note the above figures are predicated on forecasts from Month 10 to the year end and therefore could be subject to change as forecasts are made based on the best available information at the time.
- 1.9. Note the Council continues to operate Spending Control Panels to ensure that tight financial control and assurance oversight are maintained. A new financial management culture is being implemented across the organisation through increased scrutiny such as the monthly assurance meetings, improved communication, and budget manager training from CIPFA.

2. EXECUTIVE SUMMARY

- 2.1. The Financial Performance Report (FPR) is presented monthly to Cabinet and provides a detailed breakdown of the Council's financial position and the in-year challenges it faces. It covers the General Fund, Housing Revenue Account and Capital Programme. The Financial Performance Report ensures there is transparency in the financial position, and enables scrutiny by the Executive Mayor, Cabinet, Scrutiny & Overview Committee and the public. It offers reassurance regarding the commitment by Chief Officers to more effective financial management and discipline. As there is no Cabinet meeting in April 2023, this report will be published on the Council's website as a Mayoral Decision for transparency. The Month 11 report will be presented to Cabinet in May 2023.
- 2.2. The General Fund revenue forecast outturn for Month 10 shows a balanced position for the fifth month in a row. There is £1.2m of the inflation contingency remaining as a hedge against any further pressures that may arise during what remains of the financial year.
- 2.3. There are risks and opportunities, which indicate a net risk of £5.0m (risks £5.1m and opportunities of £0.1m). As Chart 1 illustrates risks and opportunities have been diminishing in the latter part of the year, as in-year financial forecasting accuracy has been improved and the potential impacts of risks and opportunities have been realised. The risks and opportunities are detailed in Appendix 3-6 of the report and summarised in Table 5 by directorate.
- 2.4. The Financial Performance Report for Month 10 includes the period of time following the issuing of the Section 114 notice on 22 November 2022. It should be noted that the Section 114 notice was issued to address the 2023-24 financial forecast.
- 2.5. Chart 1 below illustrates the trend in the monthly monitoring reports for this financial year and shows both the forecast as well as the quantum of risks and opportunities, together with the impact should all risks and opportunities fully materialise (dashed line).

Chart 1 – Monthly financial movements on Monthly Forecast, Risk & Opportunity



- 2.6. Work will continue through to the end of the year to manage those areas with forecast overspends to ensure the Council remains within budget.
- 2.7. The Housing Revenue Account is forecasting an overspend of £0.5m (a favourable movement of £0.4m from the Month 9 forecast).
- 2.8. The Capital Programme for both the General Fund and Housing Revenue Account is reporting a total expenditure to date of £37.6m of which £19.5m is General Fund and £18.1m Housing Revenue Account. Capital spend is projected to be £260.9m against a revised budget of £281.9m, resulting in a £21.0m forecast underspend.
- 2.9. The Council continues to build on the improvements in financial management that were made over the past year however there is a considerable amount yet to do, which is fully recognised within the organisation.
- 2.10. A monthly budget assurance process and independent challenge of expenditure takes place. This is in addition to Cabinet and Scrutiny & Overview Committee review. The monthly budget assurance process has been reviewed and strengthened based on the learning from the previous year. The assurance meetings provide the Corporate Director of Resources (Section 151 Officer) and the Chief Executive with an opportunity to scrutinise and challenge the forecast outturn, review risks and opportunities, challenge the use of accruals and provisions, and ensure that savings are delivered and income targets are met. The meetings ensure the Council is doing all it can to reduce overspends and deliver a balanced budget.

Reserves

- 2.11. When the 2022-23 budget was set £6.887m was set aside to add to General Fund Balances. The Month 10 position continues to reflect the full £6.887m contribution to balances being used instead to balance the budget. The position is set out in Table 2 below:

Table 2 – General Fund Balances

General Fund Balances	Budget Plan (£m)	Forecast Outturn (£m)
Balance at 1 April 2022	27.5	27.5
Planned Contributions to/(from) Reserves	6.9	-
Forecast Balance at 31 March 2023	34.4	27.5

Unresolved Legacy Issues

- 2.12. The Council's overall financial position is still subject to a number of unresolved legacy issues. The latest position on these was set out in the 22 February 2023 Cabinet report titled 'Revenue Budget and Council Tax Levels 2023-24' which incorporated the findings of the Opening the Books review undertaken in 2022-23. The report stated that a request has also been made of government to provide the Council with a Capitalisation Direction of £161.6m to cover the historic finance issues that have been revealed through the Opening the Books programme.
- 2.13. The Council needs to correct a range of misstatements in its legacy accounts from 2019-20 which are currently still not fully closed. This was more than the £74.6m previously identified in the MTFS Update report to Cabinet in November 2022.
- 2.14. The Council's Provision for Bad Debt was found to be understated by £46m rather than the £20m previously assumed and a prudent decision was made to include the potential £70m gap in the accounts caused by incorrect accounting for Croydon Affordable Homes and Tenures, instead of the £9m previously assumed.
- 2.15. With three years of accounts still open, there remains a risk that further legacy issues will be uncovered. The Capital Programme includes the £161.6m Capitalisation Direction requested, which is in addition to the £25.0m capitalisation direction previously approved.

3. COST OF LIVING CONSIDERATIONS

- 3.1. This report focuses on the Council's budget forecast. It highlights that there are a number of inflationary pressures that the Council, like all local authorities, is managing. Inflation is at the highest level for 40 years. This impact goes beyond the Council as the cost of living is affecting all households and businesses.

- 3.2. These macro-economic factors are impacted by international events, and therefore well beyond the control of Croydon Council. Despite the limitations, the Council is seeking to support households wherever possible.
- 3.3. A dedicated cost of living information hub has been established on the Council's website. This provides a single source of information, informing residents of the financial support available and signposting to further support, advice and guidance. This information is continually reviewed, updated and improved.
- 3.4. At a national level, household support has been announced in the form of a revised energy price guarantee, designed to limit the inflation on household energy bills. Households with a domestic energy connection are eligible for a £400 discount this winter. Residents on means-tested benefits will receive a £650 cost of living payment from Government.
- 3.5. The Council provides a wide range of support for residents that may be struggling due to the cost of living pressures. These include:
- Discretionary support fund for residents in financial hardship
 - Council Tax support – for residents on a low income or in receipt of benefits, Council Tax bills could be reduced by up to 100%
 - Benefits calculator, to ensure residents receive the support to which they are entitled
 - Energy advice, including heating and money saving options, through our Croydon Healthy Homes service
 - Free holiday activity clubs with healthy meals for children
 - Croydon Works to help residents into employment or to receive training to support them into work and funding of the voluntary sector to provide advice and guidance
- 3.6. The cost of living information hub also signposts residents to a range of support provided by other organisations in Croydon, including:
- NHS Healthy Start vouchers for families
 - Free school meals
 - Support from voluntary, community and faith sector organisations
 - Support for businesses through the London Business Hub and the British Business Bank
 - CroydonPlus credit union which offers affordable ways to manage money, including savings accounts and loans

4. DETAILED FINANCIAL POSITION

- 4.1. The Month 10 financial forecast is largely driven by £14.5m described as the under-delivery of savings within this year's budget, but which is more a reflection of the issues around the accuracy of some of the budgeted savings targets. These have been addressed in the 2023-24 budget.

- 4.2. This has all been offset by a £2.2m corporate overspend, £4.0m use of earmarked reserves, £5.0m underspend on the corporate contingency budget and a budgeted £6.9m contribution to General Fund Reserves no longer going ahead.
- 4.3. The detailed forecast outturn per Directorate for the General Fund is shown below in Table 3.

Table 3 – Month 10 Forecast per Directorate

	Month 10 Forecast Variance (£000's)	Month 9 Forecast Variance (£000's)	Change From Month 9 to Month 10 (£000's)	Savings Under- Delivery at Month 10 (£000's)	Other Pressures/ (Underspend) at Month 10 (£000's)
Children, Young People and Education	(3,076)	(3,056)	(20)	1,090	(4,166)
Adult Social Care and Health	(2,418)	(748)	(1,670)	5,314	(7,732)
Housing	3,256	3,364	(108)	1,761	1,495
Sustainable Communities, Regeneration & Economic Recovery	14,267	14,548	(281)	5,743	8,524
Resources	2,527	3,886	(1,358)	172	2,355
Assistant Chief Executive	(841)	(629)	(212)	412	(1,253)
Departmental Total	13,714	17,365	(3,651)	14,492	(778)
Corporate Items & Funding	(13,714)	(17,365)	3,651	-	(13,714)
Total General Fund	-	-	-	14,492	(14,492)

Risks and mitigations

- 4.4. The outturn forecast is reported excluding further potential risks and mitigations which are summarised in Table 5 and detailed in Appendix 5. Risks are split into MTFS savings risks and other risks. Savings risks relate to achievement of savings that were approved at Council in March 2022 to deliver a balanced budget. Other risks are those that have risen from operational challenges including changes to national legislation and regulations. Risk mitigations are proposals identified by services to partially or fully offset the impact on keeping spend within the approved budget.

MTFS Savings

- 4.5. Savings are at various stages in their delivery. Savings which are not deliverable are included within the forecast as overspends. Table 4 below provides a summary of progress per directorate on delivery of their savings targets. Both savings not delivered and those at risk of non-delivery are detailed in Appendix 3 and 4 of this report.

Table 4 – Progress on MTFs Savings

Directorate	Target Value (£000's)	Balance Not Delivered (In Forecast) (£000's)	On Track Value (£000's)	Delivered Value (£000's)	Current Month At Risk Value (£000's)	Prior Month At Risk (£000's)	Change from Prior Month At Risk (£000's)
Children, Young People and Education	(9,564)	1,090	7,397	1,077	-	61	(61)
Adult Social Care and Health	(16,500)	5,314	1,851	864	971	971	-
Housing	(2,841)	1,761	682	-	398	398	-
Sustainable Communities Regen & Economic Recovery	(12,396)	5,743	2,969	976	2,709	2,718	(9)
Resources	(3,029)	172	2,857	-	-	-	-
Assistant Chief Executive	(9,543)	412	8,281	250	600	600	-
TOTAL FOR MTFs	(53,873)	14,492	24,037	10,667	4,678	4,748	(70)

4.6. Details of the reasons for the variances and movements from the previous month are identified below together with details of risks and opportunities. The detail of each opportunity and risk (both quantifiable and non-quantifiable) can be seen in Appendix 5 and 6. Table 5 below gives a summary of the risks and opportunities by directorate.

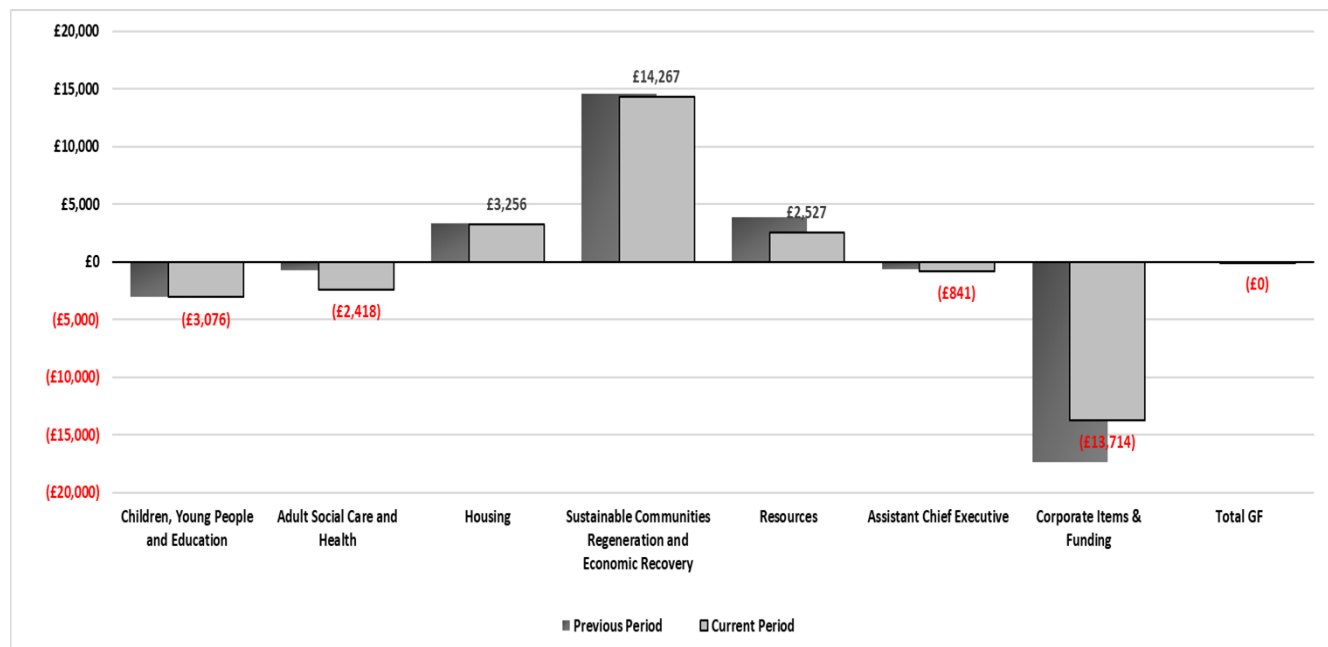
Table 5 – Summary of Risks and Opportunities

	MTFS Savings - At Risk (£000's)	Other Quantifiable Risks (£000's)	Quantifiable Opportunities (£000's)	TOTAL (£000's)
Children, Young People and Education	-	-	-	-
Adult Social Care and Health	971	-	-	971
Housing	398	250	-	648
Sustainable Communities, Regeneration & Economic Recovery	2,709	169	(140)	2,738
Resources	-	-	-	-
Assistant Chief Executive	600	-	-	600
Corporate Items & Funding	-	-	-	-
Total Month 10	4,678	419	(140)	4,957
Total Month 9	4,748	2,375	(2,317)	4,806
Variance	(70)	(1,956)	2,177	(151)

DIRECTORATE VARIANCES

4.7. The chart below shows the forecast by Directorate for both the current and previous month:

Chart 2: Forecast per Directorate as at Month 10



4.8 Children, Young People and Education (CYPE)

At Month 10 a **£3.076m underspend** has been forecast against a budget of 85.245m. This is a favourable movement from Month 9 of £0.020m.

The £3.076m underspend is the net position of £0.774m underspends in Quality, Commissioning and Performance Improvement, £2.072m in Children's Social Care and £0.230m in non-DSG Education services.

There are no risks or opportunities forecast in Month 10. The only previously reported risks at Month 9 amounting to £0.061m - MTFS Savings has been removed.

All the reported risks listed below have been removed from the CYPE forecast:

£0.061m - MTFS Savings at risk of non-delivery - by year end the saving should be fully achieved.

£1.198m - Children Social Care pension budget shortfall - offset at Month 9 as one-off using underspend in staffing.

£0.500m - Children Social Care - placement fee inflation increase - no longer required.

£3.530m – UASC income shortfall (£3.595m reduced by £65k since Month 9) - offset using opportunities realised in Month 9 and reduction in CLA and Staffing forecasts

Numbers of children with child protection plans and children looked after are expected to rise in 2023/24 which is likely to minimise any opportunities in that year. The adjustment is therefore a one-off for 2022/23

4.9 Adult Social Care and Health (ASCH)

At month 10 an **underspend of £2.418m** is forecast against a budget of £132.307m.

The forecast underspend of £2.418m is a net position, the key items being:

- Across the department staffing is showing a slightly increased underspend at £3.778m. However, this is a barrier to achieving savings as staff are focussed on statutory delivery rather than transformation. There is a national shortage of both social workers and occupational therapists, recruitment to many roles is proving challenging.
- £0.668m Underspend following the detailed of 21/22 accruals for planned care cost. It is usual that care is delivered at a lower level than planned for many reasons including delayed hospital discharge, temporarily staying with family etc. However, this year is slightly higher than normal which is believed to be related to changes to the hospital discharge process during Covid.
- Working Age Adults showed a slightly improved level of overspend. The 25-65 service overspent by £1.750m, an improvement of £0.084m from month 9, which relates to care. Significant work has been undertaken to deliver a challenging savings target, however a shortfall in savings remains. Transitions is unchanged at £0.309m overspent due to care package costs.
- Policy and Improvement has a small overspend of £0.022m, an improvement of £0.748k. This is primarily the attraction of external funding and an agreement for additional funding for utilities in the 3 PFI care homes.

Unquantified Risks present continued concerns as to impact upon the Directorate budget over the remainder of the financial year. However recently announced Adult Social Care Discharge Fund grant income should mitigate the costs of new demands developing from the very challenging situation with hospital discharges.

In addition, inflation and rising fuel costs will result in significant expenditure for ASC Providers which may result in claims for increased fees and/or financial instability with potential for 'handing back' contracts.

At month 10 there were no quantified risks or opportunities.

4.10. Housing

At Month 10, Housing is forecasting a **£3.256m overspend** when compared to budget. This is largely a result of the ongoing pressure within the Emergency accommodation area (£2.4m overspend) and other pressures within the longer term leased temporary accommodation (£1.2m). Against these, there are small underspends to offset in some part these pressures within homelessness support.

The decrease from month 9 of £0.1m reflects the net effect of covering the significant increases in the costs of nightly-paid accommodation within Q4 of 22-23 with a draw down from the corporate inflation budget of £0.7m. Average monthly rental expenditure has risen from £1.2m per month from April-December 2022 to £1.5m forecast for Q4 without a corresponding increase in numbers of households accommodated. Analysis shows that the price agreed for new bookings for nightly paid bed and breakfast and hotel accommodation has risen by around 25% since December 2022 explaining the rising costs and the call on the corporate inflation allocation late in the financial year.

The forecast is reflective of the worsening housing market within London across 2022 as private sector landlords are increasing rents or leaving the market; tenants are struggling with the cost-of-living pressures.

The challenge for Croydon in dealing with inflation has multiple strands. There are forecasting difficulties in predicting how much prices are expected to move and at what pace. This is being addressed alongside a wholesale review of the forecasting process to ensure that reporting provides the full position on risk heading into 2023/24.

There are the difficulties in negotiating and approving price rises without losing properties or fuelling the rises further. Regular meetings with neighbouring boroughs are being held to ensure collective agreements are being made with the larger providers of emergency accommodation.

There is also the issue of entering into 2 to 5 years lease deals with landlords as 39% have exited the market in 2022-23 and prices have dramatically increased as a result. In 2022-23 this has meant a 10% increase in the use of nightly paid accommodation has been seen. The strategy work currently underway in the department will address this issue.

There has also been a concerted effort to hold homelessness accommodation costs down across London through partnerships with organisations like Capital Letters and via the agreed Pan-London temporary accommodation rates. The rates can no longer be contained though as demand outweighs available affordable supply. At a recent Pan London meeting, all boroughs confirmed that they are no longer paying the agreed Pan London rates to ensure they meet their demand challenges. A combination of all these factors has led to an increase in both the average cost of emergency and temporary accommodation that Croydon can secure to meet demand, as well as an increase in the use of nightly paid emergency accommodation to compensate for the loss of some longer-term leased accommodation because of landlords leaving the market.

Pressures are expected to continue into 2023/24. The restructure for Housing Options is underway and will form the bedrock for process change and a more cohesive journey for a homeless household. An immediate switch to better practice and dramatically reduced spend on homelessness cannot be expected within 2023/24 whilst significant change is underway, and the financial benefits are expected to be realised in the longer term.

4.11. Sustainable Communities, Regeneration & Economic Recovery (SCRER)

In Month 10, SCRER is forecasting a net **overspend of £14.267m**. This position has moved favourably from Month 9 by £0.280m.

The main area of overspend relates to £14.423m shortfall in parking income following unachievable income forecasts identified through the Opening the Books review.

There are also £0.169m other risks identified and £2.709m of MTFs savings at risk. However, the service has identified £0.140m of opportunities which will need to be worked through to confirm their achievability.

The service areas that are experiencing these overspends are within the Sustainable Communities division and particularly in the parking teams. Demand for parking services has not returned to pre-pandemic levels and this is affecting all areas of parking which includes, ANPR, pay and display and on-street parking.

The Council applied to renew its Landlord Licensing scheme in 2021/22 to the Department of Levelling Up, Housing and Communities (DLUHC). The Council budgeted for £1.5m of income that would be achievable from the scheme in this financial year. However, the scheme was rejected by the Secretary of State for DLUHC due to the lack of a Housing Strategy, one of the requirements for the scheme. This income will now not be achieved, and this has been recognised as part of the budget for 2023/24.

Further pressures are experienced within Planning and Sustainable Regeneration Services particularly in relation to Building Control income and income from Planning of £1.842m. This pressure has been addressed and corrected in the budget for 2023/24.

Parking Services continue to have delays in connection with the roll out of New ANPR Cameras which could affect the anticipated income levels within the service both in the 22/23 financial year and ongoing into 23/24. The Parking budget has been rebased for 23/24 based on a timetabled roll out of Healthy Neighbourhood Schemes, so any delays in the implementation of the cameras could have a detrimental effect on these figures.

4.12. Resources

At Month 10, there is a **£2.527m overspend** projected which is a favourable movement from Month 9 of £1.359m.

This favourable movement primarily occurred in the Commercial Investment and Capital Division relating to £0.300m reduction in the utilities forecast for gas (officers had set prudent forecasts in this area due to the volatility in the market); £0.293m reduction in staffing costs now funded from outside of the general fund; £0.152m improvement in business rates costs; £0.134m reduction in hard FM costs as work moves into the next financial year; and £0.124m increase in rent on investment properties.

The forecast overspend for the year is largely related to historically unaccounted for loss in housing benefit (HB) identified through the Opening the Books exercise. The predicted £6.339m overspend on HB is due to the difference between the value of HB expenditure and funding received from DWP on support exempt and temporary accommodation. A cross-council working group is currently working to mitigate this over the next few years. This is offset by a net saving of £1.550m in Estates, Asset Management & Facilities. This relates to an historic budget for interest costs which is already covered within a corporate budget, offset by MTFs savings targets that are unachievable.

Currently there is a predicted overspend of £0.491m in Corporate Finance & Treasury. This relates to higher than budgeted spend on specialist finance work and agency costs pending a restructure of the division.

There are no additional savings at risk and no further risks are reported at this point. Unquantifiable opportunities have been identified to try to mitigate the HB subsidy loss in year and reduce staffing costs. All savings in relation to those opportunities have been achieved.

4.13. Assistant Chief Executive

At Month 10, a **£0.841m underspend** is being projected. This is a favourable movement of £0.212m from month 9. Continuing reviews in Croydon Digital and Resident Access during the year have led to increased savings of £0.354m, mostly relating to staffing. A similar scenario in Policy, Programmes & Performance has led to an in year favourable movement of £0.135m. This forecast includes the £0.600m Council-wide MTFs agency saving, which is being delivered across service directorates. This is a change of presentation as previously the saving was showing as achievable within ACE.

Officers within Learning and Organisational Development have been working on a package of training which will be commissioned and rolled out across the council. There will be a request at year end to carry any underspends from this year into 2023/24 to help deliver the training. There is a favourable movement in this division of £0.293m since last month.

The rationalisation of the software applications project has identified £0.450m of mitigations, which have been included within the forecast. Whilst the remaining £0.300m cannot be met, this is being mitigated down by in year savings.

4.14. Corporate Budgets

At Month 10, the corporate budget position is projecting an **underspend of £13.714m**. The corporate budget holds funding and financing streams such as Council Tax, Business Rates income share and Core Grants. The corporate budget also holds a Council-wide risk contingency budget (£5m) and the budgets for borrowing and interest received.

The corporate projection is after the allocation to services of inflation budgets and a drawdown of £4.0m from the one-off Corporate Contingency Reserve of £5.9m (to support in-year inflationary pressures). The uncommitted balance of £1.2m corporate inflation budget will continue to be held as a hedge against any further in-year pressures.

5. Housing Revenue Account (HRA)

- 5.1. The HRA is forecasting a total **overspend of £0.513m**. Although the pressures remain as discussed below, the reductions in budgeted recharges from the general fund offset these for the most part.
- 5.2. The pressure is made up of £2.085m additional utilities costs related to energy price increases; £1.540m of disrepair and legal costs relating to legally mandated repairs to HRA properties; £0.709m of increased bad debt costs as rent collection has worsened due to the cost-of-living; void costs of £0.414m; garage voids of £0.286m. Increased energy costs have been factored into the 2023-24 budget.
- 5.3. The review of recharges from the General Fund is almost complete. The next step will be to ultimately confirm the impact on the 2022-23 accounts as well as the prior years' accounts that remain open.
- 5.4. Additional legal costs due to disrepair issues remains a high risk to the HRA budget. This is due to around 30 cases relating to Regina Road as well as cases from elsewhere in the borough, some of which relate to damp and mould issues. Costs include legal fees, contractor costs to repair the homes and resident compensation for having to move in some cases. Specialist contractors have been used to expedite much of this repair work in addition to using the existing Axis contract.

Table 6 - Housing Revenue Account Month 10 forecast

Description	2022-23 Budget (£000's)	2022-23 Actuals to Date (£000's)	2022-23 Forecast (£000's)	2022-23 Variance (Forecast to Budget) (£000's)
INCOME	(91,240)	(67,723)	(90,195)	1,045
EXPENDITURE				
Centralised Directorate expenditure	48,933	(9,124)	42,775	(6,158)
Responsive Repairs & Safety	18,085	14,545	21,137	3,052
Asset Planning	1,644	1,037	1,436	(208)
Capital Delivery (Homes & Schools)	1,478	914	1,266	(212)
Tenancy & Resident Engagement	8,689	5,189	11,222	2,533
Homelessness & Assessments	4,395	2,586	4,395	-
Service development and income	8,016	4,190	8,477	461
TOTAL EXPENDITURE	91,240	19,337	90,708	(532)
NET EXPENDITURE	-	(48,386)	513	513

6. Capital Programme

- 6.1 The General Fund and Housing Revenue Account capital programmes have currently spent **£37.605m** to the end of Month 10. This is against a revised budget of **£281.893m**. The revised budget reflects the additional £161.6m capitalisation direction.
- 6.2 Forecast spend for the year is **£260.874m**, including the assumed full use of the £186.6m (£161.6m + £25.0m) total capitalisation direction, against the revised budget resulting in a forecast underspend of **£21.019m**.
- 6.3 Table 7 below summarises the capital spend to date by directorate with further details of individual schemes provided in Appendix 2. Table 8 gives details of how the capital programme is financed.

Table 7 – Capital Programme at Month 10

Capital Programme	Revised Budget (£000's)	Actuals To Date (£000's)	Forecast at M10 (£000's)	Forecast Variance (£000's)
Adult Social Care and Health	-	66	-	-
Housing	4,392	1,398	2,800	(1,592)
Assistant Chief Executive	6,965	2,889	6,716	(249)
Children, Young People and Education	7,930	3,064	5,429	(2,501)
Sustainable Communities, Regen & Economic Recovery	36,345	9,939	25,898	(10,447)
Resources	8,255	2,139	3,922	(4,333)
Corporate	4,049	-	4,049	-
Subtotal	67,936	19,495	48,814	(19,122)
Capitalisation Direction	186,600		186,600	-
General Fund Total	254,536	19,495	235,414	(19,122)
Housing Revenue Account	27,357	18,110	25,460	(1,897)
Capital Programme Total	281,893	37,605	260,874	(21,019)

Table 8 – Capital Programme Financing at Month 10

	2022-23 Revised Budget (£000's)	Forecast at Month 10 (£000's)	Forecast Variance (£000's)
General Fund			
CIL	2,856	1,690	1,166
s106	550	444	106
Grants & Other Contributions	18,297	13,424	4,873
Growth Zone	6,888	2,971	3,917
HRA Contributions	1,742	1,742	-
Capital Receipts	55,049	55,049	-
Reserves	-	-	-
Borrowing	169,153	160,094	9,060
Total General Fund Financing	254,535	235,414	19,122
HRA			
Grant	1,200	1,200	0
MRR	12,336	12,949	(613)
Revenue	-	-	-
Reserves	13,821	11,311	2,510
Borrowing	-	-	-
Total HRA Financing	27,357	25,460	1,897
Total GF & HRA Financing	281,892	260,874	21,019

6.4 The Month 10 forecast indicates £9.1m of borrowing less than revised budget for the General Fund and no borrowing required for the Housing Revenue Account. However total borrowing will be significantly increased over previous forecasts given the inclusion of the additional £161.6m capitalisation direction which will be funded from borrowing.

7 FINANCIAL AND RISK ASSESSMENT IMPLICATIONS

- 7.1 Finance comments have been provided throughout this report.
- 7.2 The Council continues to operate with internal spending controls to ensure that tight financial control and assurance oversight are maintained. A new financial management culture is being implemented across the organisation through increased communication on financial issues and training for budget managers.
- 7.3 The inclusion of the additional £161.6m capitalisation requested of government for legacy issues significantly increases the borrowing costs for the budget for future years.
- 7.4 The Council currently has a General Fund Reserve of £27.5m which serves as a cushion should any overspend materialise by the end of 2022-23. The use of reserves to support the budget is not a permanent solution and reserves must be replenished back to a prudent level in subsequent years if used.

(Approved by: Jane West – Corporate Director of Resources & S151 Officer)

8 LEGAL IMPLICATIONS

- 8.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Legal Services and Monitoring Officer that the Council is under a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 8.2 Section 28 of the Local Government Act 2003 provides that the Council is under a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 8.3 In addition, the Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets as set out in this report.
- 8.4 The monitoring of financial information is also a significant contributor to meeting the Council's Best Value legal duty and therefore this report also demonstrates compliance with that legal duty.

(Approved by: Sandra Herbert, Head of Litigation and Corporate Law and Deputy Monitoring Officer on behalf of the Director of Legal Services and Monitoring Officer)

9 HUMAN RESOURCES IMPACT

- 9.1 There are no immediate workforce implications as a result of the content of this report, albeit there is potential for a number of the proposals to have an impact on staffing. Any mitigation on budget implications that may have direct effect on staffing will be managed in accordance with relevant human resources policies and where necessary consultation with recognised trade unions.
- 9.2 The Council is aware that many staff may also be impacted by the increase in cost of living. Many staff are also Croydon residents and may seek support from the Council including via the cost of living hub on the intranet. The Council offers support through the Employee Assistant Programme (EAP) and staff may seek help via and be signposted to the EAP, the Guardians programme, and other appropriate sources of assistance and advice on the Council's intranet.

(Approved by Dean Shoesmith, Chief People Officer)

10 EQUALITIES IMPLICATIONS

- 10.1 The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
1. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 2. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 3. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 10.2 In setting the Council's budget for 2022/2023, all savings proposals must complete an Equality Impact Assessment. As Officers deliver against the approved budget, including the savings within it, they will continue to monitor for any unanticipated equality impacts. If any impacts arise, officers will offer mitigation to minimise any unintended impact.
- 10.3 This report sets out a number of proposals that will change the services and provisions we provide for residents across Croydon. These proposals are subject to further work decisions.
- 10.4 The Council must, therefore, ensure that we have considered any equality implications. The Council has an established Equality Impact Assessment [EqIA] process, with clear guidance, templates and training for managers to use whenever new policies or services changes are being considered. This

approach ensures that proposals are checked in relation to the impact on people with protected characteristics under Equality Act 2010.

- 10.5 Assessing the impact of proposed changes to policies, procedures, services and organisational change is not just something the law requires; it is a positive opportunity for the council to ensure it makes better decisions, based on robust evidence.
- 10.6 Our approach is to ensure the equality impact assessments are data led, using user information, demographic data and forecasts, as well as service specific data and national evidence to fully understand the impact of each savings proposal. This enables the Council to have proper regard to its statutory equality duties.
- 10.7 We have a large number of vulnerable children and asylum seekers who are in need of our services. We have also been faced with the rise of costs of the provision of adult social care, which has been exasperated following the pandemic. Alongside this our residents have been hit with the increased cost of living, we have supported residents by providing mitigation for changes where possible and signposting to other support organisations in the borough who can provide support. We will continue to seek mitigation during the equality analysis process where possible.
- 10.8 Our initial data suggests that residents across all equality characteristics may be affected by changes. National and local data highlights that this may have a greater impact on race, disabilities, sex, pregnancy and maternity and age. We will continue to assess the impact and strive to improve our evidence and data collection, to enable us to make informed decisions.
- 10.9 Where consultations take place, we will ensure that we make it accessible for all characteristics including those with disabilities including neurodiversity by ensuring that we adopt Disability standards in our consultation platform. Notwithstanding those residents who are digitally excluded. We will also consult using plain English to support our residents who do not have English as a first language.
- 10.10 With regard to potential staff redundancies, as a diverse borough we will undertake equality analysis and seek mitigation for staff by offering redeployment and employability support. We will also assess the impact of job losses on protected characteristics.
- 10.11 Research from existing EQIAs identifies that rising costs impact on some Disabled groups, communities from the Global Majority, African, Asian, African Caribbean households, young people, some people aged 15 – 64 and some people in the pregnancy/maternity characteristic . Research also indicates that there is an intersectional impact on young people from the Global Majority and both Disabled and Dual Heritage communities. Deprivation in borough is largely focused in the north and the east where the Global Majority of residents from the African, African Caribbean and Asian communities reside.

10.12 The Council have undertaken a wide range of initiatives to mitigate the effects for those in most need. Details of mitigation for residents is includes support to residents delivered by other local organisations. The measures include hardship funds one of which may be used for any resident that has had a financial crisis which will be managed by a community organisation and will have more flexible eligibility than council led schemes. Residents are also signposted to support from community partners who deliver initiatives to support residents such as healthy Schools Clubs. These packages are available to all eligible residents irrespective of equality characteristics and are targeted at those residents who are in the most need.

(Approved By: Denise McCausland, Equalities Programme Manager, Policy Programmes and Performance)

11 ENVIRONMENTAL IMPLICATIONS

11.1 There are no specific environmental impacts set out in this report.

12 CRIME AND DISORDER IMPLICATIONS

12.1 There are no specific crime and disorder impacts set out in this report.

13 DATA PROTECTION IMPLICATIONS

13.1 There are no specific data protection implications as the report does not contain any sensitive/personal data.

Approved by Alan Layton – Interim Head of Corporate Finance

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Appendix 1 – Service Budgets and Forecasts Month 10
Appendix 2 – Capital Programme Month 10
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Appendix 1 – Service Budgets and Forecasts Month 10

	Approved Budget £'000s	Current Actuals £'000s	Full-Yr Forecast £'000s	Projected Variance £'000s
C1410E : ADULT SOCIAL CARE OPERATIONS	114,411	97,676	112,312	(2,099)
C1405E : TOTAL ADULT SOCIAL CARE AND HEALTH DIRECTORATE SUMMARY	1,575	1,007	1,235	(340)
C1420E : ADULT SOCIAL CARE POLICY AND IMPROVEMENT	16,314	8,789	16,336	22
TOTAL ADULTS	132,301	107,472	129,882	(2,418)
C1305E : RESIDENT ENGAGEMENT AND ALLOCATIONS	9,478	6,437	12,741	3,263
C1310E : ESTATES AND IMPROVEMENT	108	325	101	(7)
TOTAL HOUSING	9,586	6,762	12,842	3,256
C1110E : SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY DIRECTORATE SUMMARY	(220)	511	(215)	5
C1120E : SUSTAINABLE COMMUNITIES	27,449	32,298	40,455	13,006
C1130E : CULTURE AND COMMUNITY SAFETY DIVISION	5,614	4,184	5,520	(94)
C1140E : PLANNING AND SUSTAINABLE REGENERATION DIVISION	1,421	4,744	2,771	1,350
TOTAL SUSTAINABLE COMMUNITIES REGEN & ECONOMIC RECOVERY	34,264	41,737	48,531	14,267
C1605E : RESOURCES DIRECTORATE SUMMARY	(6,910)	366	(6,901)	9
C1610E : DIRECTOR OF FINANCE	9,964	134,827	14,983	5,019
C1620E : PENSIONS DIVISION	417	1,183	316	(101)
C1625E : MONITORING OFFICER	2,148	1,728	1,973	(175)
C1630E : INSURANCE, ANTI-FRAUD AND RISK	1,057	2,616	912	(145)
C1640E : LEGAL SERVICES DIVISION	(1,387)	804	-	1,387
C1650E : INTERNAL AUDIT SERVICE	414	929	524	110
C1690E : COMMERCIAL INVESTMENT AND CAPITAL DIVISION	16,952	6,706	13,375	(3,577)
TOTAL RESOURCES	22,655	149,159	25,182	2,527
C1205E : CHILDREN, YOUNG PEOPLE AND EDUCATION	605	409	605	-
C1210E : CHILDREN'S SOCIAL CARE	74,116	51,245	68,512	(5,604)

	Approved Budget	Current Actuals	Full-Yr Forecast	Projected Variance
	£'000s	£'000s	£'000s	£'000s
UNACCOMPANIED ASYLUM SEEKING CHILDREN (UASC) AND CARE LEAVERS	(4,291)	(155)	(759)	3,532
C1220E : EDUCATION DIVISION - exc DSG	7,689	30,605	7,458	(231)
C1230E : QUALITY, POLICY AND PERFORMANCE IMPROVEMENT	7,126	5,721	6,352	(774)
TOTAL CHILDRENS, FAMILIES AND EDUCATION	85,245	87,825	82,169	(3,076)
C1505E : ASSISTANT CHIEF EXECUTIVE DIRECTORATE SUMMARY	(62)	696	22	84
C1510E : CROYDON DIGITAL AND RESIDENT ACCESS	23,992	21,292	24,152	160
C1520E : CHIEF PEOPLE OFFICER DIVISION	3,387	2,855	3,390	3
C1530E : POLICY, PROGRAMMES AND PERFORMANCE	6,362	8,418	5,273	(1,089)
C1540E : PUBLIC HEALTH	-	(18,822)	-	-
C1550E : SERVICE QUALITY, IMPROVEMENT AND INCLUSION	-	(2,103)	0	0
TOTAL ASSISTANT CHIEF EXECUTIVE	33,679	12,337	32,838	(841)
TOTAL	317,730	405,292	331,445	13,715

Appendix 2 – Capital Programme Month 10

CAPITAL BUDGETS, MONITORING AND FORECASTS	Revised 2022-23 Budget £'000s	Actual to Date as at 31/01/23 £'000s	2022/23 Forecasts as at Period 10 £'000s	Variance for Year £'000s
Scheme Name				
Disabled Facilities Grant	3,992	1,355	2,500	(1,492)
Empty Homes Grants	400	43	300	(100)
HOUSING	4,392	1,398	2,800	(1,592)
Adult Social Care Provision	-	30	-	-
Provider Services - Extra Care	-	36	-	-
ADULT SOCIAL CARE AND HEALTH	-	66	-	-
Bereavement Services	1,775	1,564	1,775	-
Bereavement Service Vehicles	39	-	39	-
Finance and HR system	-	1	-	-
My Resources Interface Enhancement (prev in GF GAP 63)	75	-	75	-
ICT	-	854	-	-
Network Refresh (was in GF GAP 64)	141	-	141	-
Tech Refresh (was in GF Cap 64)	610	-	610	-
Geographical Information Systems (was in GF Cap 64)	65	-	65	-
Laptop Refresh (was in GF Cap 64) NEW BID	222	-	222	-
Cloud and DR (was in GF GAP 64)	198	-	198	-
People ICT	-	470	-	-
Synergy Education System	1,030	-	1,030	0
NEC Housing System	2,680	-	2,431	(249)
Uniform ICT Upgrade	130	-	130	-
ASSISTANT CHIEF EXECUTIVE	6,965	2,889	6,716	(249)
Education – Fire Safety Works	776	612	750	(26)
Education - Fixed Term Expansions	747	331	547	(200)
Education - Major Maintenance	4,062	1,503	2,508	(1,554)
Education - Miscellaneous	134	238	238	104
Education - Permanent Expansion	319	22	319	-
Education - Secondary Estate	39	41	41	2
Education - SEN	1,853	317	1,026	(827)
CHILDREN, YOUNG PEOPLE AND EDUCATION	7,930	3,064	5,429	(2,501)
Allotments	200	180	200	-
Fairfield Halls-Council Fixtures & Fittings FFH	574	571	571	(3)
Growth Zone	5,988	139	2,071	(3,917)
Grounds Maintenance Insourced Equipment	1,000	-	800	(200)
Highways	8,618	5,840	8,618	-
Highways - flood water management	895	370	895	-
Highways - bridges and highways structures	2,611	1,686	2,611	-
Highways - Tree works	56	10	56	-
Local Authority Tree Fund	96	-	96	-
Trees Sponsorship	46	-	46	-
Leisure Equipment Upgrade	306	-	-	(306)

CAPITAL BUDGETS, MONITORING AND FORECASTS	Revised 2022-23 Budget £'000s	Actual to Date as at 31/01/23 £'000s	2022/23 Forecasts as at Period 10 £'000s	Variance for Year £'000s
Scheme Name				
Leisure centres equipment	430	331	331	(99)
Leisure Centre - Tennis Court	75	-	-	(75)
Libraries Investment - General	224	110	-	(224)
Library Self-Service Kiosks	200	138	138	(62)
Parking	2,731	76	2,731	-
Cashless Pay & Display	366	1	1	(365)
Play Equipment	150	75	150	-
Safety - digital upgrade of CCTV	1,551	-	-	(1,551)
Section 106 Schemes	-	3	3	3
HIGHWAY SIGNAGE	274	30	274	-
South Norwood Good Growth	1,121	(317)	465	(656)
Kenley Good Growth	583	577	577	(6)
Sustainability Programme	550	-	25	(525)
TFL - LIP	4,835	(297)	4,835	-
Cycle Parking	226	-	-	(226)
Electric Vehicle Charging Point (EVCP)	1,081	404	404	(677)
Waste and Recycling Investment	1,558	-	-	(1,558)
Waste and Recycling - Don't Mess with Croydon	-	12	-	-
SUSTAINABLE COMMUNITIES, REGEN & ECONOMIC RECOVERY	36,345	9,939	25,898	(10,447)
Asset Strategy - Stubbs Mead	50	3	50	-
Asset Strategy Programme	25	-	25	-
Clocktower Chillers	30	-	30	-
Corporate Property Maintenance Programme	2,500	859	2,360	(140)
Brick by Brick programme	4,150	-	-	(4,150)
Fairfield Halls - Council	1,500	1,275	1,455	(45)
Fieldway Cluster (Timebridge Community Centre)		2	2	2
Former New Addington Leisure Centre		-	-	-
RESOURCES	8,255	2,139	3,922	(4,333)
Capitalisation Direction	186,600	-	186,600	-
Transformation Spend (Flexible Capital Receipts)	4,049	-	4,049	-
CORPORATE ITEMS & FUNDING	190,649	-	190,649	-
NET GENERAL FUND TOTAL	254,536	19,495	235,414	(19,122)
Asset management ICT database	155	117	155	-
Major Repairs and Improvements Programme	22,083	17,993	21,928	(155)
TRELIS MEWS	3,377	-	3,377	-
NEC Housing System	1,742			(1,742)
HOUSING REVENUE ACCOUNT	27,357	18,110	25,460	(1,897)
GROSS CAPITAL PROGRAMME	281,893	37,605	260,874	(21,019)

Appendix 3 – MTFS savings forecast under-delivery

MTFS Target Reference	MTFS Savings Description	Total Target £'000s	Savings Non-Delivery as at Month 10 £'000s
22/23 CYPE 09	Refocusing Public Health funding - New Youth & Wellbeing Offer	(300)	300
22/23 CYPE 07a	NHS Funding	(490)	490
22/23 CYPE 07b	NHS Funding	(300)	300
Children, Young People and Education Total			
22/23 ASCH 07	Refocusing Public Health funding - New Youth & Wellbeing Offer	(380)	380
21/22 ASCH 01	Baseline Savings - Disabilities Operational Budget	(4,371)	2,021
21/22 ASCH 02	Stretch Savings - Disabilities Operational Budget	(1,213)	1,213
21/22 ASCH 08	Baseline Savings - Older People Operational Budget	(3,195)	1,195
22/23 ASCH 02	Review of Older Adults Packages of Care	(505)	505
Adult Social Care and Health Total			
22/23 HOUS 01	Impact of maximising homelessness prevention	(578)	578
22/23 HOUS 02	Impact of increasing speed of homelessness decisions	(101)	101
22/23 HOUS 03	Increase use of LA Stock for EA/TA	(163)	163
22/23 HOUS 07	Ending EA/TA where the council has no duty	(193)	193
22/23 HOUS 10	Housing supply pipeline maximisation	(80)	80
22/23 HOUS 11	Contract Reviews	(250)	250
22/23 HOUS 13	Income Maximisation - Rent Collection	(240)	0
22/23 HOUS 14	Resident Engagement & Tenancy Services	(100)	100

MTFS Target Reference	MTFS Savings Description	Total Target £'000s	Savings Non-Delivery as at Month 10 £'000s
22/23 HOUS 04	Repurpose under-utilised sheltered housing stock	(158)	158
22/23 HOUS 09	Incentivising temporary accommodation leasing schemes	(138)	138
Housing Total			
21/22 SCRER 11	ANPR camera enforcement	(3,180)	2,040
21/22 SCRER 16	Revised Landlord Licensing scheme	(2,300)	2,300
22/23 SCRER 06	Review and reduction of the Neighbourhood Operations (NSO team)	(950)	450
22/23 SCRER 08	Introduction of a variable lighting policy	(417)	417
22/23 SCRER 15	Bus Re-Tender Contract Savings	(120)	40
22/23 SCRER 16	Private Sector Environmental Enforcement	(250)	125
22/23 SCRER 17	Parking charges increase	(650)	285
22/23 SCRER 18	Independent travel optimisation	(20)	20
22/23 SCRER 21	Increase in Pre-Planning Applications	(66)	66
Sustainable Communities Regen & Economic Recovery Total			
21/22 RES 03d	Fees And Charges	(28)	28
22/23 RES 20d	Increase in fees and charges	(142)	142
22/23 RES 20e	Increase in fees and charges	(2)	2
Resources Total			
Corporate Items & Funding Total			
21/22 ACE 05	Fees And Charges	(19)	19
22/23 ACE 12	Increase in fees and charges	(93)	93

MTFS Target Reference	MTFS Savings Description	Total Target £'000s	Savings Non-Delivery as at Month 10 £'000s
22/23 ACE 09	Rationalisation of software applications and contracts	(750)	300
Assistant Chief Executive Total			
Total Savings Not delivered			14,492

Appendix 4 – MTFS savings at risk

MTFS Savings Ref	MTFS Savings Description	Savings at risk as at Month 10	Savings at risk as at Month 9	Change From Prior Month 9 To Month 10
		£'000s	£'000s	£'000s
21/22 CYPE 05	Review Support for Young People where Appeal Rights Exhausted	0	61	(61)
Children, Young People and Education Total		0	61	0
21/22 ASCH 01	Baseline Savings - Disabilities Operational Budget	850	971	0
21/22 ASCH 04	Review of Contracts - OBC Commissioning, Working Age Adults Commissioning and Public Health commissioning	36	36	0
21/22 RES 06	HWA contract savings	35	35	0
22/23 ASCH 03	Review of Mental Health Packages of Care	50	50	0
Adult Social Care and Health Total		971	971	0
22/23 HOUS 12	Staffing Review	158	158	0
22/23 HOUS 13	Income Maximisation - Rent Collection	240	240	0
Housing Total		398	398	0
21/22 SCRER 14a	Fees And Charges	350	350	0
22/23 SCRER 06	Review and reduction of the Neighbourhood Operations (NSO team)	260	260	0
22/23 SCRER 12	Contract Savings - Pay and Display Machines	300	300	0
22/23 SCRER 16	Private Sector Environmental Enforcement	63	63	0
22/23 SCRER 19	New gym in Monks Hill Leisure Centre	90	90	0
22/23 SCRER 20	Non-capital and contract impact of Purley Leisure Centre closure	50	50	0

MTFS Savings Ref	MTFS Savings Description	Savings at risk as at Month 10	Savings at risk as at Month 9	Change From Prior Month 9 To Month 10
		£'000s	£'000s	£'000s
22/23 SCRER 28	Merger of Management Functions in Place	100	100	0
22/23 SCRER 17	Parking charges increase	365	365	0
21/22 SCRER 11	ANPR camera enforcement	1,140	1,140	0
Sustainable Communities Regen & Economic Recovery Total		2,718	2,718	0
22/23 ACE 18	Contract Savings - Managed Service Provider for Temporary Agency Resources £600K saving in 22/23	600	600	0
Assistant Chief Executive Total		600	600	0
Total Savings at Risk		4,687	4,748	(61)

Appendix 5 – Other quantifiable and unquantifiable risks

Quantified Risks	M10 £'000s	M9 £'000s	Details of Risk
Children, Young People and Education		500	None
Adult Social Care and Health	-	-	None
Housing	250	1,250	Emergency Accommodation (EA) Bad Debt Provision £0.250m The workings behind the forecast for the bad debt provision need reviewing as the model is suggesting increases in the forecast whilst collection rates have improved.
Sustainable Communities, Regeneration & Economic Recovery	169	625	Capital Staff Recharges (£169k) As there is no TfL capital funding thus far this year, this is creating a risk of not being able to recharge staff time to capital at the level anticipated in the budget.
Resources	-	-	None
Assistant Chief Executive	-	-	None
Total Quantified Risks	419	2,375	

Un-Quantified Risks	M10 £'000s	M9 £'000s	Details of Risk
Children, Young People and Education			None
Adult Social Care and Health			Potential post Covid-19 pandemic latent demand working through the population resulting in additional care packages placements.
			Inflation , rising fuel and food costs significant expenditure for care providers - may result in claims for increased fees or face financial instability
			High vacancy rate is caused by significant challenges in recruitment across the Directorate. This means staff are focussed on statutory delivery, rather than transformation. This is a national issue.

			There is hospital discharge pressure as the current system risk is running at winter levels due to Covid and backlog despite being summer. Work is being done on a deep dive, as the numbers of placements and equipment cost are rising.
Housing			New Housing Structure (temporary) There remains a temporary structure within Housing, including an Interim Director of Tenancy Services. A change programme is being developed and a bid for Transformation Funding to resource it has been submitted.
			Fire at Sycamore House The financial impact of the fire at Sycamore House, Thornton Heath is as yet unquantifiable.
Sustainable Communities, Regeneration & Economic Recovery			Risk To NSRWA Related Income Highways and Parking Although unknown at this stage there is a potential risk to New Roads and Street Works Act Income due to delays and disputes with Utility Companies. Further work is being undertaken to quantify these risks and where possible mitigate the effect.
Resources			Legal Trading Model The legal trading services model is under review. Until this review is completed officers are flagging this area as a risk. Last year Legal Services were overspent by £306,000.
Assistant Chief Executive			Risk based upon the lack of available graves for sale until the cemetery extension opens
			Increased competition from neighbouring facilities, perceived increase in direct cremations, viewed as the cheaper option for families as inflation starts to take effect
Corporate Items & Funding			None
Total Un-Quantified Risks			

Appendix 6 Quantifiable and unquantifiable opportunities

Quantified Opportunities	M10 £'000s	M9 £'000s	Details of Opportunities
Children, Young People and Education	-	-	None
Adult Social Care and Health	-	-	None
Housing	-	-	None
Sustainable Communities, Regeneration & Economic Recovery	(140)	(1,292)	Highways Savings (0.140m) Additional in year Highways revenue savings.
Resources	-	(100)	None
Assistant Chief Executive	-	(320)	None
Corporate Items & Funding	-	(605)	None
Total Quantified Opportunities	(140)	(2,317)	

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LONDON BOROUGH OF CROYDON

REPORT:	Scrutiny & Overview Committee	
DATE OF DECISION	22 May 2023	
REPORT TITLE:	Annual Asset Disposal Plan 2023/24 and Lease Renewals and Rent Review Settlements for Various Commercial Properties'	
CORPORATE DIRECTOR	Jane West, Corporate Director Of Resources and S151 Officer	
LEAD OFFICER:	Huw Rhys Lewis Interim Director Commercial Investment & Capital	
LEAD MEMBER:	Councillor Jason Cummings, Cabinet Member For Finance	
AUTHORITY TO TAKE DECISION:	The attached report is due to be considered by the Mayor at the Cabinet on 24 May 2023. Ahead of a decision being made, the Scrutiny & Overview Committee has requested the opportunity to conduct pre-decision scrutiny.	
KEY DECISION?	Yes	
CONTAINS EXEMPT INFORMATION? <i>(* See guidance)</i>	Yes	Public with exempt Appendix 2 Grounds for the exemption: Exempt under paragraph of Schedule 12A of the Local Government Act 1972 and the public interest in withholding disclosure outweighs the public interest in disclosure
WARDS AFFECTED:	All	

1. ANNUAL ASSET DISPOSAL PLAN 2023/24 AND LEASE RENEWALS AND RENT REVIEW SETTLEMENTS FOR VARIOUS COMMERCIAL PROPERTIES'

- 1.1. Attached at Appendix A to this cover report is a report scheduled to be considered by the Mayor at the Cabinet meeting on 24 May 2023. The appended report, sets out recommendations to be determined by the Mayor, relating to the Annual Asset Disposal Plan 2023-24 and lease renewals and rent settlements for various commercial properties'.
- 1.2. The report is presented to the Scrutiny & Overview Committee ahead of its consideration by the Mayor, as it was identified by the Committee as an item for pre-decision scrutiny. By scheduling the report on the agenda, the Committee has the opportunity to review the content and provide feedback on the recommendations before the Mayor takes the final decision.

2. RECOMMENDATIONS

2.1. The Committee is asked to: -

1. Review the information provided in the report on the Annual Asset Disposal Plan 2023-24 report, and
2. Decide whether there are any comments or recommendations on the scheme to bring to the attention of the Mayor during his consideration of the report.

CONTACT OFFICER:

Simon Trevaskis – Senior Democratic Services & Governance Officer – Scrutiny

Email: Simon.trevaskis@croydon.gov.uk

Appendix A: Cabinet Report – Annual Asset Disposal Plan 2023/24 and Lease Renewals and Rent Review Settlements for Various Commercial Properties'

LONDON BOROUGH OF CROYDON

REPORT:	Cabinet
DATE OF DECISION	24th May 2023
REPORT TITLE:	Annual Asset Disposal Plan 2023/24 and Lease Renewals and Rent Review Settlements for Various Commercial Properties'
CORPORATE DIRECTOR / DIRECTOR:	JANE WEST, CORPORATE DIRECTOR OF RESOURCES AND S151 OFFICER
LEAD OFFICER:	HUW RHYS LEWIS INTERIM DIRECTOR COMMERCIAL INVESTMENT & CAPITAL
LEAD MEMBER:	COUNCILLOR CUMMINGS, CABINET MEMBER FOR FINANCE
KEY DECISION?	Yes – Financial Implication Criteria - over £1m KD Number: 3723EM
CONTAINS EXEMPT INFORMATION?	Public with exempt Appendix 2 Grounds for the exemption: Exempt under paragraph 3 of Schedule 12A of the Local Government Act 1972 and the public interest in withholding disclosure outweighs the public interest in disclosure.
WARDS AFFECTED:	VARIOUS

1 SUMMARY OF REPORT

- 1.1 To set out the recommendations and actions to be taken to approve an Annual Assets Disposal Plan (AADP) for the financial year 2023/24 with a target disposal value of a minimum £50m. The report also seeks approval to delegate the authority to approve the terms for all lettings, leases and rent review settlements to the Corporate Director Resources and S151 Officer.
- 1.2 This will provide the necessary flexibility to respond in a more commercial way to offers that are received both for freehold sales and letting of surplus space following proper

marketing of the assets over the course of the year without the need to have further approvals through the formal Cabinet process.

2 RECOMMENDATIONS

For the reasons set out in the report [and its appendices], the Executive Mayor in Cabinet is recommended:

- 2.1** To approve the Annual Assets Disposal Plan (AADP) for the financial year 2023/24, which includes lettings and re-lettings, as set out in Appendix 1 of this report together with indicative values in Appendix 2 (exempt appendix).
- 2.2** To delegate authority to the Corporate Director of Resources and s151 Officer to agree the terms and final price for each disposal included within the AADP.
- 2.3** To delegate authority to the Corporate Director of Resources and S151 Officer, in consultation with the Cabinet Member for Finance and Executive Mayor, to agree any variance to the list of proposed disposals.
- 2.4** To delegate authority to the Corporate Director of Resources and s151 Officer to agree terms for all lettings, leases and rent review settlements for all Council assets.
- 2.5** The delegations in this report shall only be exercised following:
 - i. sign off of a business case by the Corporate Management Team (CMT) including full financial assessment;
 - ii. formal Red Book valuation, if required on a property to be sold; and
 - iii. formal marketing unless there is a clear special purchaser or offer made considerably in excess of the market value.
- 2.6** To note that the target value for disposals for 2023 /2024 is a minimum of £50m.
- 2.7** To note that progress against the AADP and any variations, shall be reported to Cabinet annually.
- 2.8** To approve a re-drafting of the Financial Regulations to reflect the proposed decision-making changes relating to Assets, set out in this report (and any clarifications thereto), to be reported to the Constitution Working Group with a view to seeking recommendations from the General Purposes Committee and/ or the Cabinet Member for Finance and the Executive Mayor in Cabinet for onward recommendations to Full Council.

3 REASONS FOR RECOMMENDATIONS

- 3.1** The Asset Management Plan and Disposal Strategy Cabinet paper in November 2022 set out a rationale for dealing with the Council's assets to help reduce costs through adjusting to current service delivery requirements, ensuring the best and most economic use of assets whilst still delivering the key services for residents.
- 3.2** To ensure that the Council can achieve the required asset disposals to help support the financial requirements in line with the MTFS. Allowing the terms and price to be agreed through the delegations requested, will allow swift decisions to be taken and enable the Council to compete in a more commercial manner reducing the risk of delaying the acceptance of any offers and securing both capital and revenue receipts at the earliest opportunity.

4 BACKGROUND AND DETAILS

- 4.1** A list of potential disposals was put forward as part of the earlier November Cabinet paper. During the intervening period further assets have been added to the potential disposals list. This list has now been broken down into Property/ asset types.
- 4.2** To address the need to dispose of assets in a timely fashion to reduce borrowing requirements as part of the MTFS, it is recommended that a more commercially proactive approach is adopted for future disposals. This can be achieved through the adoption of an Annual Assets Disposals Plan (AADP) containing a list of assets with indicative values and recommendations regarding the disposal, with the decision regarding the agreed terms being delegated to the Corporate Director of Resources and s151 officer in consultation with the Executive Mayor where necessary.
- 4.3** The details contained within the AADP allows Cabinet to have sight of and approve the 2023/2024 plan and to also note the wider disposals list from which some assets may be substituted where appropriate to maintain the necessary programme in line with MTFS.
- 4.4** By adopting this approach, the Corporate Director of Resources and s151 officer will be able to respond in a more commercial way to any disposal opportunities as they would be able to respond to offers far quicker and bidders would have more confidence knowing that the broader disposal parameters had already been approved by the Cabinet member for Finance and the Executive Mayor in Cabinet.
- 4.5** It is therefore proposed that a delegated decision can be made for any disposal on the following basis:
- The sign off of a business case by the Corporate Management Team (CMT) including full financial assessment.
 - A formal Red Book valuation is undertaken if required on property to be sold.

- The property must be formally marketed unless there is a clear special purchaser or offer made considerably in excess of the market value.
- An annual update on the AADP to be brought to Cabinet detailing all disposals and lettings and the achieved price.

- 4.6 In line with the adopted Disposal strategy, ward councillors (as well as the Executive Mayor and Cabinet Member for Finance) will be informed of any changes to the approved AADP.
- 4.7 Under the current Constitution, any lettings or rent reviews where the total rent over the life of the lease is in excess of £500k, this needs to be approved at Cabinet. Given the additional level of delay, and risk of not being able to secure a letting, it is requested that the terms for any letting of surplus space and any rent review settlements are also delegated to the Corporate Director of Resources and s151 officer. The principle of releasing surplus space in buildings such as Bernard Weatherill House and maximising income from assets has already been established through the adoption of the Asset Management Plan.
- 4.8 The delegation of such approval will permit more certainty and allow the benefits of any increased revenue to be secured as quickly as possible. This is essential given the very challenging market at present where undue delay could lead to the failure to secure a letting.
- 4.9 For all properties that have a current lease in place, the sale will be subject to that lease to provide the existing tenants with certainty for the remaining period of the lease. They will also be contact prior to the formal marketing of any property to ensure that they understand the process and give them an earlier opportunity to consider whether they would like to bid for the property. Any sale will, however, follow a process to ensure best consideration is achieved. Where there is an outstanding lease renewal this will be completed prior to any marketing where this is considered appropriate.
- 4.10 In respect of the Coulsdon (CALAT car park) and New Addington sites were we have been in discussion with the NHS for the provision of new health facilities, we will continue to work with them as preferred partners. The sites will only be offered to the wider market once they have confirmed that they no longer want to acquire the sites for new healthcare provisions.

5. CONSULTATION

The Scrutiny and Overview Committee have been consulted prior to the submission of this report by the issue of the draft disposals programme.

Professional agents, auctioneers and RICS Registered Valuers to be consulted to ensure that the most appropriate marketing and values can be achieved for the disposal of any asset in the open market.

Prior to any disposal, consultation with appropriate Improvement and Assurance Panel members, service leads and Directors where necessary as well as CMT and ward councillors will have taken place.

Where appropriate, consultation with planning officers will be undertaken to provide additional information when marketing properties with any substantial development opportunities.

Any required statutory consultation for particular disposals will be undertaken, where relevant.

6. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 6.1 The disposals are required to support the requirements of the MTFs through the reduction in capital borrowing and annual revenue costs. The cost of holding and running assets is second only to staffing costs and therefore it is important to ensure that they are used in the most cost-effective manner. By adopting a more flexible disposal process, assets will be able to be sold in a more commercial and timely fashion. With continued uncertainty within the wider macro-economic climate this is becoming increasingly important to allow the Council to compete within the wider commercial disposals market. It has been demonstrated from some of the earlier disposals, that any delays can lead to purchasers trying to reduce initial offer prices and, in some cases, withdraw from the sale.

7. OPTIONS CONSIDERED AND REJECTED

- 7.1 Do nothing – this was rejected since it would not deliver benefits and savings to the Council's MTFs and wider requirements of the Improvement and Assurance Panel.
- 7.2 The approval of an annual asset disposal programme through Cabinet with likely price ranges and summary details will ensure transparency and offer the opportunity to consider individual asset disposals. The detailed terms around each sale or letting and the final price will only be agreed as part of the subsequent negotiations and the requested delegations will provide the necessary commercial flexibility to secure the best possible outcome, which is becoming increasingly necessary to secure purchasers and tenants in the current market.

8. CONTRIBUTION TO COUNCIL PRIORITIES

- 8.1 The disposal of assets will help deliver a key objective within the Mayors Business Plan:

Balancing the Books: One of the main priorities is to get a grip on the finances and make the Council financially sustainable. With the Council still reliant on Government support to stay afloat, getting a grip on the finances is a top priority. This will mean difficult but necessary decisions to make the Council financially sustainable for the future.

To do this we will:

- Deliver the savings in the Medium-Term Financial Strategy and increase our income.

- Reduce council debt by selling or letting more council assets and repaying capital loans.

The Sale and letting of assets will help deliver increased income through the rental received and wider cost savings in addition to the capital receipts.

9. IMPLICATIONS

9.1 FINANCIAL IMPLICATIONS

- 9.1.1 Historic decisions regarding the capital programme mean that the Council's outstanding General Fund debt is disproportionately high compared to most councils. The revenue cost of financing that debt represented 14% of the Council's original 2022/23 net budget when most councils are in the range of 5-10%. General Fund debt in April 2022 was £1.3bn and with interest rates rising when debt is scheduled for re-financing, the development of a disposal and lettings strategy and the subsequent sale of assets is essential to mitigate rising cost pressures and reduce the overall cost to the Council.
- 9.1.2 As part of each disposal plan the financial assessment will include the impact of the disposal on any loss of rental income alongside the impact on borrowing costs and MRP provision against each disposal site.
- 9.1.3 Approved: Alan Layton, Interim Head of Service, Finance on behalf of the Corporate Director of Resources and S151 Officer

9.2. LEGAL IMPLICATIONS

- 9.2.1 The Head of Commercial Property and Law comments on behalf of the Director of Legal Services & Monitoring Officer that:
- 9.2.2 There are various powers the Council may rely upon to dispose of its assets and the Council must comply with legal framework, including established public law principles, in relation to disposal of land and property. Under Section 123 of the Local Government Act 1972, it has a statutory duty to sell land at the best price reasonably obtainable ("best consideration"), unless it has the consent of the Secretary of State and subject to exceptions set out in the General Disposal Consent (England) 2003. Each individual disposal decision will require an analysis of the Council's legal powers to dispose of the relevant piece of land and any other legal requirements prior to disposal, such as any consultation requirements or other restrictions relevant to the particular asset.
- 9.2.3 Where land or property is used to deliver services, the Council must take a decision on changing or maintaining its existing service provision before disposing of assets that are used to provide these services. This could engage the public law duty to consult service users and other affected stakeholders.
- 9.2.4 It is government policy that local authorities should dispose of surplus and under-used land and property wherever possible. Under the Local Government Transparency Code 2015, the Council is required to publish details of land/property which it has declared surplus to requirements or deems to be under-used.

- 9.2.5 The Executive Mayor has the power to exercise executive functions pursuant to s9E of the Local Government Act 2000 and has the power to delegate those functions. This report seeks relevant delegations to exercise executive functions. At present the delegations in the Financial Regulations have been superseded by the Executive Mayor's Scheme of Delegation following the introduction of the Mayoral Model. As such, both the Mayor's Scheme of Delegation and the Financial Regulations will require updating in order to reflect the recommended delegations in this report, if approved.
- 9.2.6 The Council's Financial Regulations are contained within the Council's Constitution. As such, any amendments to these Regulations will need to be approved by Full Council in accordance with Article 15 of the Constitution: *"changes to this Constitution shall only be approved by the Full Council after consideration of written proposals made by the Mayor, Cabinet, General Purposes Committee or Monitoring Officer and the submission of a recommendation to a meeting of the Council. Changes approved by the Council shall take effect from the conclusion of the meeting at which those changes are agreed unless the recommendation specifies otherwise"*.
- 9.2.7 The General Purposes Committee approved the setting up of a Constitution Working Group (meeting of 29th September 2022, item number 4) and the scope of their review includes the following specific changes: Part 4.H – Financial Regulations 2022 - General review and update in light of recent governance reviews and reports. As such, any amendments to the Financial Regulations should be considered by the Constitution Working Group in the first instance, for onward recommendations to Full Council.

Approved by Kiri Bailey, Head of Commercial & Property and Law on behalf of the Director of Legal Services & Monitoring Officer

9.3. HUMAN RESOURCES IMPLICATION

- 9.3.1 There are no immediate Human Resources implications arising from the content of this report. Should matters arise in respect of individual disposals these will be managed under the Council's HR policies and procedures and as part of the decision process for each recommended disposal.

(Approved by Gillian Bevan Head of HR Resources on behalf of the Director of Human Resources)

9.4 EQUALITIES IMPLICATION

- 9.4.1 An Equalities Impact Assessment (EQuIA) has been undertaken and is included as an appendix in the cabinet papers. The EQuIA reveals that there is no direct negative impact on those protected groups. The council remains committed to tackling inequality, recognising that there can be no fair society if some groups remain disadvantaged because of their protected characteristic. This principle also applies to how we procure services. The council expects its service providers to adhere to the

same principles of complying with the Public Sector Equality Duty ensuring that the services we procure are both fit for purpose and represent value for money.

Approved by Barbara Grant on behalf of Denise McCausland, Equality Manager.

9.5 ENVIRONMENTAL IMPACT

9.5.1 There are no significant implications or risks to be considered. It is likely that, following disposal, properties will be redeveloped or refurbished which will enhance their building performance.

9.6 CRIME AND DISORDER REDUCTION IMPACT

9.6.1 There are no significant implications or risks to be considered at this stage. The impact of individual disposals will be considered at the time and included within separate reports.

9.7 DATA PROTECTION IMPLICATIONS

WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'? - NO

HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED? - NO

(Approved by: Steve Wingrave on behalf of the Interim Director of Commercial Investment and Capital)"

10 APPENDICES

Appendix 1 Annual Asset Disposal Plan (Part A)

Appendix 2 PART B Annual Assets Disposal Plan with indicative values

Appendix 3 Equalities Impact Assessment (EQulA)

11 BACKGROUND DOCUMENTS

Asset Management Plan and Disposal Strategy

CONTACT OFFICER: Huw Rhys Lewis **Interim Director Commercial Investment and Capital**

Appendix 1 Draft 2023/24 Disposals List

<u>Description</u>	<u>Additional planning required</u>	<u>Open Space Notice</u>	<u>Site Type Desc</u>	<u>Tenure Description</u>	<u>Postcode</u>	<u>Ward Description</u>	<u>Comments</u>
The Colonnades, Purley Way			Investment	FREEHOLD - subject to various leases	CR0 4RQ	Waddon	Freehold to be sold subject to existing commercial leases in place. These vary in remaining length from 18 months to 21 years
Davis House			Investment	FREEHOLD - subject to various leases	CR0 1QQ	Fairfield	Freehold to be sold subject to existing commercial leases in place. These vary in remaining length from 6 months to 2 years
60 Vulcan Way			Investment	FREEHOLD - subject to lease	CR0 9UG	New Addington South	Freehold to be sold - new lease to be granted for 5 years
Imperial Way 37/39			Commercial	FREEHOLD - subject to lease	CR0 4RR	Waddon	Freehold to be sold subject to commercial lease with 8 years remaining
Imperial Way various			Commercial	FREEHOLD - subject to various leases	CR0 4RR	Waddon	Freehold to be sold subject to various long leases
Boulogne Road - Depot (Former Accessibility Centre)			Depot	FREEHOLD	CR0 2QT	Selhurst	Freehold to be sold with vacant possession
Enterprise Close (Units 1/11)			Investment	FREEHOLD - subject to various leases	CR0 3RZ	Broad Green	Freehold to be sold subject to various short term leases. These vary in remaining length from
Ashburton Road, 58			Res Home/DC	FREEHOLD - subject to lease to expire January 2027	CR0 6AN	Addiscombe East	Freehold to be sold subject to lease due to expire January 2027
St. Colombas Mission Hall, Charnwood Road			vacant	FREEHOLD	SE25 6NT	South Norwood	Freehold to be sold with vacant possession
Cemetery Lodge			vacant	FREEHOLD	CR0 3AA	West Thornton	Freehold to be sold with vacant possession
Craignish Avenue,56			Vacant	FREEHOLD	SW16 4RW	Norbury & Pollards Hill	Freehold to be sold with vacant possession
Pavilion no 1 Purley Way		Yes	Parks	FREEHOLD		Waddon	Freehold/long lease to be sold with vacant possession
Pavilion No 2 Purley Way		Yes	Parks	FREEHOLD		Waddon	Freehold/long lease to be sold with vacant possession
Cherry Orchard Garden Centre			Adult Services	FREEHOLD	CR0 6RX	Addiscombe East	Freehold/long lease to be sold with vacant possession

Addington Hills Restaurant			Parks	FREEHOLD - subject to lease to expire 2031			Freehold to be sold subject to existing commercial lease due to expire in 2031
Former New Addington Leisure Centre	Yes		Vacant	FREEHOLD	CR0 0JB	New Addington South	Freehold to be sold. Currently in discussion with NHS for sale of site for use as a new health centre and diagnostic hub
Addington Community Centre and 90 Central Parade				FREEHOLD	CR0 0JB	New Addington South	Freehold to be sold. Currently in discussion with NHS for sale of site for use as a new health centre and diagnostic hub
Part Coulsdon CALAT site (car park)			Car Park	FREEHOLD	CR5 2DB	Coulsdon Town	Freehold to be sold. Currently in discussion with NHS for sale of site for use as a new health centre and diagnostic hub
Part Coulsdon CALAT Renal Dialysis Centre			Let	FREEHOLD - subject to lease to expire 2047	CR5 2DB	Coulsdon Town	Freehold to be sold subject to commercial lease to NHS Trust due to expire 2047
1-24 Ramsey Court			Let	FREEHOLD - subject to various leases	CR0 1RF	Fairfield	Freehold to be sold subject to the various short term lease/licence agreements
43 Carmichael Road			Let	FREEHOLD - subject to lease (new in negotiation)	SE25 5LS	Woodside	Freehold to be sold subject to a lease on terms to be agreed as current lease has expired. Discussions to be concluded prior to sale.
café Limsfield Road, Sanderstead			Let	FREEHOLD - subject to lease (new in negotiation)	CR2 9EA	Sanderstead	Freehold to be sold subject to a lease on terms to be agreed as current lease has expired. Discussions to be concluded prior to sale.
Former Tollgate Childrens Centre, Malling Close	Yes		Part let to NHS, Part Vacant	FREEHOLD - part subject to lease expiring 2026	CR0 7YD	Shirley North	Freehold to be sold subject to existing lease due to expire in 2026
13A Mayo Road			vacant	FREEHOLD	CR0 2QP	Selhurst	Freehold to be sold with vacant possession
Broom Road Depot			Vacant	FREEHOLD	CR0 8NG	Shirley North	Freehold to be sold with vacant possession
Wooderson Close (nos 22,24,26,28 and 32)			HRA	FREEHOLD	SE25 6PJ	Selhurst	Freehold to be sold with vacant possession. Discussions are underway with the existing tenants and all will be relocated prior to sale
139 Wingate Crescent			HRA	FREEHOLD	CR0 3AP	West Thornton	Freehold to be sold with vacant possession
92a/94a High Street, Croydon			HRA	Long Leasehold	CR0 1ND	Fairfield	Freehold to be sold with vacant possession

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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1. Introduction

1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

2. Proposed change

Directorate	Resources
Title of proposed change	Various Disposals and Lettings
Name of Officer carrying out Equality Analysis	Steve Wingrave

2.1 Purpose of proposed change (see 1.1 above for examples of proposed changes)

This report recommends setting up an Annual Assets Disposal Programme to include the letting of surplus property. Through the adoption of the Asset Management Plan and Disposal Strategy , a decision has already been taken to make more effective use of Council assets which includes the disposal and letting of surplus space. A number of disposals have already taken place and the creation of an annual plan is the next step to streamline the process.

The release of space in buildings such as Bernard Weatherill House has been possible through the adoption of more flexible working practice by the Council giving employees the ability to work from home or other locations that better accommodates their needs as well as those of the business. The policy allows for individual requirements to be met in the same way as previously with special adaptations being accommodated within the retained space

Sales and lettings are in line with the Improvement and Assurance Panels requirements for the Council to demonstrate that they are disposing of all non-essential assets and making best use of any retained space to help reduce the current level of borrowing and to try and ensure that key services to vulnerable residents can continue to be delivered.

3. Impact of the proposed change

Important Note: It is necessary to determine how each of the protected groups could be impacted by the proposed change. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

3.1 Additional information needed to determine impact of proposed change

Table 1 – Additional information needed to determine impact of proposed change

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table.		
Additional information needed	Information source	Date for completion
The adoption of the Annual Asset Disposal Programme and delegation for all future lettings and reviews will have no direct impact on protected groups. The plan allows the delegation for any disposals and lettings to senior officers in consultation with the cabinet member as appropriate	Asset Management	March 2023

<p>and for each disposal any equalities impacts will be considered for each case. However, many of the disposals are for surplus or tenanted buildings and therefore any impact will be minimal. The letting of surplus space will have no real impact as the area being released will normally be as a consequence of the flexible working style adopted by the Council following staff consultation and reflects their preferred working style. Where necessary, any special provisions and adaptation/equipment will be provided within the retained space to meet individual needs. An equalities assessment was undertaken as part of the flexible working strategy process and the letting of the space will not cause any additional changes and therefore no further actions are considered necessary</p>		

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.2 Deciding whether the potential impact is positive or negative

Table 2 – Positive/Negative impact

<p>For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.</p>			
Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence

Age	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.	N/A	Asset Management Team Please see Appendix 1 for Protected characteristic population data
Disability	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above
Gender	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above.
Gender Reassignment	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above.
Marriage or Civil Partnership	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above.
Religion or belief	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above.
Race	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working		As above.

	styles and relocation requirements/set-ups have already been taken.		
Sexual Orientation	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above.
Pregnancy or Maternity	The Annual Asset Disposal Plan and delegation of any future letting will not directly impact any protected characteristic group. Decisions regarding the new flexible working styles and relocation requirements/set-ups have already been taken.		As above.

Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics.

3.3 Impact scores

Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact)
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

Severity of	3	3	6	9
	2	2	4	6

	1	1	2	3
		1	2	3
Likelihood of Impact				

Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

Equality Analysis

Table 5 – Impact scores

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 3 SEVERITY OF IMPACT SCORE Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 4 EQUALITY IMPACT SCORE Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group. Equality impact score = likelihood of impact score x severity of impact score.
Age	1	1	1
Disability	1	1	1
Gender	1	1	1
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	1	1	1
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

Equality Analysis

4. Statutory duties

4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

- Advancing equality of opportunity between people who belong to protected groups x
- Eliminating unlawful discrimination, harassment and victimisation
- Fostering good relations between people who belong to protected characteristic groups

Important note: If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

5. Action Plan to mitigate negative impacts of proposed change

Table 5 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.

Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	N/A		Steve Wingrave	
Race	N/A			
Sex (gender)	N/A			
Gender reassignment	N/A			
Sexual orientation	N/A			
Age	N/A			
Religion or belief	N/A			
Pregnancy or maternity	N/A			

Equality Analysis

Marriage/civil partnership	N/A		
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6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision. The adoption of the Annual Asset Disposal Plan and delegation of decisions will have no direct impact on staff or services delivered. Where necessary individual decisions for the sale or letting of a specific building will fully consider any impact on the service delivery or staff as part of the individual report. This will be particularly pertinent where the relocation of a service is being considered.	X
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	

Equality Analysis

Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet No.	Meeting title: Cabinet 24 May 2023
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7. Sign-Off

Officers that must approve this decision		
Equality lead	Name: Barbara Grant	Date: 12 April 2023
	Position: Equalities Programme Manager	
Director	Name: Huw Rhys-Lewis	Date: 14/4/23
	Position: Interim Director Commercial Investment and Capital	

Appendix One: data broken down by Protected Characteristics The information below is taken from the 2011 census unless otherwise indicated.

Age groups Number of people Percentage

0-4 years 27,972 7.7%
 5-7 years 14,388 4.0%
 8-9 years 8,708 2.4%
 10-14 years 23,130 6.4%
 15 years 4,912 1.4%
 16-17 years 9,934 2.7%
 18-19 years 8,720 2.4%
 20-24 years 23,591 6.4%

Equality Analysis

25 -29 years 27,692 7.6%
30-44 years 82,439 22.7%
45-59 years 70,488 19.4%
60-64 years 17,029 4.7%
65-74 years 23,155 6.4%
75-84 years 15,318 4.2%
85-89 years 3,881 1.1%
Over 90 years 2,021 0.6%

People with long term illnesses or disabilities 363,378

Blind or visually impaired These categories were not recorded as such in the 2011 census. However, this did record that there were 24,380 people (6.7%) whose day to day activities were limited a lot by long term Deaf or hearing impaired Other communication impairment Mobility impairment Learning difficulty or disability Mental health condition 21 HIV, multiple sclerosis or cancer illness or disability and 28,733 (7.9%) whose day to day activities were limited a little (Office of National Statistics) Other (please specify)

Gender

Male 176,224 48.5%
Female 187,154 51.5%

Ethnicity

Number of people Percentage White British 171,740 47.3%
White Irish 5,369 1.5%
White Gypsy or Irish Traveller 234 0.1%
Other White background 22,852 6.3%
Black African 28,981 8.0%
Black Caribbean 31,320 8.6%
Other Black background 12,955 3.6%
Bangladeshi 2,570 0.7%
Chinese 3,925 1.1%
Indian 24,660 6.8%

Equality Analysis

Pakistani 10,865 3.0%
Other Asian background 17,607 4.8%
Mixed White and Black Caribbean 9,650 2.7%
Mixed White and Black African 3,279 0.9%
Mixed White and Asian 5,140 1.4%
Other Mixed background 5,826 1.6%
Arab 1,701 0.5%
Other ethnic group (please specify) 4,704 1.3%

Religion

Number of people Percentage
Buddhist 2,381 0.70%
Christian 205,022 56.40%
Hindu 21,739 6.00%
Jewish 709 0.20%
Muslim 29,513 8.10%
Sikh 1,450 0.40%
No religion/faith 72,654 20.00%
Other (please specify) 2,153 0.60%

Sexual orientation

Lesbian There are no figures from the 2011 census. However, it is estimated that there were 20,370 lesbians, gay men, bisexual and transgender people living in Croydon in 2001. (London LGBT)
Gay Bisexual Transgender Transgender See above

Pregnancy or maternity Pregnant

These categories were not recorded as such in the 2011 census. However, there were 5,720 live births in 2011 (Office of National Statistics) On compulsory maternity leave
Marriage or civil partnership Married 122,013 42.9% In civil partnership 796 0.3%

LONDON BOROUGH OF CROYDON

REPORT:	Scrutiny & Overview Committee	
DATE OF DECISION	22 May 2023	
REPORT TITLE:	Waste and Street Cleansing Service Commissioning approach for service delivery	
CORPORATE DIRECTOR	Nick Hibberd, Corporate Director of Sustainable Communities, Regeneration and Economic Recovery	
LEAD OFFICER:	Steve Iles, Director of Sustainable Communities	
LEAD MEMBER:	Cllr Scott Roche - Cabinet Member for Streets & Environment	
AUTHORITY TO TAKE DECISION:	The attached report is due to be considered by the Mayor at the Cabinet on 24 May 2023. Ahead of a decision being made, the Scrutiny & Overview Committee has requested the opportunity to conduct pre-decision scrutiny.	
KEY DECISION?	Yes	
CONTAINS EXEMPT INFORMATION? <i>(* See guidance)</i>	Yes	YES Public with exempt Confidential Appendix A – Financial assessment Grounds for the exemption: Exempt under paragraph(s) 3 of Schedule 12A of the Local Government Act 1972 and the public interest in withholding disclosure outweighs the public interest in disclosure
WARDS AFFECTED:	All	

1. WASTE AND STREET CLEANSING SERVICE COMMISSIONING APPROACH FOR SERVICE DELIVERY

- 1.1. Attached at Appendix A to this cover report is a report scheduled to be considered by the Mayor at the Cabinet meeting on 24 May 2023. The appended report, sets out recommendations to be determined by the Mayor, relating to the Waste and Street Cleansing Service commissioning approach.
- 1.2. The report is presented to the Scrutiny & Overview Committee ahead of its consideration by the Mayor, as it was identified by the Committee as an item for pre-decision scrutiny. By scheduling the report on the agenda, the Committee has the opportunity to review the content and provide feedback on the recommendations before the Mayor takes the final decision.

2. RECOMMENDATIONS

- 2.1. The Committee is asked to: -

1. Review the information provided in the report on the Waste and Street Cleansing Commissioning Approach report, and
2. Decide whether there are any comments or recommendations on the scheme to bring to the attention of the Mayor during his consideration of the report.

CONTACT OFFICER:

Simon Trevaskis – Senior Democratic Services & Governance Officer – Scrutiny

Email: Simon.trevaskis@croydon.gov.uk

Appendix A: Cabinet Report – Waste and Street Cleansing Commissioning Approach

LONDON BOROUGH OF CROYDON

REPORT:	CABINET	
DATE OF DECISION	24 MAY 2023	
REPORT TITLE:	Waste and Street Cleansing Service Commissioning approach for service delivery (Re-procurement Waste and Street Cleansing Service)	
CORPORATE DIRECTOR / DIRECTOR:	<i>Nick Hibberd, Corporate Director of Sustainable Communities, Regeneration and Economic Recovery</i>	
LEAD OFFICER:	<i>Steve Iles, Director of Sustainable Communities</i>	
LEAD MEMBER:	Cllr Scott Roche - Cabinet Member for Streets & Environment	
KEY DECISION?	Yes	0523EM – Meets Key Decision Financial Criteria of over £1m
CONTAINS EXEMPT INFORMATION? <i>(* See guidance)</i>	YES	<p>Public with exempt Confidential Appendix A – Financial assessment</p> <p style="text-align: center;">Grounds for the exemption: Exempt under paragraph(s) 3 of Schedule 12A of the Local Government Act 1972 and the public interest in withholding disclosure outweighs the public interest in disclosure.</p>
WARDS AFFECTED:	All	

1 SUMMARY OF REPORT

- 1.1. The Mayor’s Business Plan includes a focus around making our streets cleaner so that Croydon is a place that residents and businesses can feel proud to call home, and a commitment to review the street cleansing and refuse collection contract.
- 1.2. The purpose of this report is to seek approval by the Executive Mayor in Cabinet to re-procure the waste, recycling collection and street cleansing services following the decision by the Exec Mayor in Cabinet in Nov 2022 to NOT extend the contract with Veolia Environmental Services UK following the expiry of the initial term on 31st March 2025.
- 1.3. Croydon Council operates waste and recycling services for every household in the borough through its contract with Veolia. This contract includes waste and recycling collections, footway winter maintenance, vehicle maintenance and street cleaning. It

was procured by Croydon on behalf of the four partner boroughs in the South London Waste Partnership. The contract commenced in April 2017 and the initial eight-year term expires on 31st March 2025.

- 1.4. The partnership Boroughs had the option to extend the contract, but all agreed not to take up the option.
- 1.5. This report notes the best value assessment of the three main service delivery models for both waste and recycling collection services along with the street cleansing service both to commence in April 2025.
- 1.6. The re-procurement is necessary due to legal risk regarding Veolia's proposed conditions for extending the existing contract. A new commissioning approach will also allow the council to evaluate the waste collection and street cleansing arrangements, help the local environmental quality and reduce fly tipping whilst helping increase pride in Croydon.
- 1.7. This report presents the Councils approach to reshape the future waste collection and street cleansing service in line with the Executive Mayor Business Plan and delivering a service in which Croydon is a place residents and businesses can feel proud to call home.
- 1.8. The report notes the key Mayoral pledge, in improving the quality and appearance of the street scene and holding contractors to account and delivering value for money.
- 1.9. These services are directly linked to Mayors Business Plan 2022-2026 'Make our streets and open spaces cleaner so that Croydon is a place residents and businesses can feel proud to call home'
- 1.10. The report concludes that the best value option is to re-procure these services The new commissioning approach will also allow the council to improve the waste collection, recycling and street cleansing within an agreed financial parameters including all revenue and Capital cost over the life of the contract along with a review of the current contract management arrangements currently undertaken by the South London Waste Partnership (SLWP) with the aim of implementing a focused Council managed Client team incorporating all contract management functions relating to these high profile services.

2 RECOMMENDATIONS

For the reasons set out in the report and its appendices, the Executive Mayor in Cabinet, , is recommended:

- 2.1** To approve the procurement strategy set out in this report for the procurement (via a Competitive Dialogue process) of waste and recycling collections, footway winter maintenance, vehicle maintenance and street cleaning, for a term of 8 years, with an option to extend for a further two periods of 8 years each by mutual consent for a maximum contract value of £432m over the maximum contract term of 24 years
- 2.2** To agree that better and more economic options for the provision of a Clinical Waste Service will be explored as a separate procurement
- 2.3** To agree that the procurement of new recycle off-take contracts for the Council's domestic recycling material will be explored through the South London Waste Partnership and that any proposed commissioning of such services will be subject to the Council's governance process.
- 2.4** To note the findings from the recent resident engagement survey and focus groups to help shape the design and specification of the new service.
- 2.5** To note that the final specification to be issued with the Invitation to Submit Final Tenders (following the discussions with bidders under the Competitive Dialogue process) will be subject to the approval of the Corporate Director of Sustainable Communities, Regeneration and Economic Recovery in consultation with the Executive Mayor and Lead Cabinet Member for Street and Environment
- 2.6** To note that a report will be presented to Cabinet in June 2024 highlighting the outcome of the proposed procurement along with recommendation of Preferred Bidder and their proposed fully costed solution. This will include details of the proposed governance arrangements to manage the contract supported by the resourcing levels for the monitoring of the services performance

3 REASONS FOR RECOMMENDATIONS

- 3.1** Based on the options appraisal and reviewing the feedback from 'soft market testing' it has been determined that the most viable service delivery model is to re procure these services taking into account the changes in the commercial market and their reluctance to take financial risk on processing of recycle material along with guaranteed income share from the sale of material.
- 3.2** The contract requirements & performance to date have not fully met the evolving needs of our residents.
- 3.3** Therefore, it is appropriate for the authority to further use the opportunity of re-procurement to ensure contractual performance is matched to the needs of residents going forward.
- 3.4** The contract length has been chosen to reflect the significant capital investment cycle for the fleet of vehicles which is typically 8 years for Refuse Collection Vehicles.

- 3.5** The contract will allow for an annual review of the contract and clauses for the Council to intervene if performance is not as agreed. If the contractor performs it is worthwhile allowing for agreed extension(s) rather than having to reprocure the services.

4 BACKGROUND AND DETAILS

- 4.1** 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. The SLWP itself is not a legal entity and thus procures its contracts through one of the borough members of the Partnership in this case, Croydon Council.
- 4.2** In 2017 the SLWP procured the Phase C - Contract for waste and recycle collection and marketing, winter maintenance, vehicle maintenance and street cleaning (Lot 1) on behalf of its four borough partners. The contract was awarded to Veolia (Environmental Services). The new contract saw all boroughs adopting the same collection methodology, fortnightly residual waste collection, fortnightly paper/card collection, fortnightly dry mixed recyclable collection (glass, cans, plastic), weekly food waste and a charged for fortnightly garden waste service. Some differences remain in response to localised needs and demands, such as flats above shops, communal properties, street cleansing and so on. Other areas, such as winter maintenance, are also services that are not provided to all boroughs under the Phase C Contract.
- 4.3** The service resulted in all the SLWP Boroughs being within the top 7 recycling performers of the 33 London Boroughs and delivered significant collection and disposal savings.
- 4.4** The current contract, also referred to as 'Phase C', was procured by Croydon on behalf of the SLWP partner boroughs as lead and awarded to Veolia (Environmental Services). The initial term of the Phase C Contract is 8 years with an expiration date of 31st March 2025. Any extension must be agreed by both parties to the contract. Croydon as lead and the other SLWP partner boroughs entered into an Inter Authority Agreement (IAA) to manage the relationship between the partners in respect of the Contract.
- 4.5** The annual value of the Phase C Contract across the SLWP is c £30m and the contract continues to be held and administered by Croydon.
- 4.6** At the Cabinet meeting on 24 November 2022, The Mayor in Cabinet agreed that the current waste collection and street cleansing contract with Veolia ES UK is not extended following expiry of the initial term on March 31st, 2025. In addition, agreed that further work was to be undertaken and alternative options for the provision of different delivery models. Key Decision No 6822EM
- 4.7** The current contract is an output specification based on a series of method statements and managed through the SLWP. The authorised officer for the contract is the SLWP Partnership Contract Manager covering all 4 partnership authorities. They are directed by the Senior Management Group which consist of the appropriate Director from each borough. Regular contract meetings are scheduled with SLWP, the Borough Leads

and Veolia. In practice these have not been as robust as had been envisaged. Croydon now directly monitor and have an element of self-determination; it is not consistently applied across the 4 boroughs as such the decision of each Borough not to extend with Veolia and each to have their own independent arrangements for any new contract for these services.

4.8 Waste and recycling collection and street cleansing are Universal Statutory services that the Council is required to provide for residents. This report sets out a revised approach to delivering these services from April 2025.

4.9 The SLWP will continue to deal with the disposal of waste, processing of recyclate and the treatment of food and green waste. In parallel therefore the SLWP is in the process of setting up a series of contracts to take the recyclate and deal with its processing.

4.10 CURRENT SERVICE PROVISION

4.11 The Council's waste collection, street cleaning and winter maintenance services are currently contracted to Veolia. This decision was taken by the Council in 2016 (Key Decision Number 20/16/CAB) to deliver financial savings, increase recycling performance, maintain satisfaction, and provide over one million residents with a kerbside recycling service. The contract commenced on 1 April 2017 for an eight-year initial term, with the option to extend for a further two periods, each of eight years.

4.12 The contract at its inception saw all boroughs adopting the same collection methodology for the core areas of the services, including fortnightly residual waste collection, fortnightly paper/card collection, fortnightly dry mixed recyclable collection (glass, cans, plastic), weekly food waste, a charged fortnightly garden waste service and commercial waste. Some differences remain in response to localised needs and demands, such as flats above shops, communal properties, street cleansing and so on. Other areas, such as winter maintenance, are also services that are not provided to all boroughs under the Phase C Contract.

4.13 The existing contract includes the following services:

- Collection of residual, recycling, food, and green waste
- Commercial waste collection/disposal
- Clinical waste collections (domestic)
- Gully maintenance
- Winter maintenance
- Street cleansing
- Waste transfer station operation (at Garth Road in Merton and Stubbs Mead in Croydon)
- Recycling receipt, bulking and haulage
- Processing of recyclates
- Bulky waste collection and treatment
- Vehicle maintenance
- Communications

4.14 Infrastructure – Both Croydon and Sutton's collection services currently operate from the Stubbs Mead Depot in Croydon.

- 4.15** Our neighbouring boroughs which are part of the South London Waste Partnership (SLWP) have each decided to commission these services individually in order to address localised preferred options on service delivery models and supporting time frames. Given the geographical size of the Borough of Croydon the risk is minimal and our scale of economy and infrastructure will be of interest to the market
- 4.16** Given the different priorities and preferred approach across the South London Waste Partnership Boroughs it has been agreed that Croydon Council will directly develop and manage its own procurement of these services along with any subsequent award of contract. Given the geographical size of Croydon and in borough assets such as depot and transfer stations we are confident that this will be an attractive contract and generate a competitive interest from the market.
- 4.17** Commercial waste is a statutory requirement to be provided by the Council if requested by a commercial venture operating in the Borough. There is no exclusivity and businesses are not obliged to have a Council provided commercial waste collection service and as such they are free to select their own preferred supplier.
- 4.18** As a statutory requirement the specification will need to include the provision for a commercial waste service in which the service provider undertakes the responsibility of the management and operational service, noting that the individual commercial waste collection contracts remain in the ownership of the Council.
- 4.19** The service will explore future delivery options for the collection of domestic clinical waste (sharps and infectious / offensive waste) through existing frameworks and work with external partners including NHS England to minimise the volume of clinical waste collections currently being undertaken.
- 4.20** The Council need to provide best value, increase recycling performance, drive waste minimisation, improve resident satisfaction in waste collection and street cleansing services, respond to the challenges arising from new legislation and Government waste consultations on the implementation of this legislation, and also to reduce the carbon impact of these services. This cannot be achieved without change. The following provides further detail around the challenges identified and how each feed into and supports the recommendations contained within the report.
- 4.21** **LEGISLATIVE DRIVERS**
- 4.22** The Environment Act 2021 is a key piece of legislation for delivering the commitments made in the 2018 Government's 25 Year Environment Plan to 'protect and improve the natural environment in the UK', and for taking forward and legislating the measures and proposals outlined in the Resource and Waste Strategy (2018). The detail of the policy changes is still not fully known but the following are expected to impact the Council's services in the next five years:
- **Consistency in Collection** - this requires the Council to collect in a segregated way a series of core materials: plastic, glass, paper/card, metal, and food waste. With the exception of flats above shops which do not have a food waste service, the Council already does this.

- **Deposit Return Scheme** will add a small charge for the packaging of an item (such as a bottle), which is refunded when the item is recycled via a dedicated recycling scheme (usually in a shop).
- **Extended Producer Responsibility** - this is the Government's approach to move the full cost of collecting household waste from the taxpayer to producers. Fees are based on the recyclability of products and the approach aims to ensure greater quantities of recyclable waste are reprocessed into valuable, high quality secondary resources.
- **Plastic Packaging Tax 2022** introduced a charge on producers for any plastic packaging that does not contain at least 30% recycled plastic content.

4.23 These proposals will have an impact on the quantities and value of recycling the Council collects, potentially as much as a 50 to 70% reduction in materials collected. This will impact the cost of running services.

4.24 The waste services the council runs must be in "general conformity" with the Mayor of London's London Environment Strategy 2018, which also requires the Council to have a Waste Reduction and Recycling Action Plan. Croydon is already achieving 38.72% recycling rate and the Mayor's targets for 2025 are for 50% recycling rate. The council trend is mirroring the national trend of a reduction in waste tonnage and consequently this is seeing a reduction in the percentage of recyclable waste being diverted from the general waste stream. Croydon's recycling rates for 21/22 remains in the top quartile for London. Croydon is also diverting 100% of waste from landfill.

4.25 CARBON NEUTRALITY

4.26 Climate change is the single most important challenge facing us all. Our response to the climate emergency will form a key element of the Council's focus, with cross-cutting and pan-departmental themes that align with each of our key objectives.

4.27 The Council declared a climate change and ecological emergency in July 2019 and Cabinet agreed that the Council would become carbon neutral by 2030. The council also agreed a Carbon Neutral Action Plan in February 2022

4.28 Local Council recognises that the Climate Emergency is a significant threat to our planet and accepts that it needs to both act and provide leadership at the local level to mitigate the effects of this global crisis. It is also the Council's ambition to play a key leadership and influencer role at both a regional and national level to ensure that policies are in place to deliver meaningful action at the scale and pace that is required.

4.29 Achieving decarbonisation in the waste service will require looking at the carbon emissions of every part of the waste journey - from material production to disposal routes

4.30 There is a need to ensure that the chosen delivery model enables the Council to nurture civic pride and 'make our streets and open spaces cleaner so that Croydon is a place residents and businesses can feel proud to call home' along with ensuring that

the contract is flexible and can adapt to changing regulations along with the changing needs of our residents.

4.31 The design of our waste and recycling collection service will have a key role in contributing to the Council Emergency Climate Action Plan along with ensure compliance with our Waste Reduction and Recycling plan (RRP). This includes but not limited to:-

- Drive resource efficiency to significantly reduce waste, focusing on food waste and single use packaging.
- Maximise recycling rates.
- Reduce the environmental impact of waste activities (greenhouse gas emissions and air pollutants).

4.32 To achieve this the council will need to review current industry recommendation and invest in alternative fuel technology for new fleet of waste collection service, specialist Heavy Goods Vehicles, along with assessing the potential use of electric vehicles for the smaller fleet used on the street cleansing service.

4.33 It is likely to mean changes in the design, funding and operation of services and will require innovation from the market and technological solutions.

4.34 EXTERNAL SPECIALIST ADVICE

4.35 The Council continues to work in partnership with SLWP to develop a base specification, which is more detailed and robust than the current contract and it has been tested in use in other councils. The base specification is being modified to meet the needs of Croydon and a draft of this is currently with the GLA for agreement to check conformity with the London Environment Strategy, to enable the procurement to progress.

4.36 POTENTIAL SERVICE DELIVERY MODELS

4.37 The Council has used this as an opportunity to review the current service offer and operations with Veolia, and to start assessing the impact on costs for future services. This includes looking at the borough's ambition to deliver a zero-carbon waste service, future demand for waste services, changes in the industry and what the private market looks like. The Council will need to consider how resident satisfaction with waste collection and street cleansing services is not affected by necessary changes arising from new legislation and its implementation.

4.38 In order to inform officer recommendations a high-level assessment of the costs, advantages, and disadvantages of differing service delivery options on a 'like for like' basis using the same specification for each service delivery model.

4.39 The commissioning options appraisal for the collections and street cleansing service is a complex one and needs to be considered against a backdrop of financial pressures, legislative change, technological development, changes in the private sector appetite to risk and comes at a pivotal point in the Council's carbon reduction agenda

4.40 In reviewing the main different service delivery models the service have considered 3 main options for the provision of a new waste and recycling collection service combined with a new street cleansing operation: -

- Fully Commissioned service – service delivered by a third party (outsourced)
- Direct Service Organisation (DSO) – (In House provision)
- Local Authority Trading Company (LATC)

4.41 A summary of each model is outlined below, which provides a high-level summary of each of the three delivery models and the advantages and disadvantages for each option.

4.42 In reviewing the financial assessment undertaken by our specialist waste consultant the financial differential between each model is not a key determining factor as any advantage gained through lower over heads and pension liability from an outsourced model is offset against profit margins and risk pricing

4.43 DETERMINING BEST VALUE

4.44 In reviewing the best value, the service has considered the optimal combination of financial cost, recycle income / profit share, Service delivery including set up and mobilisation, service expertise, Changes in legislation and legal compliance. A summary of this rating can be seen below in table 1 , based on the current service applied to each option.

	Contracted Out	Direct Service Organisation	Local Authority Trading Company
Finance – set up Cost	RED	RED	RED
Finance – Recyclate Income risk pricing	AMBER	AMBER	AMBER
Service delivery , set up and mobilisation	AMBER	RED	RED
Service expertise	GREEN	AMBER	AMBER
Legislation Changes	GREEN	GREEN	GREEN

Legal	GREEN	GREEN	GREEN
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Table 1

- 4.45 Cost of Service** : All options have an anticipated increase in costs, returning to the market with a new specification will enable the Council to make service design decisions in order to minimise the increase in cost, but it is still anticipated that the services will not be deliverable within the current budget. It is important to note the current services were procured in a different commercial context, and since the award to Veolia in 2016 there have been significant changes in recycling markets, in the private sector, and since COVID significant changed the way we live and work
- 4.46 Income risk share** –There are significant changes to legislation, the private sector, and following a few years of market volatility, a reduction in the appetite for risk. As such all delivery models will see the cost of our chargeable services and subsequent income held in totality by the Council. It is possible to carve out of recycle processing under a separate contract which will able the Council in partnership with SLWP to offer a shorter contract period, reduce the exposure to the contractor, and therefore achieve reduced risk to the Council.
- 4.47 Service Delivery set-up and mobilisation** – This is rated green for the contracted-out solution as it would be undertaken by experienced service providers who are well positioned and experienced in undertaking the mobilisation of new services. DSOs and LATCo options are rated high risk, based on the like for like fully integrated services. The Councils is not currently set up with supporting structures to manage services directly so potential for considerable set up costs given need to secure senior management staff, central support services and new support contracts. Cost of this service option is unlikely to offer savings and there is no existing infrastructure for sourcing and managing specialist staff.
- 4.48 Service Delivery Expertise** – The outsourced elements of this assessment area are rag rated green as the private sector will have the service delivery expertise and the specialist knowledge to best deliver these services. Whilst it is entirely feasible that the Council could and may well already have some of this expertise, this is amber for the DSO and LATCo options as is unlikely that a small organisation will carry quite the same number of personnel with this expertise.
- 4.49 Legislation** - The risks from legislation are felt to be generally low and manageable as the key regional and national strategies support the Council’s ambitions to protect and improve the natural environment. Any changes to legislation will equally impact on all service delivery models as such each have been rated the same.
- 4.50 Legal** – with the contract extension not being considered as agreed by Cabinet in Nov 2022 all services deliver models can be explored and are feasible options to be considered when designing the new service. As such all options have been rated equally.

4.51 COMMISSIONED SERVICE (Recommended Approach)

4.52 The principal rationale for procuring an external provider is the benefit gained through technical expertise and business resilience. Additionally, market competition can assist in generating competitive pricing along with relative certainty on cost over the life of the contract subject to any agreed indexation.

4.53 Typically, the private sector can deliver a service at a lower cost than a local authority. Market competition can assist in generating price competitive solutions and gives the Council relative certainty on the cost of service over the life of the contract subject to inflation.

4.54 The commission model enables the Council to test the market and its innovation, technology, and proposed service delivery solution to ensure that these are maximised, and benchmarked against other suppliers.

4.55 Our ability to exploit these advantages will be determined by two key drivers: -

- The competitiveness of the Market at the time of the tender
- The structure of the contract and requirements set out in the service specification along with both the Councils and Contractors appetite for risk and any profit-sharing agreement.

4.56 DIRECT SERVICE OPERATION (DSO)

4.57 The option to bring the service in house is open to consideration by Cabinet as there is no legal requirement to retender these services as long as we can demonstrate 'best value' has been achieved.

4.58 The key strength to directly managing the services is the Council has full control and can adapt the service given a greater degree of flexibility as there are no contractual obligations or restraints on how the service is deployed.

4.59 Direct service models are traditionally more expensive due to the increase in corporate overheads and pension liability. The technical and logistical challenges in establishing a viable and high-quality in-house service provision are considered high risk at this stage as we would be required to gain significant specialist knowledge and skill sets in managing not only the daily operational deployment of the service but also the management of the Councils fleet maintenance along with ensure access to specialist agency workforce for the seasonal services.

4.60 In addition we would need to be able to quickly react / adapt the potential changes in legislation relating to the collection and processing of recyclable materials. In addition the service needs to ensure it has adequate business continuity plans in place and access to the wider employment market for both specialist and seasonal staff.

4.61 LOCAL AUTHORITY TRADING COMPANY (LATC)

- 4.62** This model requires the Council to set up a wholly owned company with an appointed corporate management team including Managing Director having oversight on the day to day delivery of the service.
- 4.63** There are inherent and increased risk in establishing a new LATCo prior to the commencement of the service in 2025. Delivering a service through a LATCo would mean the loss of benefit that comes from a national organisation including central corporate teams providing technical IT, HR and commercial trading agreements including scale of economy and buying power.
- 4.64** The primary advantage of a LATCo when compared with an In-House provision is the potential reduction in overheads and pension liability.
- 4.65** In summary this option would present insufficient benefit versus the risk of such a model particularly regarding staffing cost and stability of service along with the same risk of a DSO model due to all financial exposure would need to be off set by the Council.
- 4.66** A detailed summary of the ‘advantages’ and ‘disadvantages’ of each delivery model can be reviewed in Appendix 1 Options Matrix

4.67 FUTURE SERVICE SPECIFICATION

- 4.68** The specification for **waste and recycling** is based around the current service, ie
- Alternate collection of waste
 - Twin stream where possible and comingled, where it is not ie flats
 - Weekly food waste collection
 - A chargeable Garden waste service
 - A chargeable bulky waste collection service
 - Bin and container procurement, management, and delivery

The approach being adopted envisages through a process of Competitive Dialogue that the specification is refined and improved to explore potential improvements and efficiencies, together with experience of best practice. Through the process it is envisaged that bidder will set out how they will improve recycling rates, food waste capture and how flats and flats above shops can be better served.

It is planned to include the administration and operational management of a Commercial Waste Services within the specification and see if the market is interested in bidding to provide a service on behalf of the Council. Given that there are a number of established commercial providers operating within the Borough this may not be of interest and current market indications are that there is no appetite for risk including any guarantee income back to the Council.

- 4.69** Similarly, the specification for street cleansing, including:
- Street cleansing
 - Litter bin emptying and cleansing.

- Fly tipping
- Supporting community clear ups
- Footway sweeping
- Footway winter maintenance

- 4.70** Our intention is for this to form part of the scope of services being procured through Competitive Dialogue process to ensure the specification is refined and improved to explore potential improvements and efficiencies, together with experience of best practice. The premise will continue to be that streets are cleansed to Grade A and maintained at Grade B
- 4.71** The current fleet of vehicles were funded by the Council and should have a life expectancy of 18 months to 2 years at the end of the contract. During the Dialogue the prospective bidders will want to understand whether they will be expected to finance new vehicles or whether the Council would consider such financing as the Council is likely to have access to lower interest rates.
- 4.72** Provider models have been considered and options reviewed see appendix 1 which sets out the options of outsourcing, a Local Authority Trading Company and a DSO. There is not a great deal of differentiation between the 3 models in terms of cost, but the outsourcing model carries much lower risks for the council in terms primarily of HR and pension contributions and is thus the recommended option.
- 4.73** Procurement routes to market are general undertaken using an open or restricted tender process. However, given that the Council is seeking market input into the final specification, this is not a viable option for these services. One area of consideration is to use Competitive Negotiation , but given the level of development and refinement of the specification along with the number of uncertainties being introduced into the process the scope to accommodate such changes this approach does not provide the required level of flexibility , therefore a Competitive Dialogue process is recommended to enable the parties to resolve and finalise the specification and limit the exposure to uncertainties, particularly the upcoming regulatory changes.
- 4.74** Through the competitive dialogue route to market it is intended to seeks bidders' views on how the current specification can be improved. It allows tenderers to submit initial solutions after being successful at the selection stage. It envisages exploration during dialogue of the proposed solutions with bidders, and by its nature encourages the ongoing discussion to find the optimal solution through the "invitation to submit final bid" which will be on the specification the council determines after taking into consideration the discussions during the dialogue process.
- 4.75** During dialogue, the council plans to undertakes discussions with potential bidders in the areas listed below. This will help inform what the council determines for the final solution, which bidders will be asked to bid in the 'Invitation to Submit Final Bid' stage in early 2024.

- A performance mechanism to incentivise the contractor
- Implications of the changes being proposed by Government to regulations around recycling consistency, EPR, DRS etc
- Proposals to incentivise recycling performance.
- Incentivisation to ensure containers are returned correctly and avoiding damage to containers
- Improving recycling performance of communally collected properties,
- Improving the recycling performance for flats above shops
- Improving recycling collection of WEEE, textiles and batteries
- Increasing reuse and recycling of bulky household waste inc potential 3rd sector involvement
- Developing the Commercial waste collection service
- Enhancing leaf clearance, weed spraying and management
- Using street cleansing labour to assist in winter maintenance of footways
- Reducing the carbon footprint of the service and greenhouse gas emissions over the life of the contract, in a constrained financial environment
- Financing a replacement fleet
- Enhancing garden waste collections and the interface with Christmas tree collections

4.76 PROCUREMENT TIME FRAME

4.77 The provisional timetable for the Dialogue process is set out below:

Commissioning timetable		
November 2022	Cabinet decision on whether to extend the current contract with Veolia	Completed
September 2022 to April 2023 (ongoing)	<ul style="list-style-type: none"> - Development of the scope of service and specification, soft market testing and options appraisals for the future of waste and street cleansing services to inform the work set out in paragraph 8. - Undertake All Member engagement x 2 - Resident engagement - Development of the procurement strategy report 	On going
April 2023	Based on recommendations and member decisions, work commences on commissioning of services - whether reprocure, bringing back in house or development of a local authority trading company. If new procurement,	In Progress
April 2023	Contract Notices and DRAFT specification for waste collection issued to GLA	Completed (Reviewing feedback)
May 2023	Cabinet This report	
June 2023	Issue Prior Information Notice (PIN) to Market	
July 2023	Issue Invitation To Tender (ITT)	
Oct 2023	Dialogue with Bidders round 1	
Dec 2023	Dialogue with Bidders round 2	
March 2024	Final tender Submission	
April 2024	Evaluation	

May / June	Award report for Cabinet consideration	
April 2025	Service commencement and go-live	

4.78 Standard Selection questionnaire

4.79 The updated Standard Selection Questionnaire (SSQ) will be issued to shortlist a suitable pool of tenderers. This will include ensuring tenderer’s financial viability, for the scale of contract. In addition, there will be project specific questions related to bidders’ experience to help shortlist to a suitable number of bidders.

4.80 Evaluation Weightings

4.81 Tier 3 weightings for quality and price, and social value of: 60% Price, 40% Quality which will include Social Value. The tenders will be returned electronically via the e-tendering portal. The tender responses will be evaluated in accordance with the Tenders and Contracts Regulations to ensure probity, value for money and that the most economically advantageous providers chosen to deliver the service. The successful provider who achieves the highest combined quality/price/social value score will be awarded the contract

4.82 The quality sub criteria are being drawn up alongside the specification and will ensure that the bidders have the appropriate technical competency to perform the contract. This is likely to include criteria around operational delivery, resource allocation, staffing expertise and quality assurance.

4.83 Social Value

4.84 As part of the tender process the Council will clearly set out the minimum requirements it requires in relation to social value and encourage bidders to offer a social value solution that exceeds these minimum requirements. This will ensure that the through the procurement process the Council receives social value offers with quantified delivery requirements. These quantified social value requirements will then become embedded in the contract through KPIs/contractual requirements. This will help ensure that the Council holds the Contactor to account to delivering its social value commitments through the life of the contract, to maximise the benefit for the borough of Croydon and its Residents

4.85 As the Council is committed to delivering on social value of 10% for the overall value weightings of the procurement price and quality will be applied within the ITT pack. The service provider will be expected to demonstrate their commitment deliver and/or adhere to the following social value requirements:

- Local supply chain opportunities
- Social Investment (Community voluntary engagement and sponsorship)
- Joint training and development (Work Experience placement opportunities for young people and those who have been on long term unemployment and school engagements)

- Employment opportunities for those who live in Croydon (via Croydon Works)
 - Apprenticeship
 - London Living Wage
- 4.86** The service provider will also be given an opportunity to offer alternative ways in which they feel they could contribute to the delivery of social value in the borough which may not be included in the above list.
- 4.87 Pricing**
- 4.88** Potential bidders will be evaluated for price based on a fixed fee for the service with suitable adjustments for variations in service provision. All pricing methods will be captured in the pricing schedule / Cost Model supplied in the ITT. The Bidder(s) which submit the lowest rates together with the highest quality & social value presentation will receive the maximum score where applicable in relation to each of these scoring sections.
- 4.89** Abnormally low bids will be interrogated further, and the Council reserves the right to reject these bids.
- 4.90 Tender Evaluation**
- 4.91** The ITT pack will include an overview of the evaluation methodology, to provide transparency on how the tender responses will be assessed. A moderation session will take place to enable the Council to decide the consensus score following the assessment of the quality method statement responses and agree on the final feedback based on the most economically advantageous bidder given to the unsuccessful bidders.
- 4.92** A minimum quality score threshold will be applied, whereby if a bidder's method statement response is allocated with a score less than 2, then its entire tender submission will be rejected.
- 4.93** The tender evaluation team will consist of a minimum three members from the following teams
- Waste Team
 - Technical waste consultants
 - ICT Team
- 4.94** The Officers will score individually and then consensus scoring will be sought through moderation meetings moderated by the Procurement Team.
- 4.95 Contract Terms and Condition**
- 4.96** The intention (subject to legal advice) is to base the contract on the Councils standard term adapted as appropriate to the service.
- 4.97 Savings and Efficiencies**

- 4.98** Whilst overall costs are expected to increase potential savings will be achieved through utilising dialogue to agree the most cost-effective risk sharing positions with the contractors to minimise risk premium.
- 4.99 Contract Management**
- 4.100** Contract Management will be carried out by the existing waste team. Regular monthly performance meetings will be held with the winning contractor. In addition inspection regime will be carried out to ensure compliance with the contract.
- 4.101** The Contract will include a suitable suite of KPIs to drive and incentivise required behaviour changes to improve service delivery.
- 4.102 Premier Supplier Programme (PSP):**
- 4.103** The ITT pack will include the opportunity for the potential Bidders to sign up for the Council's Premier Supplier Programme, to enable them to receive prompt invoice payment. This will be included as part of the price evaluation.
- 4.104 London Living Wage**
- 4.105** The London Living wage will be a requirement for this contract and part of the terms and conditions.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1** The report to Cabinet in November 2022, clearly set out the possibility to extend the current contract with Veolia and agreed not to extend the current contract. This allows Croydon now to develop its own contractual arrangement from April 2025.
- 5.2** All four boroughs reached the same conclusion but recognised that there were synergies to be achieved by bulking the various recycle streams and tendering them in the market rather than embedding them and the risk of market fluctuations in the collections contract. This has been adopted for the services going forward and SLWP are progressing these in parallel.
- 5.3** Consideration was given to tendering the waste and street cleansing elements separately but given the interfaces and public concerns around spillage during collection, having one accountable contractor has been chosen and also ensures that the depot space will be utilised more effectively.

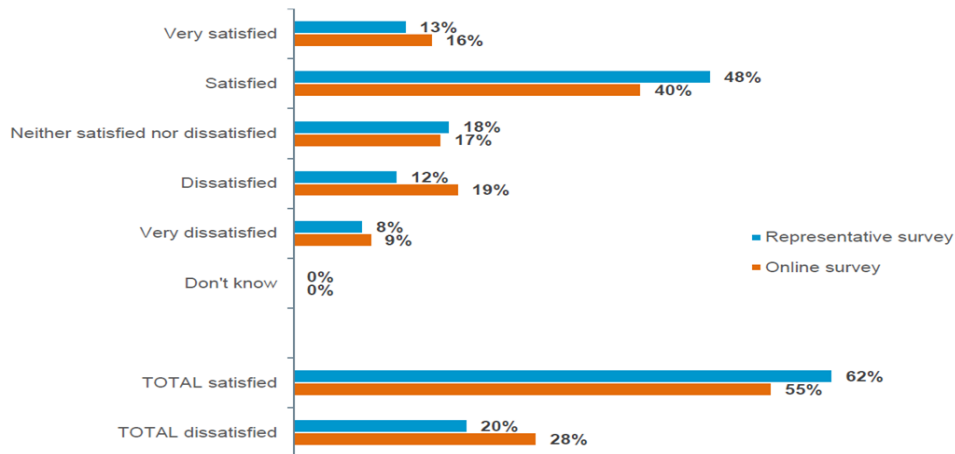
6 CONSULTATION

- 6.1** There are multiple external and internal stakeholders.
- 6.2** The Mayor of London - has significant rights and powers conferred by s353-361 of the Greater London Authority Act. The Council has a duty to give the Mayor of London's

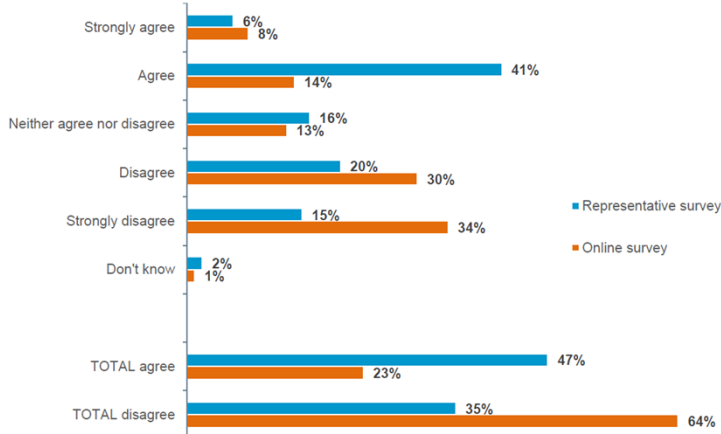
two years' notice of the expiry of any waste management contract (this has been done). The Mayor of London has a right to be consulted on any arrangements proposed to re-procure or otherwise replace a contract, with a view to ensuring that the arrangements made would remain in general conformity with the Mayor of London's Environment Strategy.

- 6.3** Should a decision be made to re-procure the services, the local authority must give the Mayor of London at least 56 days' notice of any intention to place a Prior Information Notice on its buyer profile, or 108 days of any intention to place a Contract Notice
- 6.4** The GLA have been sent a draft of the proposed specification for waste and recycling and there is an ongoing dialogue to enable the Specification to be tested in the market and meet the GLA's requirements to comply with the London Environment Strategy.
- 6.5** The Mayor of London could issue a direction to the local authority in the event that a contract was perceived not to be in general conformity with London Environment Strategy.
- 6.6** **Member consultations** – Two All Members Focus Group have been undertaken which have been designed to enable elected members to share their views and experience to help shape the design of the future service. The two sessions covered each of the main services with the first session focused on waste collection followed by the second session on street cleansing.
- 6.7** **Tenants and Lease Holders Panel**
- 6.8** In April 2023 officers from the services presented an update on the current performance of the waste collection and street cleansing service along with a high-level overview of the findings from the recent resident survey which illustrated that the level of satisfaction of residents with communal collections are more likely to be dissatisfied with the service when compared to those with an individual waste container.
- 6.9** It is important to note that all though communal collections only make up 3% of the collection service it impacts nearly 20% of our residents, as such any new contract provision will need to differentiate between the different property types and be tailored to meet the needs of our residents.
- 6.10** **Residents' engagement** – The council through the SLWP commissioned Enventure Research to hear from residents what works well in the waste and street cleansing services that they currently receive, what needs to be improved and what elements of the service they value and would want to see maintained.
- 6.11** In total 2,654 responses to the survey were received comprising of 406 representative responses from telephone interviews and face to face focus groups along with 2,248 on-line survey responses. The two separate focus group discussions were targeted at specific property types. Group one was representative from house holds with kerbside collections and group 2 was made up of representative from flatted properties
- 6.12** In reviewing the findings for waste collection (see Graph 1 below) up to 62% of residents responded positively in regards to their overall satisfaction with the waste collection service. Those who indicated that they were dissatisfied with the recycling

and waste collection service were then asked why this was. The most common response across both surveys was missed collections and bins not returned back to the original collection point.



6.13 The resident feedback on the street cleansing service highlights that this is an area of importance to our residents and particularly the frequency of cleansing in residential roads with c235-45% of residents were satisfied with the current frequency of the service.



6.14 In order address these concerns without increasing cost we will need to find improvements in the operational service and target our available resources smarter utilising data to drive the operational deployment of the service. In addition a review of our contract monitoring and Council lead inspections will need to be established.

6.15 It is important to note that the needs of our residents in our housing estates and flats are different to those in houses as such the service will continue to work closely with Housing Services in designing a service which meets these needs. To achieve this representatives from this service area will form part of the project team and will attend relevant dialogue meetings with the bidders prior to the final submission of tenders.

6.16 A summary of the survey results can be seen in Appendix 2 Croydon Resident Insight Research Report.

6.17 The findings from the survey will help officer in drafting the service specification.

- 6.18 SLWP Triennial Survey Nov 2022-** In addition to this the SLWP has completed its Triennial resident survey. The SLWP triennial survey is a reflective, closed, invite-only consultation limited to just over 1,000 residents across the SLWP region. The survey is conducted by an independent social research company and has taken place every three years since 2010. This is a regular survey undertaken by the SLWP and the results from this survey will be used to support the delivery of the SLWP work programme and inform the development of the Joint Waste Strategy and the next Communications Strategy for 2023-2026.
- 6.19** The results from these survey's will be used to inform and support the work looking at the future of the waste services specification.
- 6.20 Soft Market Testing**
- 6.21** Soft market testing exercise with key suppliers has been completed, helping to shape the direction of future services and assist in designing our service specification. The soft market testing will also help ensure that the risk positions in the tender is acceptable to the market ensuring sufficient competition.
- 6.22** Engagement with the market has confirmed that there is a strong level of interest in tendering for a combined waste collection and street cleansing service in Croydon.
- 6.23** In regards to the Environment and carbon reduction the market is actively looking at Carbon neutral solution, however it is clear from the feedback that a fully electric fleet including the specialist Heavy Goods Vehicle (HGV) is considerable more expensive and comes with associated risk given that this is new technology not fully tested for the whole life cycle of the HGV .
- 6.24** In reviewing the feedback from the market, it is clear that the current appetite for risk sharing is no longer attractive and as such all suppliers have suggested that given the uncertainty of the changing legislation the contract will need to provide flexibility and accommodate operational changes. As such the market is keen to differentiate between waste collection from the disposal of waste.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1** As a key Mayoral pledge, we are committed to tackling the 'broken window effect' to improve the quality and appearance of the street space environment, to encourage investment and tackle low-level anti-social behaviour.
- 7.2** These services are directly linked to Mayors Business Plan 2022-2026 Make our streets and open spaces cleaner so that Croydon is a place residents and businesses can feel proud to call home.

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** Current services are operating within the current budget provision but are under pressure. Although efficiencies will be sought and explored through the tendering exercise any future service is likely to require budget growth to meet the current service level requirements.
- 8.1.2** The final financial impact beyond 2025 will vary according to the new service specification supporting the delivery model along with the final tender price submitted.
- 8.1.3** Waste Consulting LLP, a specialist waste management and financial resourcing advisor were commissioned through SLWP to undertake financial analysis of the options available for the future commissioning of our waste and recycling services and street cleansing function. (See Confidential Appendix A for a financial assessment of each delivery model)
- 8.1.4** Waste Consulting LLP have provided anticipated gross financial cost estimates for each of the three (3) main delivery options based on the current 'As Is' service for , Contracted Out (third party contractor) , Direct Service Organisation (In House) and Local Authority Trading company (LATC)
- 8.1.5** Based on current modelling all the options under consideration will require a growth bid as part of the 2024/25 budget setting process.
- 8.1.6** A soft market testing exercise with key suppliers has been undertaken helping shape the service design for the future service and contract specification.
- 8.1.7** It is clear that the market will not support the current guaranteed Income from chargeable services such as Garden waste subscription and the sale of recyclate material as such these cost will incurred directly by the Council post any contract award in 2025
- 8.1.8** It is clear from our soft market testing that the market appetite to risk has significantly changed and as such the Council can not expect to mitigate any new budget pressure through any contractual mechanism linked to guaranteed incomes from the sale of recyclable material, chargeable services including both Commercial and domestic services.
- 8.1.9** In addition to the required increase in revenue cost the Council will need to make provision within the Capital programme for the required improvements to the waste transfer station and depot infrastructure

8.1.10 Revenue and Capital consequences of report recommendation

	Current Year	Medium Term Financial Strategy – 3 year forecast		
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26
Revenue Budget Available				
Expenditure	0	500	500	0
Income	0	0	0	0
Effect of decision from report				
Expenditure	0	500	500	0
Income	0	0	0	0
Remaining Budget	0	0	0	0
Capital Budget available				
Expenditure	0	0	0	0
Income	0	0	0	0
Effect of decision from report				
Expenditure	0	0	0	0
Income	0	0	0	0
Remaining Budget	0	0	0	0

8.1.11 There is no direct cost to council in terms of contractual value on the recommendation of this report as this recommendation is approve the procurement strategy set out in this report via a Competitive Dialogue process.

8.1.12 There will be a cost for the procurement process if the recommendation within this report is agreed, which is expected to be £1m over the two years of 2023/24 and 2024/25. This is being funded through a growth bid agreed in the 2023/24 MTFS Budget Setting process as per table above.

8.1.13 As per the note in the recommendations (2.15) it is anticipated that there will be a revised cost in terms of contract value on the procurement of a new Waste Collection

contract which will be both revenue and capital expenditure. Although there is no known cost at this stage it should be noted this will need to be built into budgets from 2025/26 and so should be part of the 2025/26 MTFS Budget Process. This will include a position on capital purchases be that through the contractor or by the council through prudential borrowing.

8.1.14 Comments approved by Darrell Jones Acting Head of Finance Sustainable Communities, Regeneration & Economic Recovery Directorate on behalf of the Director of Finance 24th April 2023.

8.2 LEGAL IMPLICATIONS

8.2.1 Pursuant to clause 1(1) of the Localism Act 2011 a local authority has power to do anything that individuals generally may do. The Council also has power under section 1 of the Local Government (Contracts) Act 1997 to enter into a contract with another person for the provision or making available of assets or services, or both, (whether or not together with goods) for the purposes of, or in connection with, the discharge of a statutory function by the local authority.

8.2.2 Local authorities have legal duties with regards the collection of waste, the disposal of waste and to keep Highways and public lands clear of litter under the Environmental Protection Act 1990. The contract with Veolia currently satisfies those statutory duties.

8.2.3 In accordance with section 358(1A) of the Greater London Authority Act 1999 the Mayor of London needs to be notified no less than 56 days prior to issuing a PIN. Where no PIN is issued 108 days' notice needs to be given to the GLA prior to a contract notice being issued.

8.2.4 In determining options, the Council must ensure that it meets relevant statutory and other applicable obligations as detailed. These obligations include the collection of waste and its disposal under the Environmental Protection Act 1990, meeting carbon reduction targets and commitments made in relation to the Environment Act 2021 and obligations required by the Greater London Authority. Further detail is provided in the report.

8.2.5 Where the Council intends to re-procure the services or any part of the services, it must ensure that it advertises the contract/s in accordance with the Public Contracts Regulations 2015. The recommendations for a procurement using a competitive dialogue approach is permitted by regulation 30 of the Public Contract Regulation 2015.

8.2.6 When considering available options, consideration must be given to TUPE and pensions and any resultant cost implications in the event that TUPE applies and any

subsidiary arrangement that must be replaced or terminated contemporaneously with the Veolia contract.

8.2.7 The Executive Mayor has the power to exercise executive functions pursuant to s9E of the Local Government Act 2000 and to delegate those functions. At present the delegations in the Council's Tenders and Contracts Regulations have been superseded by the Executive Mayor's Scheme of Delegation following the introduction of the Mayoral Model and the specific delegations in the annual procurement plan approved by the Executive Mayor in Cabinet on 16th November 2022 and 23rd March 2023.

8.2.8 The Executive Mayor has not delegated authority to make the decision in question and retains the authority to make the decision.

8.2.9 Approved by the Head of Commercial and Property Law on behalf of the Director of Legal Services and Monitoring Officer

8.3 EQUALITIES IMPLICATIONS

8.3.1 The Council has a statutory duty, when exercising its functions, to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must, in the performance of its functions, therefore, have due regard to:

1. eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.
2. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
3. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.3.2 There are no material equalities implications resulting from the recommendation(s) of this report. Equality implications will be addressed in the delivery of future services and further consultation will be undertaken as future services are designed and a commissioning strategy drafted.

8.3.3 Specific works and services will be developed through any commissioning process.

8.3.4 The council will build on existing best practice and take account of lessons learnt with internal and external stakeholders, including through resident survey work planned when developing any service specification utilising the Added Social Value Toolkit.

8.3.5 As this is an options review, a full equalities impact assessment will be undertaken and approved prior to any new service provision.

8.3.6 Current waste collection and street cleansing policies and procedures have been designed to ensure that all our residents have full access to the services. There are no planned material changes or implications that are as a direct result from any of the recommendations contained within this report, as such no new equalities Impact assessment have been undertaken.

8.3.7 The Contract Management Framework is required to work within the framework of the Equality Strategy 2020- 2024. The deliverables in the Equalities Strategy should be incorporated into the Contract Management Framework and policy documents as detailed below:

“Outline how the proposed contract(s) will comply with the Public Sector Equality Duty outlined in Section 4 of the EQIA; and meet the outcomes of the Council’s equality strategy, particularly:

- i. All Council contracts contribute towards delivering our equality objectives
- ii. Council contractors are inclusive and supportive of vulnerable groups
- iii. Ensure that every strategy, delivery plan, council contract and staff appraisal has an equality objective linked to it.
- iv. That contractors be requested to adopt Croydon’s Equality and George Floyd Race Matters Pledges”.

8.3.8 Following the potential award of contract, new assessment will be undertaken based on the new service delivery model and supporting specification which may have a direct impact on our residents. These will be aimed at those who have protected characteristics specific for disabled and elderly residents.

8.3.9 Comments approved by Denise McCausland Equality Programme Manager 27/04/23

8.4 Procurement Implications - Competitive Dialogue

8.4.1 The competitive dialogue approach takes the proposed new service specification and seeks the bidders to share their views on how this can be improved. For example this approach allows us to seek innovation and new ways of addressing current challenges in services deliver such as the operational approach to Houses of Multiple Occupancy (HMO) and house estates of differing sizes and design.

8.4.2 In addition it allows tenders to be submitted as an ‘initial solution’ It provides the ability to negotiate with bidders during each round of dialogue both on price and the quality of their proposed solution. As such the process encourages the ongoing refinement of the service design and provides bidders with the opportunity to highlight their innovation and areas that they believe they can improve upon prior to a ‘Final tender’ being submitted in line with the final agreed service specification.

8.4.3 Approved by: Matthew Devan on behalf of the Director of Commercial Investment 09/05/2023 - Approved by Strategic Procurement Manager

8.5 HR Implications - TUPE

8.5.1 TUPE implications will need to be considered with any new service delivery model and any subsequent re-procurement, both in regards to any roles which may potentially transfer under TUPE directly from our current contractor into the Council or over to a new replacement service provider.

8.5.2 If the service was to be brought back under the direct management of the Council we would need to consider the additional HR resource requirements directly supporting the front line operational staff.

8.6 RISK Implications

8.6.1 Whilst there are many procurement challenges, timely decision making and good consultation means that the procurement strategy and use of Competitive Dialogue enables the Council to consider all of these challenges and shape the design of the service moving forward.

8.6.2 The table below summarises the main strategic risk identified for the procurement of these services.

RISK	MITIGATION	RATING
All 4 neighbouring borough are currently considering approaching the market for a new waste and street cleansing service in 2023. This may cause the market to be selective or result in resource pressure within their respective bid teams	Risk is reduced through a coordinated and staggered commissioning timetable with our neighbouring boroughs through SLWP along with a standardise core set of documents (SQ, ITT, PA) to minimise this pressure on potential bidders.	AMBER
The private sector is changing and focusing on quality contracts along with reducing their appetite for risk. This significantly reduces the size of the market and level of competition.	Specification will use SMT feedback and market knowledge to ensure that risk is apportioned appropriately. Ensure that the specification and risk profile is in line with the findings from the soft market testing and that the Councils service specification maximises our controllable assets such as the depot at Factory Lane and transfer station.	AMBER
The cost of delivering these services on a like for like basis will increase for the reasons set out in the report.	The Council will continue to review service designs, technology, Commercial Dialogue will enable the Council to highlight the markets proposed financial cost early in the process and gives the flexibility to amend the specification and service requirements within an agreed financial envelope.	RED
Service quality may be affected by mobilisation of new provider	Mobilisation and contingency plans will be assessed during any procurements to ensure robust arrangements. The	AMBER

	current proposed time line build in a 1 year mobilisation period	
Risk of Procurement Challenge resulting in being unable to award new contract. Very High-Cost Impact	Check and challenge at each stage of process from Croydon procurement, legal and finance. Running a standstill period.	AMBER
Potential delay in the service if the timetable does slip	Every effort will be applied to consider potential unforeseen delays within the procurement process, which could impact the required contract start date of March 2023. A procurement activities timetable has been developed, including contingency allowed for potential unforeseen activities that may occur. Ensure project management applied to monitor and escalate any delays. As the Council owns the vehicles a reduced mobilisation period would be manageable.	AMBER
Resource requirement for Competitive Dialogue Process.	Ensure project management applied to identify resources, pressure points and any gaps. Consider bringing in additional temporary resource if required	AMBER

9. APPENDICES

Appendix 1 Service Delivery Options

Appendix 2 Croydon resident Insight Survey

Part B - Confidential Appendix A – Financial assessment

10. BACKGROUND DOCUMENTS

10.1 Previous Cabinet report of 16 November 2022

11. URGENCY

11.1 N/A

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Cabinet

Date: 24th May 2023

Waste and Street Cleansing Service Commissioning Approach for service delivery

APPENDIX X OPTIONS MATRIX ADVANTAGES / DISADVANTAGES

Lead officer:

Nick Hibberd- Corporate Director of Sustainable Communities , regeneration and economic recovery

Steve Iles Director of sustainable communities

Lead member: Cllr Scott Roche Cabinet member for Streets and Environment

Contact officer: Charles Baker Head of Environmental and Neighbourhood operations

The tables below provide a summary of both the advantages and disadvantages for each of the delivery models being considered.

Commissioned service

Advantages	Disadvantages
Operational expertise; Management support structure; Well-developed management systems for service delivery, fleet management, health and safety and contingency planning; Management and resource structure able to flex resources to respond to significant local emergencies;	Contracting out cost includes provision for private sector profit margin and corporate overhead, inflating service costs; Contracts lock in costs and resources resulting in a lack of flexibility to change services in response to changes in Council budget or service priorities; Local management resourcing can be mixed and transient; Lack of transparency in service provision as service failures are not admitted to avoid contract deductions;

<p>Private sector provides robust HR framework for managing operational service delivery;</p> <p>Substantial waste sector buying power for fleet, supplies and support services;</p> <p>Contractor takes responsibility for service delivery;</p> <p>Contractor provides capital and takes risks on fleet and depot provision;</p> <p>Contractor takes responsibility for labour relations, health and safety and waste management compliance; and</p> <p>Costs set by contract mechanisms provide certainty for budget management.</p>	<p>Requires Council to fund contract client team to ensure contract complied with; and</p> <p>Fleet costs written down over contract term may have useful life remaining at contract end.</p>
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Direct Service Organisation

Advantages	Disadvantages
<p>Provides for more flexible resource allocation allowing the service to react to changes in Council priorities.</p> <p>Enables the Council to adjust expenditure and resourcing to respond to budget pressures (particularly relevant where there is future budget uncertainty);</p> <p>DSO is directly accountable for service delivery removing the need for client management function and costs.</p> <p>Workforces returning to Council control are often appreciative of the change and quality service improvements can be delivered providing management systems are implemented appropriately;</p> <p>Local service knowledge developed and retained within the Council ensuring</p>	<p>Local Government pension scheme costs are substantially higher than private sector provision. Council pension costs are typically in excess of 15% compared to Private sector employer contribution schemes frequently at the national minimum rate, which is currently 3%. The cost impact is significant as labour costs represent nearly half of total waste service costs.</p> <p>DSO Management expertise may not exist where services have historically been sub-contracted out.</p> <p>Councils have direct responsibility for service risks arising from service performance, Health and Safety, workforce relations, price volatility in fuel and labour costs;</p>

<p>management are aware of service delivery challenges; and</p> <p>Fleet and equipment specification is best suited to local environment.</p>	<p>HR processes within Local Authorities are often slower than private sector equivalent.</p> <p>Would normally require capital investment to fund the fleet (currently in capital programme) and provide a depot.</p>
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Local Authority Trading Company

Advantages	Disadvantages
<p>The Council can award services to a LATC through a TECKAL Exemption, if the 'control and function' test is met, removing the procurement costs of contracting out.</p> <p>Pension Costs are outside of the Local Government Pension Scheme; however, the Council will want to consider 'reasonable' contributions to the pension scheme as workers will feel 'a part of the Council'. Major discrepancies between Council worker contributions and LATC worker contributions may lead to industrial relation risks.</p> <p>The Council retains control over service delivery and changes in service delivery and priorities can be implemented without constraints of private sector contract negotiations.</p> <p>The LATC can develop a more commercial culture and approach to HR/Financial management compared to a DSO;</p> <p>Retains local knowledge within the LATC; and</p> <p>LATC model has the potential to include future service provisions, such as the grounds maintenance functions, while also providing opportunity to undertake</p>	<p>The Council may not possess management expertise and will have to source new staff to operate and manage the LATC. Additional costs are required for securing appropriately qualified and experienced staff.</p> <p>There are additional support service costs for HR to aid establishment of competitive commercial culture and provide effective operational support.</p> <p>There are additional support service costs for finance to comply with commercial accounting requirements and provide robust oversight on budget control and reporting.</p> <p>LATCs require the establishment of a Company Board and Governance structure to oversee costs and performance. The appointment of a company CEO/Directors and specialist non-executive directors would be a new governance cost.</p> <p>LATCs are 'registered' companies under the Companies Act 2006. The company is responsible for its activities and its finances are separate to the finances of the council, including management of payroll.</p>

analogous work within our community for smaller operations - e.g. cleansing or grounds maintenance to support a housing association.

Will require the Council to fund capital investment for fleet and depot provision and fleet costs would be higher without the benefit of private sector buying power;

Higher set up costs than DSO or contracting out;

The LATC will have to procure and implement effective IT performance management systems that integrate with the Council's call center services;

The Council has more direct accountability for service provision than contracting out; and

Purchasing and procurement within a LATC model is required to be compliant with the Public Contracts Regs (2015).

Waste Services and Street Cleaning Resident Insight Research

Research Report for



CROYDON
www.croydon.gov.uk

April 2023

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1. The Research Programme

1.1 Introduction

The South London Waste Partnership (SLWP) consists of the four south London boroughs of Croydon, Kingston, Merton and Sutton. The boroughs work together to provide more cost-effective and environmentally sustainable waste management, street cleaning and other environmental services to one million residents (400,000 households).

The SLWP holds contracts with Veolia to deliver a wide range of environmental services on behalf of the partner boroughs including:

- Recycling and residual waste collections (domestic and commercial)
- Street cleansing
- Household Waste and Recycling Centre (HWRC) management
- Winter maintenance and gritting
- Gully maintenance
- Haulage and processing of recycling
- Recyclate sales
- Resident communication and engagement services

The contracts with Veolia through which the above services are delivered will end in 2025. The partner boroughs have an opportunity to re-commission these important services and are keen to engage and involve residents in a co-design exercise to ensure the specification for the new services reflect local needs and are fit for the future.

SLWP commissioned Enventure Research to deliver a consultation exercise for each of the four London Boroughs. This report details the findings of the consultation with residents in the London Borough of Croydon.

1.2 Methodology overview

A mixed-methodology approach of both quantitative and qualitative methods was used for this consultation:

- An interviewer-led telephone/face-to-face survey with 406 residents of Croydon aged 18 and above, with quotas set to achieve a sample that was representative of the area in terms of age, gender, geographical area, ethnic group and housing type (which also covers the type of waste and recycling service received)
- A self-completion online survey targeted at residents of Croydon, with paper copies available upon request. The online survey was promoted by the Council on its website, social media and in printed communications. The online survey received 2,248 responses
- Two focus groups with a mix of residents broadly reflecting the local population

1.3 Survey methodology and responses

Questionnaire design

A questionnaire was co-designed by Croydon Council, SLWP and Enventure Research and included questions on the following topics:

- Recycling and waste collection services

- Assisted collection service
- Garden waste collection service
- Bulky waste collection service
- Christmas tree collection service
- Street cleaning
- Resolving problems and keeping residents up to date
- The three Household Reuse and Recycling Centres across the borough

The questionnaire used for the online survey contained the full set of questions, and the representative survey delivered via telephone and face-to-face interview had fewer questions to ensure it was a realistic and manageable length for respondents to answer.

For reference, a copy of both questionnaires can be found in the **Appendices**.

Representative survey (telephone and face-to-face)

A representative telephone survey was conducted with residents of Croydon aged 18 and above by a team of telephone interviewers using a CATI methodology (Computer Aided Telephone Interviewing), whereby respondents' answers to questions are directly input into survey software. In addition, some interviews were undertaken face-to-face at various locations across Croydon to ensure hard to reach residents were included, such as those from ethnic minority backgrounds and younger residents.

Interviews took approximately 15 minutes for an interviewer to complete with a respondent. Interviewer shifts took place at different times, on both weekdays and weekends (including at peak times).

Before launching the survey, the questionnaire was tested with a small number of residents who were asked to take part and provide feedback on their experience. This helped ensure that the questionnaire was easy to understand, would elicit useful responses, was of a suitable length and that the questions were asked in a non-biased manner to collect valid and reliable data.

In total, **406 interviews** were completed, with research taking place from 21 February to 21 March 2023.

Quotas for the survey were set on age, gender, ethnic group, geographical area and waste and each of the four recycling service collection types (standard kerbside collections for houses, communal collections for flats, shared wheelie bins for converted flats and HMOs, and bags for flats above shops), to provide a sample that was broadly representative of Croydon residents.

Online and paper survey (open to all Croydon residents)

To provide all residents with the opportunity to take part in the consultation, an online version of the full questionnaire was made available for residents to complete. The online survey was hosted and managed by Enventure Research with the response window open for a six-week period between 13 January and 25 February 2023. The survey was open to people aged 18 and above who lived in the borough.

The online survey was promoted via a wide range of Croydon Council communications channels, including social media, press release and digital residents' newsletters. Posters were also printed and displayed in communal areas of large blocks of flats to encourage participation amongst residents who use the communal collection service (a group which is typically underrepresented in surveys).

Paper copies of the online survey were made available and were distributed to residents upon request by SLWP. Please note that as some respondents who completed paper questionnaires did not answer all questions, base sizes may vary.

The open access survey had more questions than the telephone survey and received **2,248** responses (2,229 via the online survey and 19 completed paper copies).

Survey responses

In total, **2,654 responses** were received to the survey.

Figure 1 – Survey responses by methodology

Methodology	Number
Representative telephone and face-to-face survey	406
Online survey (including paper copies)	2,248
TOTAL	2,654

Interpretation of the findings

Figures

This report contains tables and charts. In some instances, the responses may not add up to 100%. There are several reasons why this might happen:

- The question may have allowed each respondent to give more than one answer
- Only the most common responses may be shown in the table or chart
- Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%
- A response of less than 0.5% will be shown as 0%

In some cases, response options are not shown in figures if they were not selected by any respondents.

Sampling tolerances

As the representative survey was undertaken by a sample of people who live in the London Borough of Croydon, all results are subject to sampling tolerances. Based on ONS mid-2020 estimates, the population of those aged 18 and above is 284,268, meaning that the 406 representative sample size will provide an accuracy of +/-4.9% at the 95% confidence interval. This means with a result of 50%, we can be 95% sure that if we interviewed all residents then the result would be between 45.1% and 54.9%.

Subgroup analysis

Subgroup analysis has been undertaken to explore the representative survey results by gender, age, ethnicity, disability, geographical area and property/waste collection type of Croydon. This analysis has only been carried out where the sample size is seen to be sufficient. The percentages shown in the subgroup analysis reflect the proportion of the subgroup who answered the question and gave a particular response.

Differences that are statistically significant according to the z-test at the 95% confidence level have been highlighted in this report. The z-test is a commonly used statistical test used to highlight whether differences in results are 'significant'. By this we mean that we can say with

95% confidence that we would see a difference if all residents within a specific subgroup had answered the question.

Other responses

For some questions, respondents were able to select 'other' and provide a free-text response. Where 15 or more 'other' responses have been received, a summary has been provided within the commentary to highlight the most common response themes.

Response scales

Some survey questions allowed respondents to answer questions using Likert scales, such as satisfaction rating scales. As differences between responses within these scales are often subjective, for example, the difference between those who answered 'very satisfied' and 'quite satisfied', these response options have been combined to create total responses and it is these combined figures that have been used in the analysis and commentary.

Terminology

Throughout this report, those who took part in the representative survey are referred to as 'representative respondents', whilst those who completed the online version of the survey are referred to as 'online respondents'.

1.4 Focus group methodology

Two online focus groups with Croydon residents were moderated by Enventure Research: one with residents residing in houses and one with residents residing in flats. Participants were recruited to the groups to be broadly representative of the borough in terms of age, gender, ethnicity and disability.

Focus group participants were recruited from the telephone and online surveys, where respondents were asked if they would like to participate in further research on the same topic as the survey. In total, 14 residents were recruited and ten participants attended the focus groups.

Focus groups lasted for 75 minutes and moderators followed a discussion guide designed by Enventure Research, Croydon Council and the SLWP. The guide followed the same topic areas as the survey to explore them in greater depth and used some of the survey results to facilitate discussion. The discussion guide can be found in the **Appendices**.

2. Research Findings

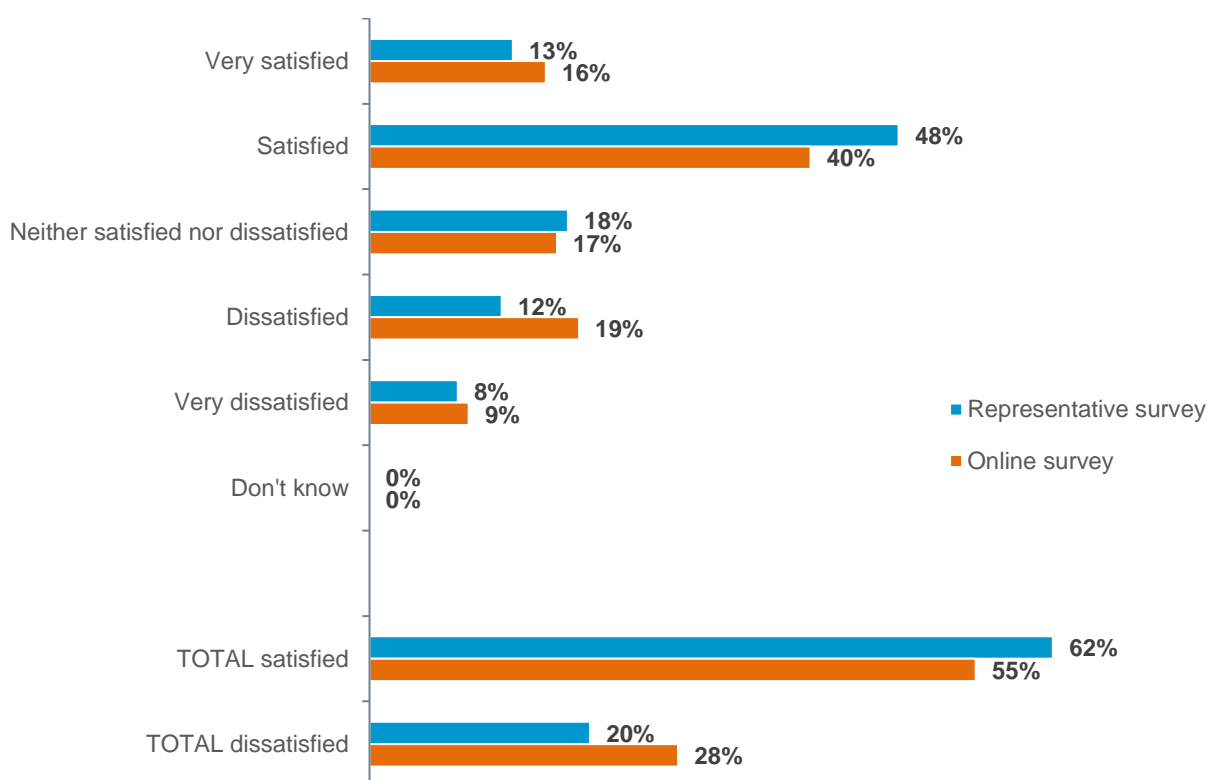
2.1 Recycling and waste collection services

Satisfaction with the recycling and waste collection services

Respondents were first asked how satisfied or dissatisfied they were with the recycling and waste collection service provided by the council. Six in ten representative respondents (62%) and over half of online respondents (55%) said they were satisfied overall. Overall, dissatisfaction was higher amongst online respondents (28%) than representative respondents (20%).

Figure 2 – (Q4) How satisfied or dissatisfied are you with the recycling and waste collection service provided by the council?

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Subgroups more likely to say they were **satisfied** with the recycling and waste collection service provided by the council (62% overall) include:

- Those living in a house (71%) vs those living in a house converted to flats (54%) and purpose built flats (49%)
- Those aged 55+ (73%) vs those aged 35-54 (56%)

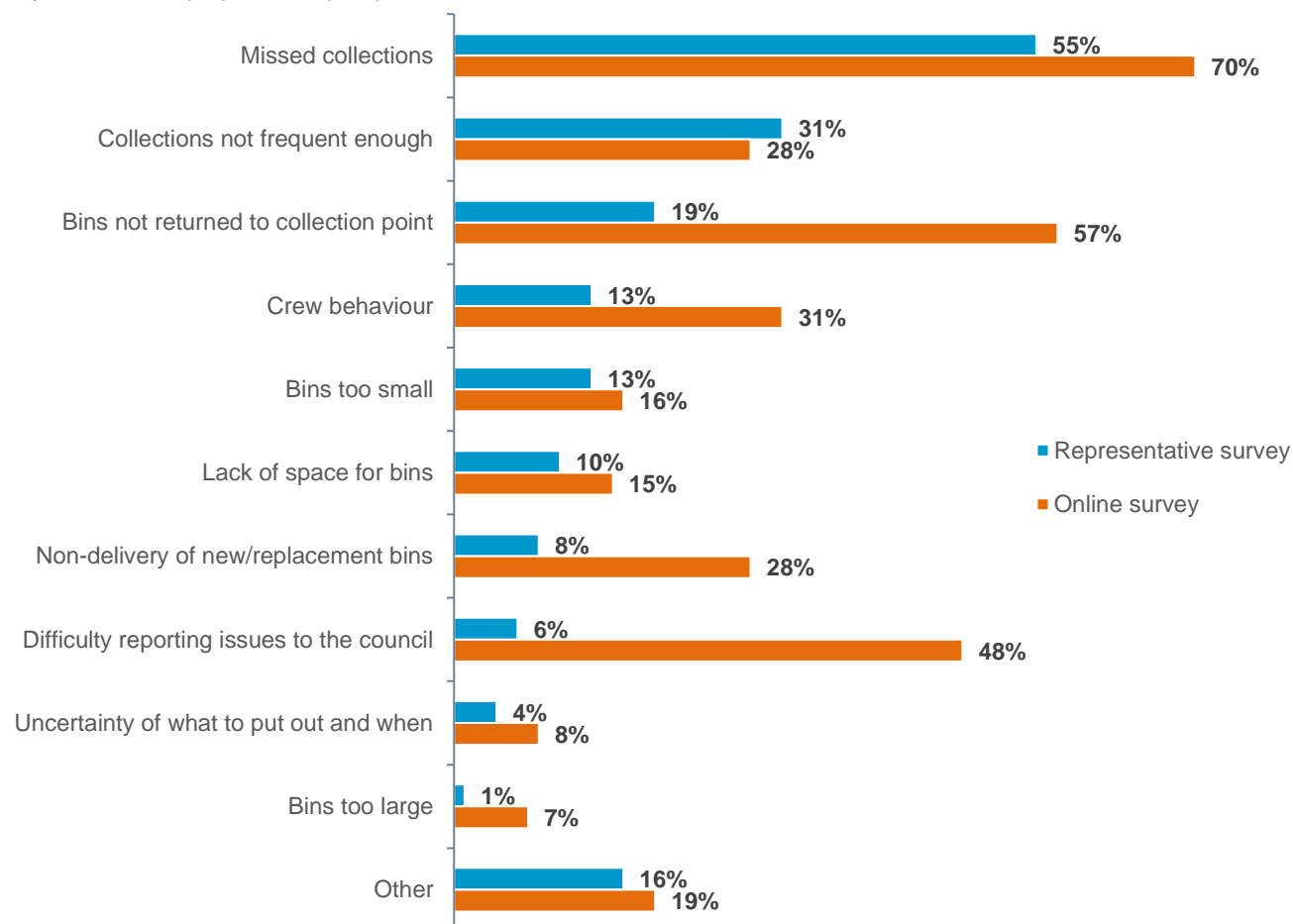
Subgroups more likely to say they were **dissatisfied** with the recycling and waste collection service provided by the council (20% overall) include:

- Those living in purpose built flats (30%) vs those living in a house (15%)
- Those who have a disability (32%) vs those who do not (18%)

Those who indicated that they were dissatisfied with the recycling and waste collection service were then asked why this was. The most common response across both surveys was *missed collections* (55% representative, 70% online). Online respondents were more likely than representative respondents to select *bins not returned to collection point* (57% compared with 19%), *crew behaviour* (31% compared with 13%), *non-delivery of new/replacement bins* (28% compared with 8%) and *difficulty reporting issues to the council* (48% compared with 6%).

Figure 3 – (Q5) Why have you said you are ‘dissatisfied’ or ‘very dissatisfied’ with the recycling and waste collection service?

Base: Those who said they were dissatisfied with the recycling and waste collection service – representative (80); online (620)



Subgroup analysis of the representative survey

There were no statistically significant differences between subgroups.

‘Other’ responses

The following points are the main ‘other’ comments:

- Bins damaged/roughly treated by crew
- Bins not returned correctly/left haphazardly
- Messy collections/litter in street
- Missed/late collections

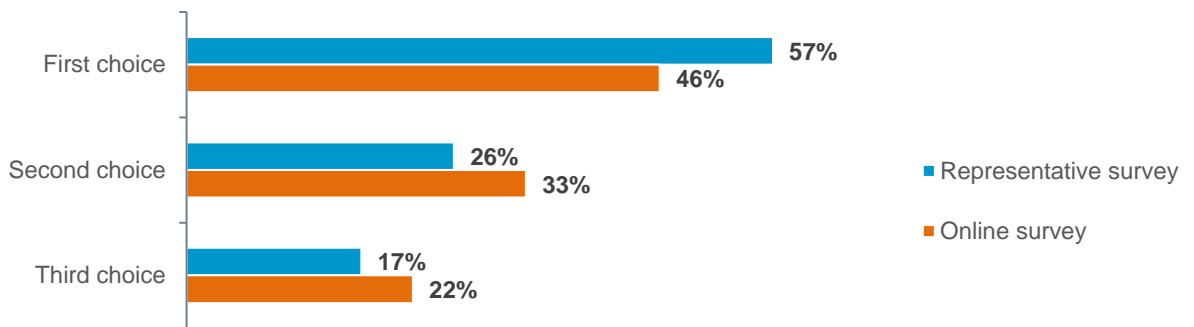
Resident priorities

Respondents were provided with a list of three characteristics and were asked to rank them in terms of what matters most to them regarding their waste and recycling collection service in the future. This list included environmental benefits, convenience or ease of use, and affordability. Representative respondents were most likely to rank *environmental benefits* as their first choice (57%), whilst equal proportions of online respondents selected *environmental benefits* and *convenience or ease of use* as their first choice (both at 46%). *Affordability* was least likely to be ranked as first choice across both surveys (11% representative, 9% online) and instead was most likely to be ranked as third choice (48% representative, 55% online).

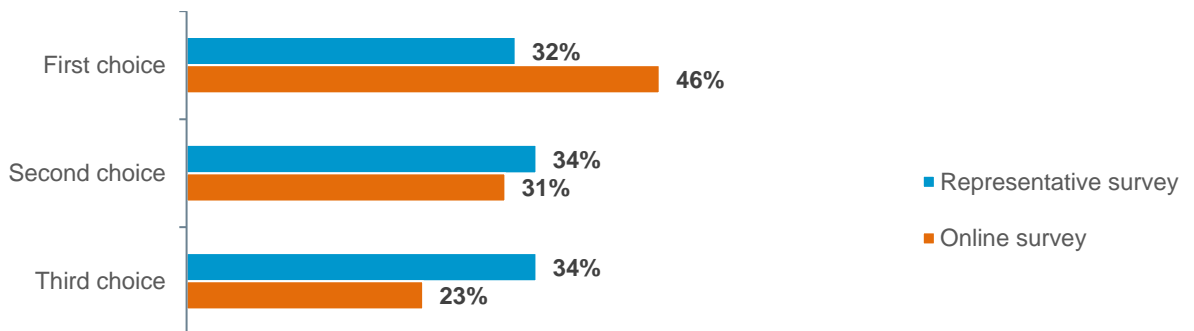
Figure 4 – (Q6) When you think about your recycling and waste collection service in the future, what matters most? (Please rank from 1 to 3, where 1 is the highest priority and 3 is the lowest priority)

Base: All respondents – representative (406); online (2,236)

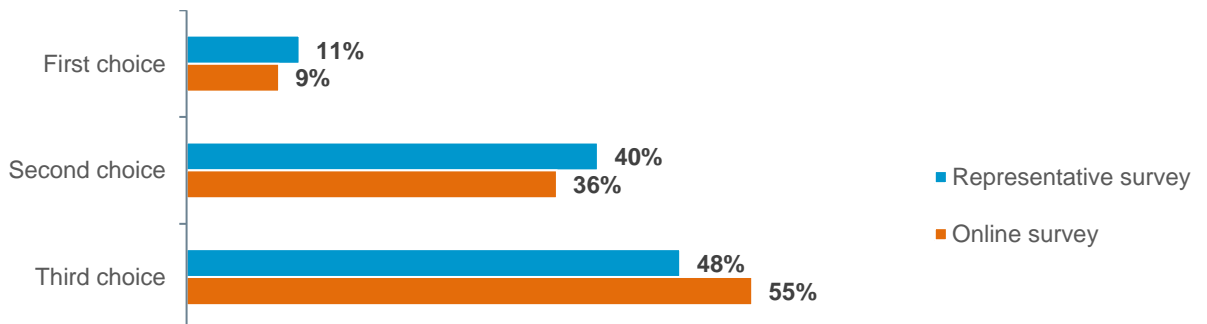
Environmental benefits (carbon reduction, waste minimisation, recycling)



Convenience or ease of use (simplicity of service)



Affordability (to help make sure money is available to fund other council services)



Subgroup analysis of the representative survey

Subgroups more likely to rank **environmental benefits** as their first choice (57% overall) include:

- Croydon Central residents (65%) vs Croydon South residents (51%)
- Female respondents (62%) vs male respondents (49%)

Subgroups more likely to rank **convenience or ease of use** as their first choice (32% overall) include:

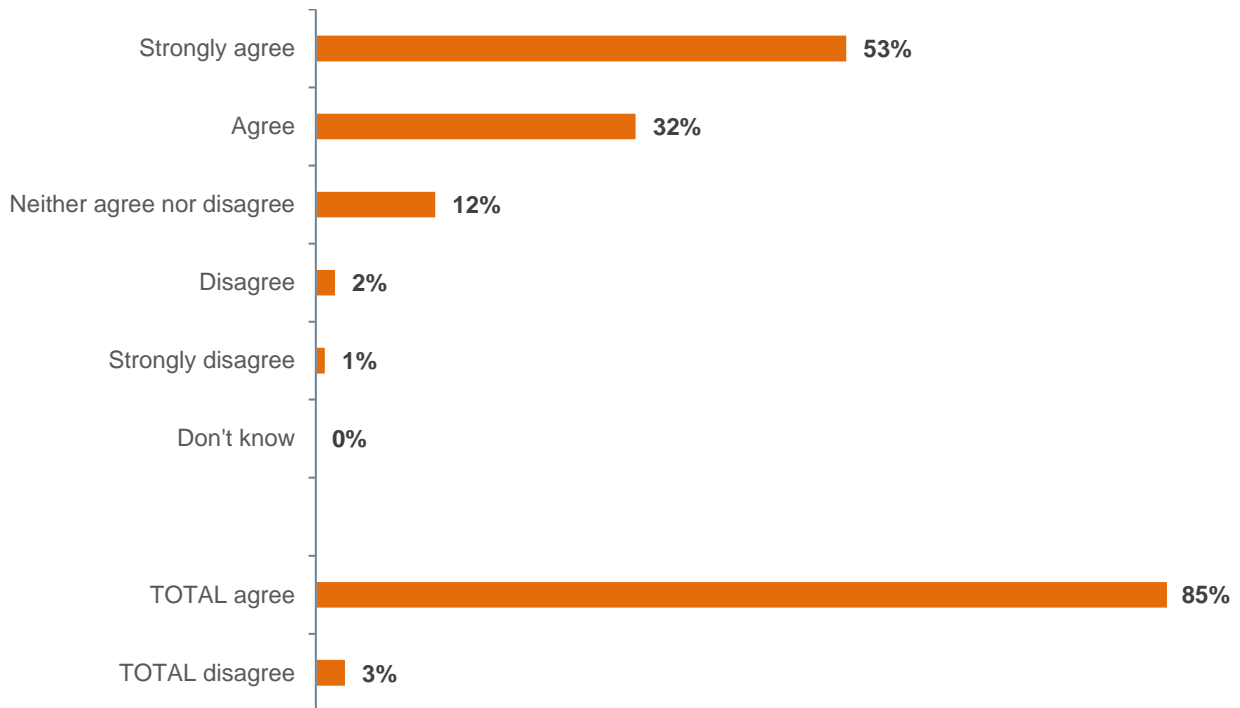
- Those living in a house (38%) vs those living in a house converted to flats (21%)
- Croydon North residents (40%) vs Croydon Central residents (22%)

Encouraging more recycling

Online respondents were asked to what extent they agreed or disagreed that more needs to be done in the future to recycle more and waste less in Croydon. Over eight in ten agreed overall (85%), whilst much smaller proportions said they *neither agreed nor disagreed* (12%) or disagreed overall (3%).

Figure 5 – (Q7) To what extent do you agree or disagree that more needs to be done in the future to recycle more and waste less in the London Borough of Croydon?

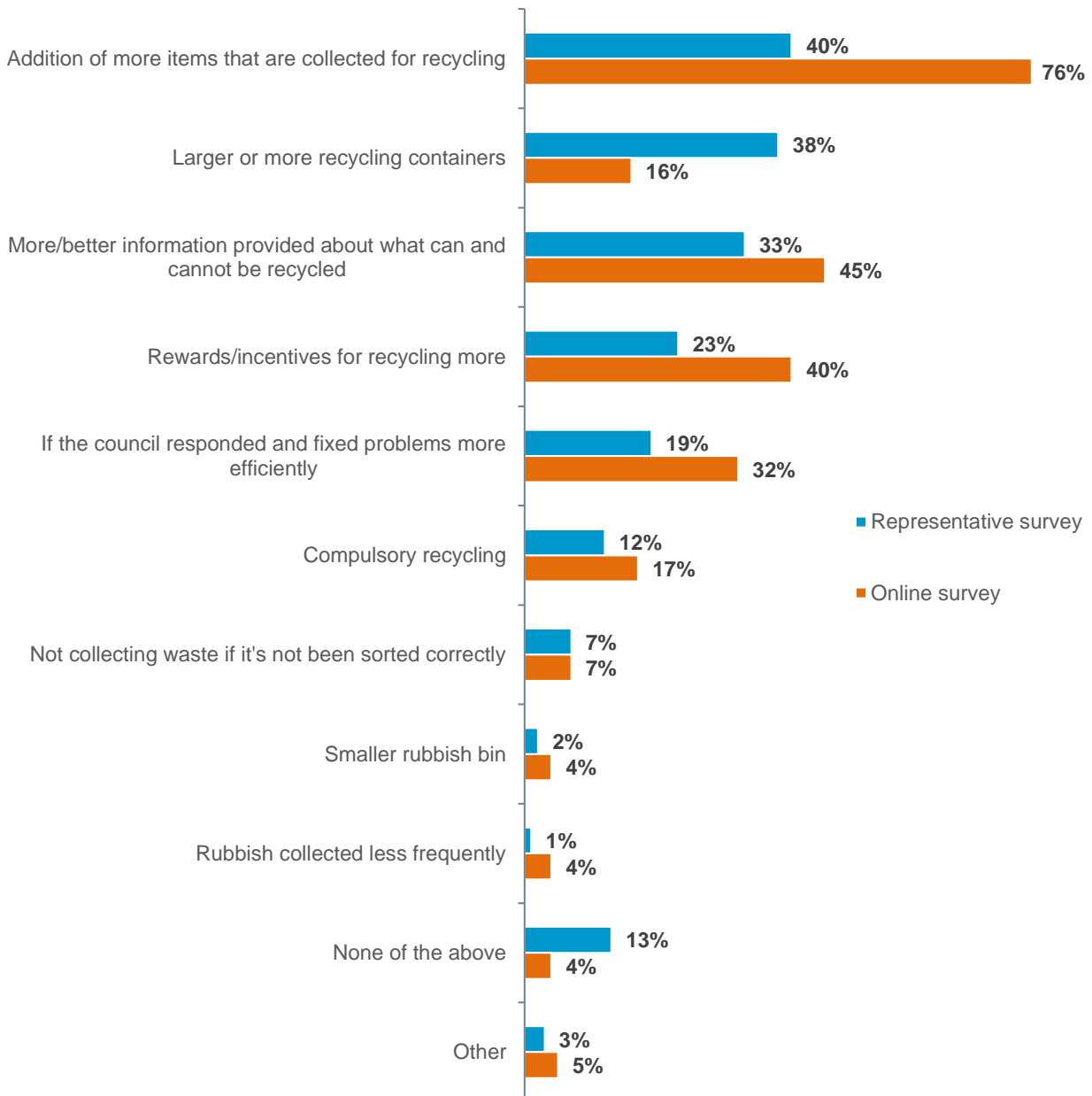
Base: All respondents – online (2,248)



Respondents were asked which changes would encourage them and their household to recycle more in the future from a list. The most common response across both surveys was *addition of more items that are collected for recycling* (40% representative, 76% online). A larger proportion of representative respondents felt that having *larger or more recycling containers* would encourage them to recycle more (38%) than online respondents (16%). Online respondents, on the other hand, were more likely to select *more/better information provided about what can and cannot be recycled* (45%), *rewards/incentives for recycling more* (40%) and *if the council responded and fixed problems more efficiently* (32%) than representative respondents (33%, 23% and 19% respectively).

Figure 6 – (Q8) Which of the following changes would encourage you and those in your household to recycle more in the future?

Base: All respondents – representative (406); online (2,244)



Subgroup analysis of the representative survey

Those living in a house were more likely to select **addition of more items that are collected for recycling** (46%) when compared with those living in purpose built flats (32%).

Those living in **purpose built flats** were more likely to select the following:

- Larger or more recycling containers (49%) vs those living in a house (33%) and those living in a house converted to flats (33%)
- If the council responded and fixed problems more efficiently (24%) vs those living in a house converted to flats (11%)

Subgroups more likely to select **none of the above** (13% overall) include:

- Croydon South residents (20%) vs Croydon North residents (10%)
- Those aged 55+ (20%) vs those aged 18-34 (5%)

'Other' responses

The following points are the main 'other' comments:

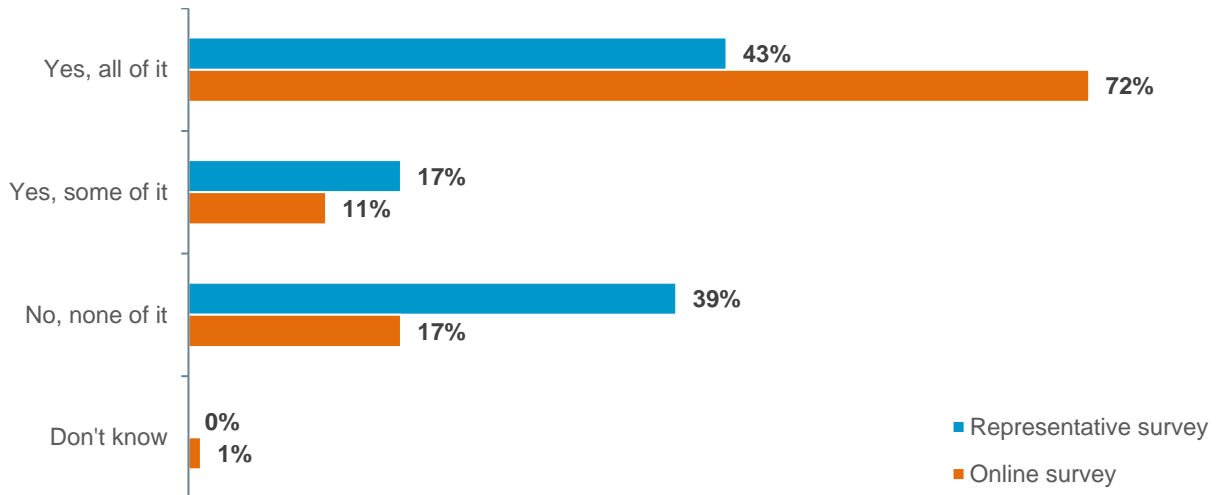
- Mixed recycling/one bin for all recycling
- More frequent collections
- No missed collections/collect on time

Food waste recycling

Online respondents were more likely to say they recycle *all* of their food waste (72%) than representative respondents (43%). Conversely, representative respondents were more likely to say they recycle *some* of their food waste (17%) or *none of it* (39%) than online respondents (11% and 17% respectively).

Figure 7 – (Q9) Do you currently recycle your food waste?

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Subgroups more likely to say they **recycle all of their food waste** (43% overall) include:

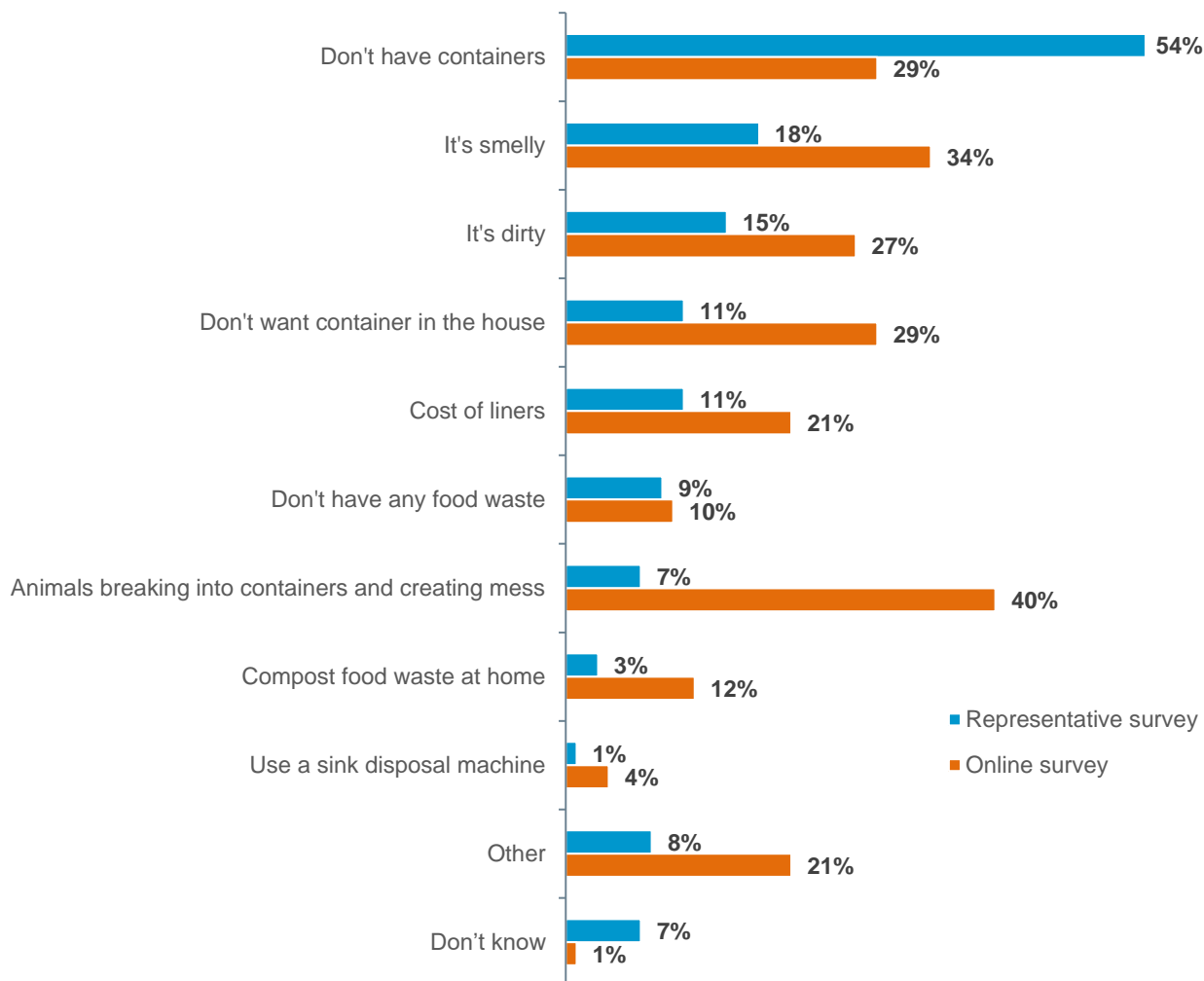
- Those living in a house (58%) vs those living in a house converted to flats (32%) and purpose built flats (25%)
- Croydon South residents (52%) vs Croydon Central residents (36%)
- Those aged 55+ (57%) vs those aged 18-54 (38%)

Those living in a house converted to flats and purpose built flats were more likely to say they **recycle none of their food waste** (47% and 62% respectively) when compared with those living in a house (23%).

Those who indicated that they do not recycle any of their food waste were asked why this was. Over half of representative respondents said this was because they *don't have containers* (54%), whilst the most common response amongst online respondents was that *animals break into containers and create mess* (40%). Other common responses include the perception that food waste recycling is *smelly* (18% representative, 34% online), *dirty* (15% representative, 27% online) or that respondents *don't want containers in the house* (11% representative, 29% online).

Figure 8 – (Q10) What stops you from recycling your food waste?

Base: Those who do not recycle any of their food waste – representative (158); online (373)



Subgroup analysis of the representative survey

Subgroups more likely to say they **don't have containers** (54% overall) include:

- Those living in purpose built flats (63%) vs those living in a house (40%)
- Those from ethnic minority backgrounds (65%) vs those of White ethnicity (46%)

'Other' responses

The following points are the main 'other' comments:

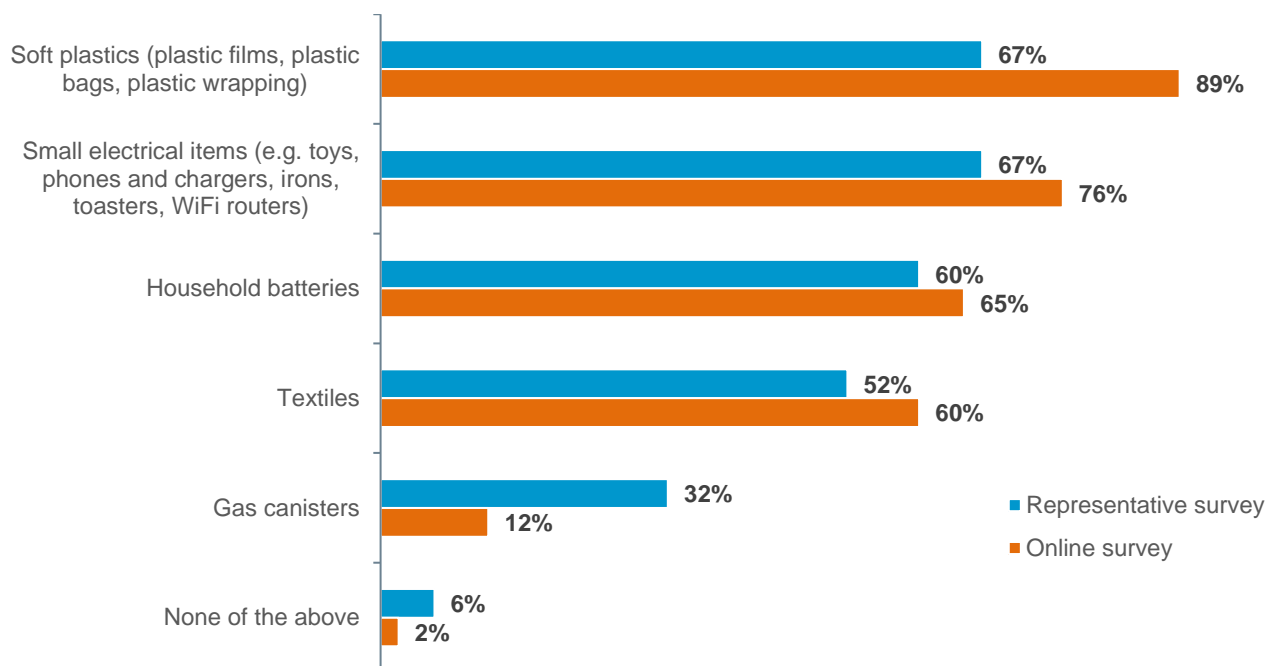
- Attracts foxes/vermin/insects
- Not emptied/missed collections
- No facilities available/service not offered

Recycling in the future

Respondents were provided with a list of items and asked to identify any that they would like to be able to recycle from home in the future. Across both surveys, the most common responses were *soft plastics* (67% representative, 89% online) and *small electrical items* (67% representative, 76% online). A similar proportion of respondents across both surveys said they would like to recycle *household batteries* from home (60% representative, 65% online). Half of representative respondents (52%) and 60% of online respondents said they would like to recycle *textiles* from home. A third of representative respondents said they would like to be able to recycle *gas canisters* from home (32%), whilst only 12% of online respondents said the same.

Figure 9 – (Q11) Which of these items would you like to be able to recycle from home in the future?

Base: All respondents – representative (406); online (2,246)



Subgroup analysis of the representative survey

Those living in a house converted to flats were more likely to select **soft plastics** (79%) when compared with those living in a house (63%).

Those aged 35-54 were more likely to select **small electrical items** (73%) when compared with those aged 18-34 (59%).

Subgroups more likely to select **household batteries** (60% overall) include:

- Those living in purpose built flats (69%) vs those living in a house (56%)
- Those aged 35-54 (70%) vs those aged 18-34 (49%) and 55+ (58%)

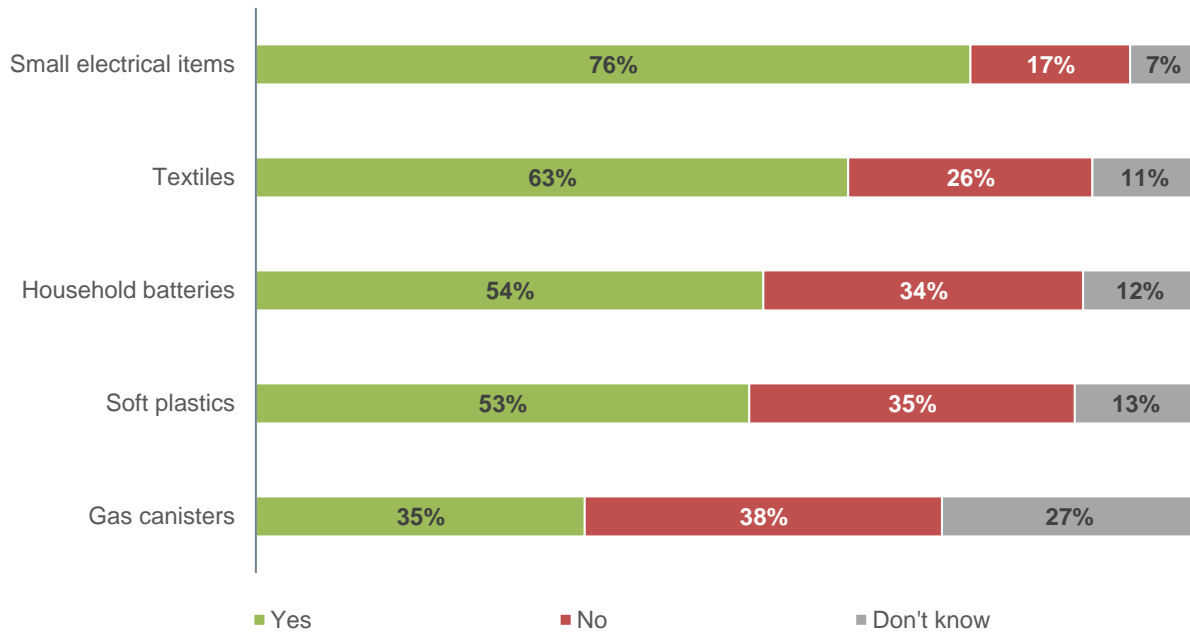
Subgroups more likely to select **gas canisters** (32% overall) include:

- Those living in a house converted to flats (47%) vs those living in a house (27%)
- Croydon Central residents (34%) vs Croydon North residents (20%)
- Those aged 35-54 (41%) vs those aged 18-34 (28%) and 55+ (24%)

Online respondents were then asked whether they would use a free bookable collection service for these items if it was not possible to include them in their standard collection service. Three quarters of online respondents said they would use a free bookable collection service for *small electrical items* (76%), followed by almost two thirds who said they would use it for *textiles* (63%). Over half of online respondents said they would also use it for *household batteries* (54%) and *soft plastics* (53%). Opinion was relatively split regarding *gas canisters*, as similar proportions of online respondents said they would (35%) or would not use the service (38%).

Figure 10 – (Q12) If it is not possible to include these items in your standard recycling collection service, would you use a free bookable collection service (via an online form) for these items?

Base: All respondents – online (2,239)

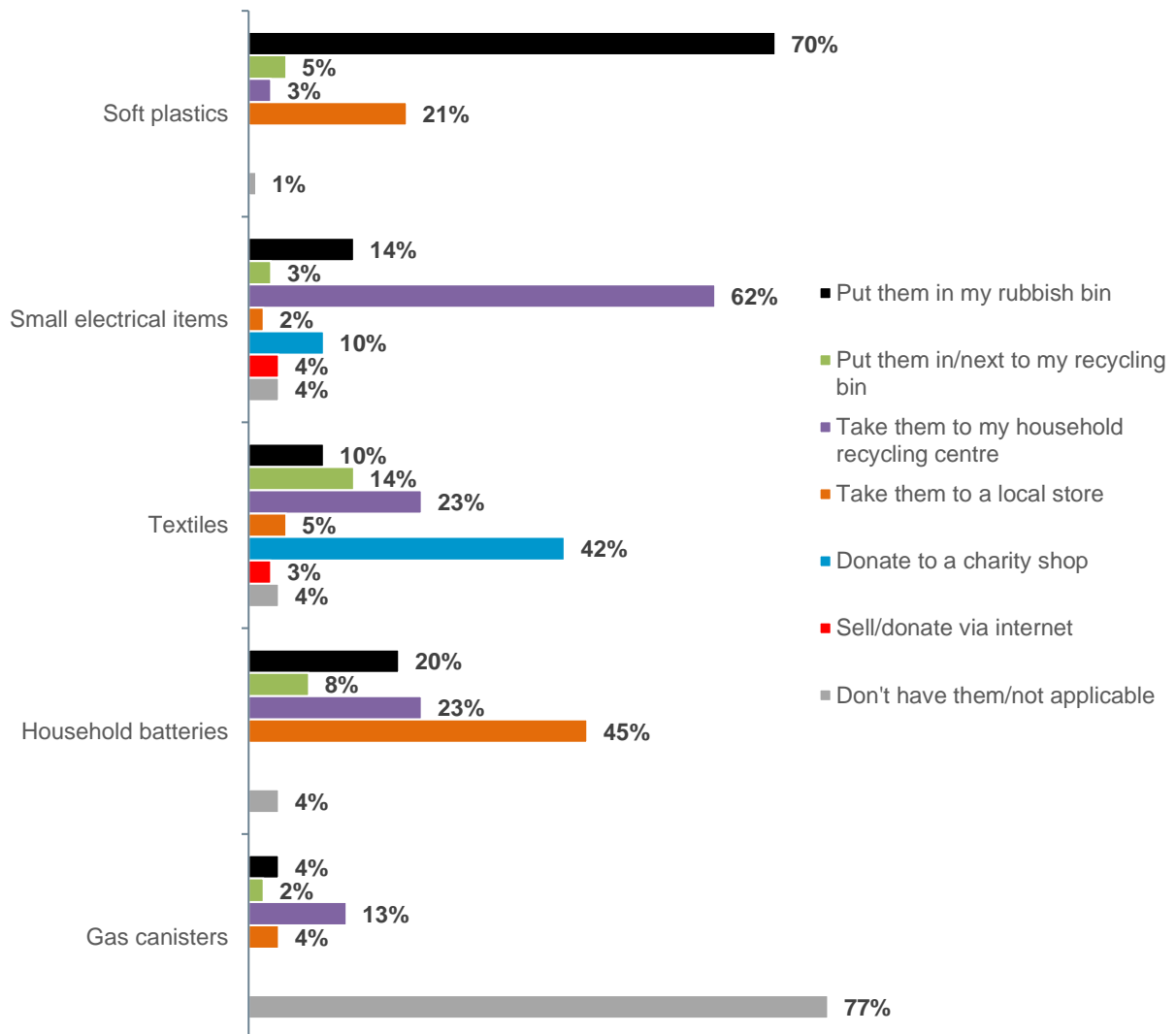


Disposing of items

Online respondents were asked what they did with a range of items, such as soft plastics, small electrical items, textiles, household batteries, and gas canisters. Online respondents were most likely to say that they put *soft plastics* in their rubbish bin (70%), take *small electrical items* to their household recycling centre (62%), donate *textiles* to a charity shop (42%), take *household batteries* to a local store (45%), and that they do not have any *gas canisters* to dispose of (77%).

Figure 11 – (Q13) What do you currently do with the following items?

Base: All respondents – online (2,245)

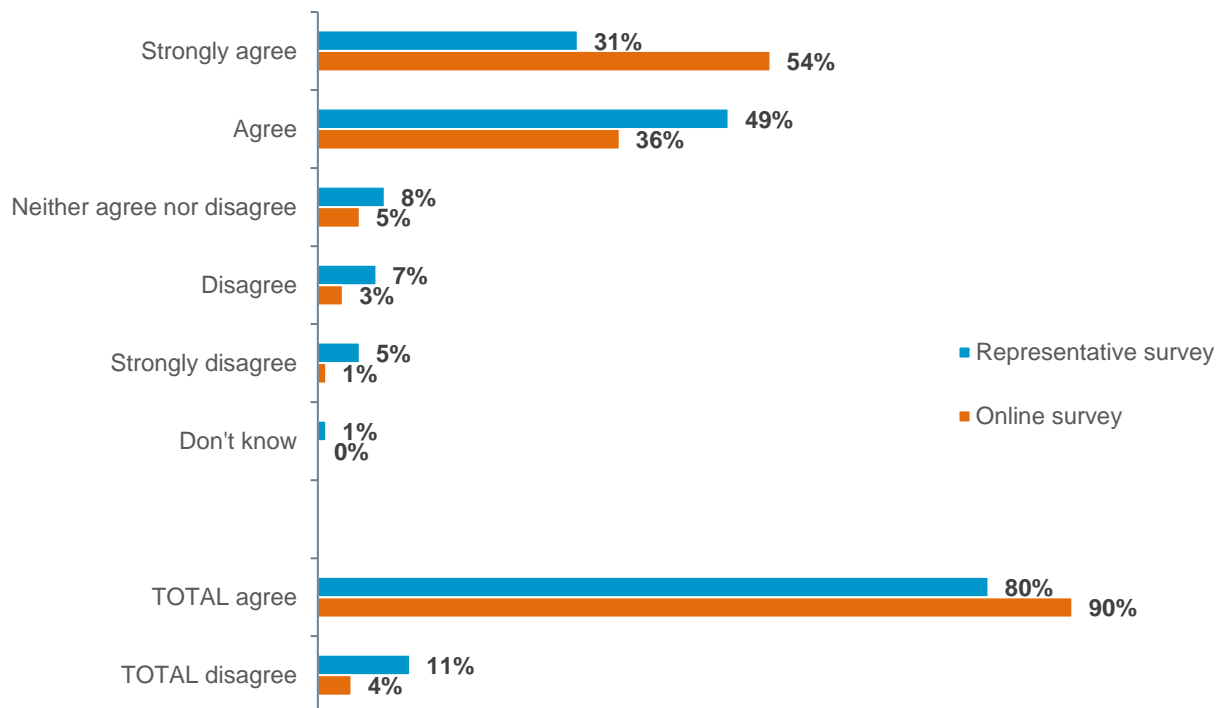


Perceptions of the council’s recycling and waste services

Respondents were asked to what extent they agreed or disagreed with a series of statements about their waste and recycling collection services. Of all the statements asked about, respondents across both surveys were most likely to agree overall that they recycle everything they can using the council’s collection service (80% representative, 90% online). By contrast, only very small proportions disagreed with this statement overall (11% representative, 4% online).

Figure 12 – (Q14a) To what extent do you agree or disagree with the following statements? I recycle everything I can using my council’s collection service

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Subgroups more likely to **agree** that they recycle everything they can using the council’s collection service (80% overall) include:

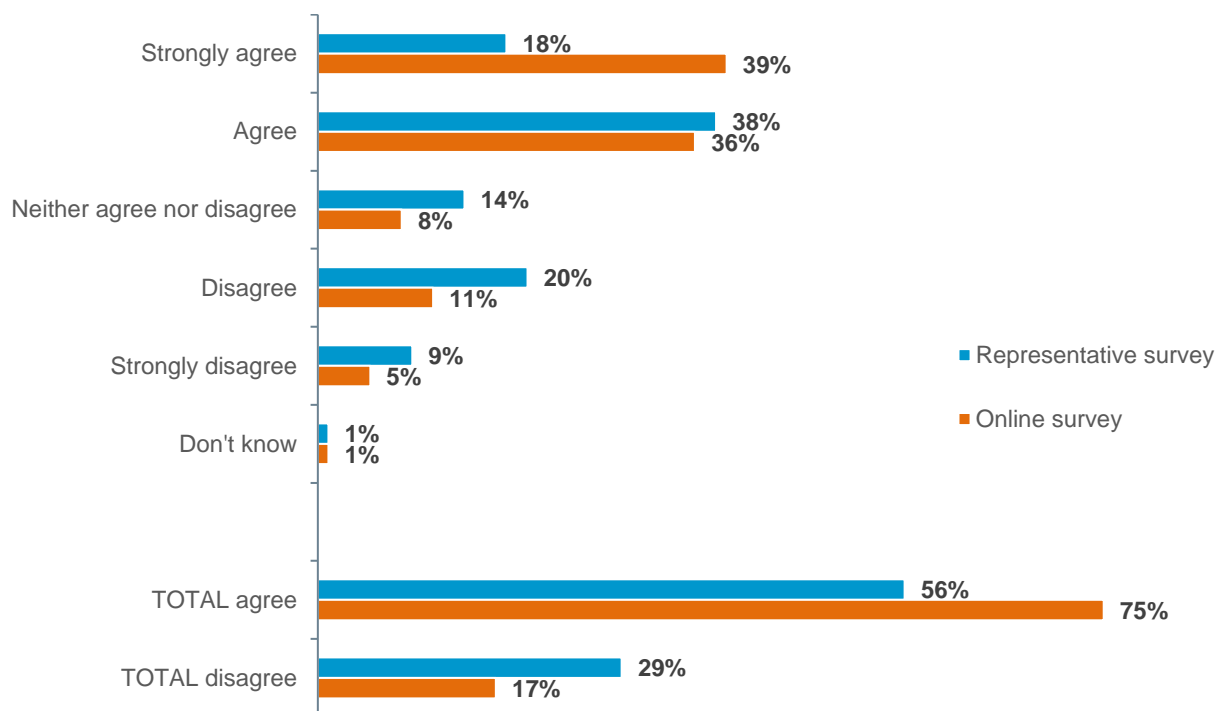
- Those living in a house (94%) vs those living in a house converted to flats (67%) and purpose built flats (64%)
- Croydon North residents (87%) vs Croydon Central residents (75%)
- Those aged 55+ (88%) vs those aged 18-54 (76%)

Those living in a house converted to flats and purpose built flats were more likely to **disagree** that they recycle everything they can using the council’s collection service (15% and 24% respectively) when compared with those living in a house (2%).

The majority of respondents across both surveys agreed overall that they have enough space in their recycling bins and boxes to recycle all the items they want to (56% representative, 75% online). Representative respondents were more likely to disagree with this statement overall (29%) than online respondents (17%).

Figure 13 – (Q14b) To what extent do you agree or disagree with the following statements? I have enough space in my recycling bins/boxes to recycle all items I want to

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Subgroups more likely to **agree** that they have enough space in their recycling bins/boxes to recycle all the items they want to (56% overall) include:

- Those living in a house (72%) vs those living in a house converted to flats (43%) and purpose built flats (37%)
- Croydon South (66%) and Croydon North residents (66%) vs Croydon Central residents (49%)
- Those aged 55+ (73%) vs those aged 18-54 (50%)

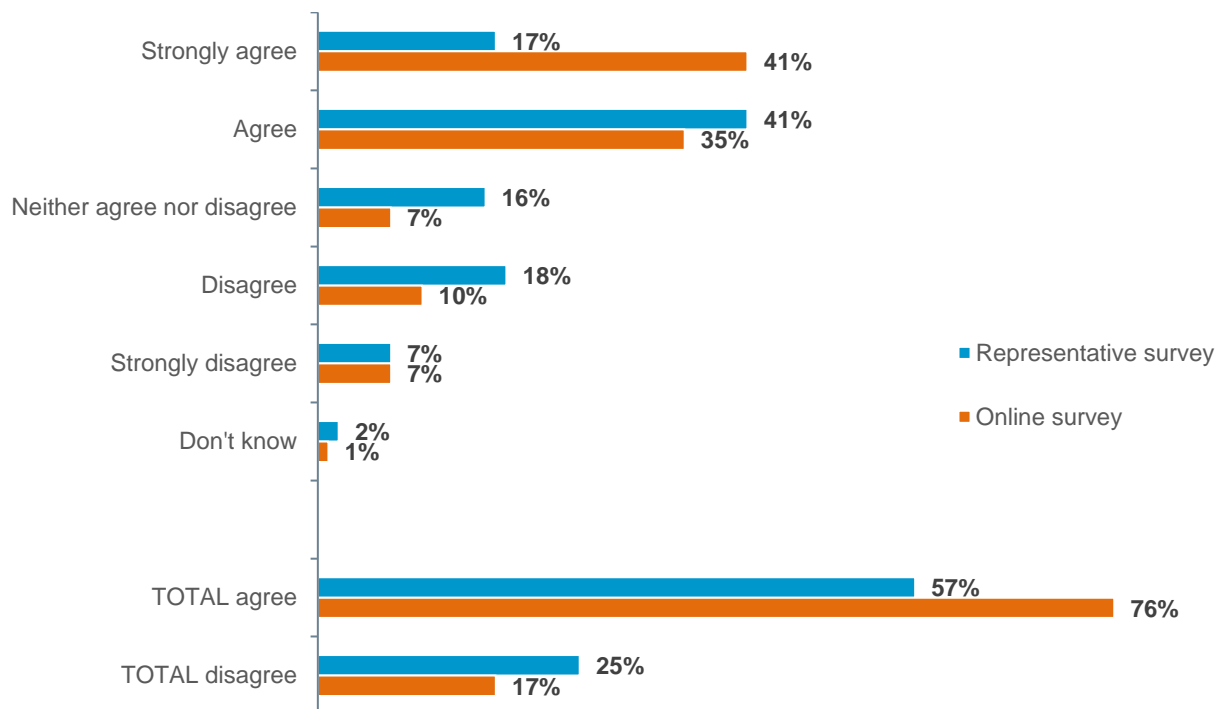
Subgroups more likely to **disagree** that they have enough space in their recycling bins/boxes to recycle all the items they want to (29% overall) include:

- Those living in a house converted to flats (35%) and purpose built flats (44%) vs those living in a house (17%)
- Female respondents (33%) vs male respondents (21%)
- Those aged 18-54 (33%) vs those aged 55+ (15%)
- Those who have a disability (46%) vs those who do not (26%)

Almost six in ten representative respondents (57%) and three quarters of online respondents (76%) agreed overall that the rubbish bin provided by the council is large enough for the non-recyclable waste their household produces. Representative respondents were more likely to disagree with this overall (25%) than online respondents (17%).

Figure 14 – (Q14c) To what extent do you agree or disagree with the following statements? The rubbish bin provided by the council is large enough for the non-recyclable waste my household produces

Base: All respondents – representative (406); online (2,247)



Subgroup analysis of the representative survey

Subgroups more likely to **agree** that the rubbish bin provided by the council is large enough for the non-recyclable waste their household produces (57% overall) include:

- Those living in a house (70%) vs those living in a house converted to flats (48%) and purpose built flats (40%)
- Those aged 55+ (69%) vs those aged 18-54 (52%)

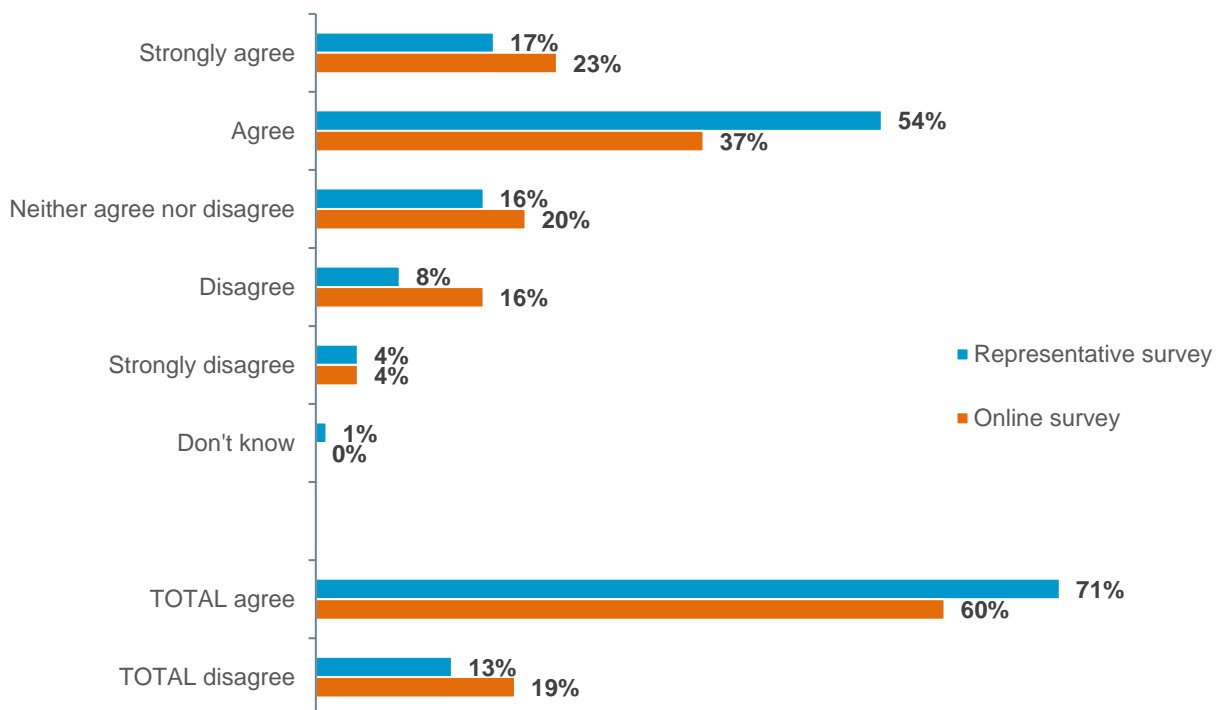
Subgroups more likely to **disagree** that the rubbish bin provided by the council is large enough for the non-recyclable waste their household produces (25% overall) include:

- Those living in purpose built flats (34%) vs those living in a house (18%)
- Those aged 18-54 (29%) vs those aged 55+ (13%)
- Those from ethnic minority backgrounds (31%) vs those of White ethnicity (20%)

Seven in ten representative respondents (71%) and six in ten online respondents (60%) agreed overall that they feel they have enough information to recycle correctly. A further 13% of representative respondents and 19% of online respondents disagreed overall.

Figure 15 – (Q14d) To what extent do you agree or disagree with the following statements? I feel I have enough information to recycle correctly

Base: All respondents – representative (406); online (2,247)



Subgroup analysis of the representative survey

Subgroups more likely to **agree** that they feel they have enough information to recycle correctly (71% overall) include:

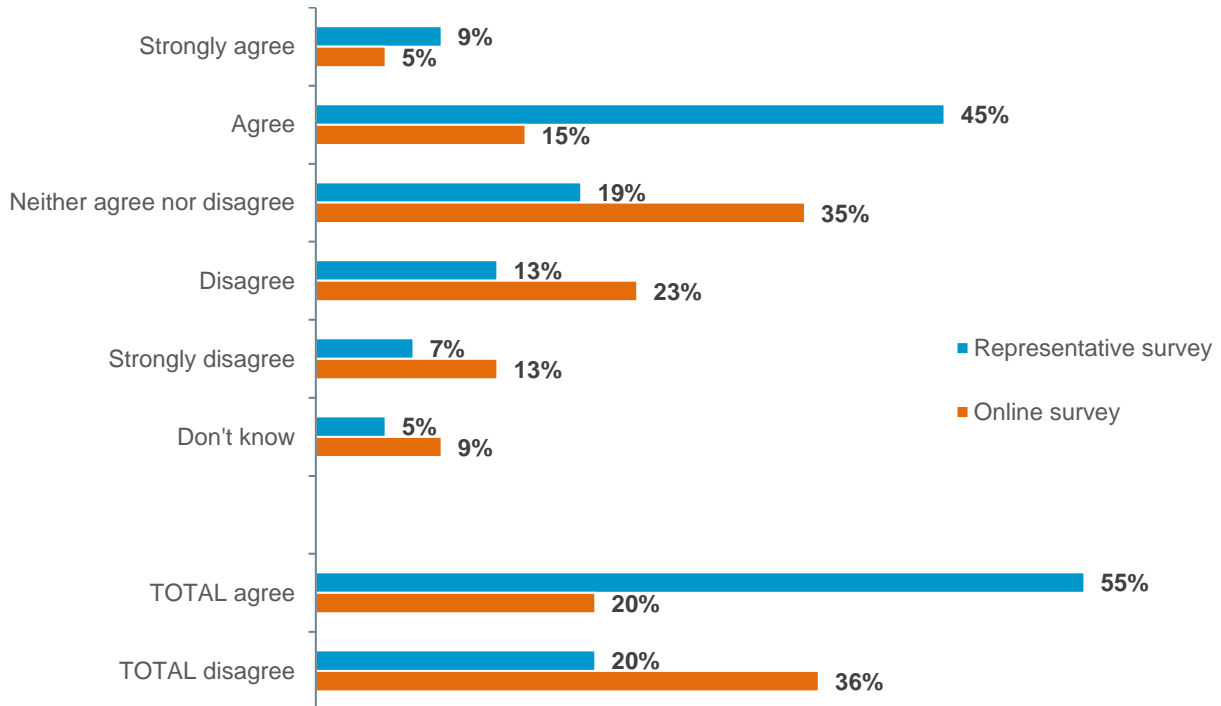
- Those living in a house (82%) vs those living in a house converted to flats (58%) and purpose built flats (58%)
- Croydon South residents (82%) vs Croydon Central residents (66%)

Those living in purpose built flats were more likely to **disagree** that they feel they have enough information to recycle correctly (21%) when compared with those living in a house (8%).

When asked to what extent they agreed or disagreed that they are confident that what they put in their recycling containers actually gets recycled, representative respondents were more likely to agree overall (55%) than disagree overall (20%). However, online respondents were more likely to disagree overall (36%) than agree overall (20%).

Figure 16 – (Q14e) To what extent do you agree or disagree with the following statements? I’m confident that what I put in my recycling containers actually gets recycled

Base: All respondents – representative (406); online (2,248)



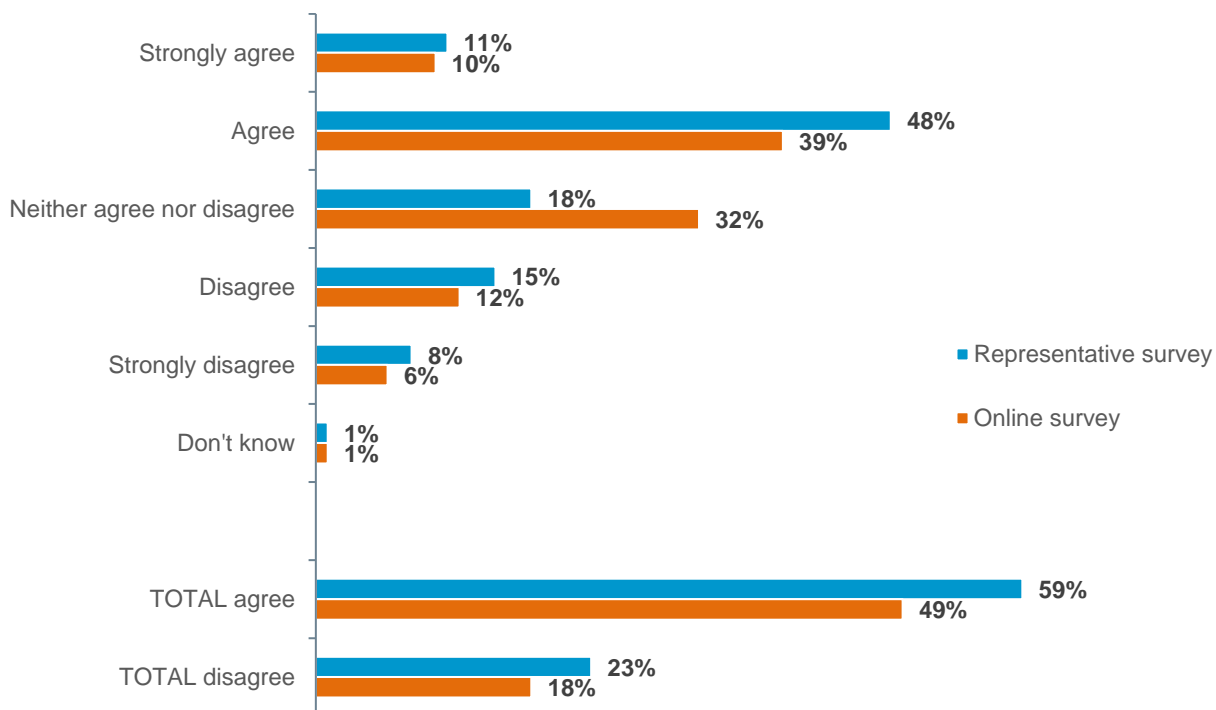
Subgroup analysis of the representative survey

There were no statistically significant differences between subgroups.

Six in ten representative respondents (59%) and half of online respondents (49%) agreed overall that the council encourages them to recycle. A further 23% of representative respondents and 18% of online respondents disagreed overall.

**Figure 17 – (Q14f) To what extent do you agree or disagree with the following statements?
The council encourages me to recycle**

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Subgroups more likely to **agree** that the council encourages them to recycle (59% overall) include:

- Those living in a house (74%) vs those living in a house converted to flats (43%) and purpose built flats (39%)
- Those aged 55+ (70%) vs those aged 18-54 (54%)

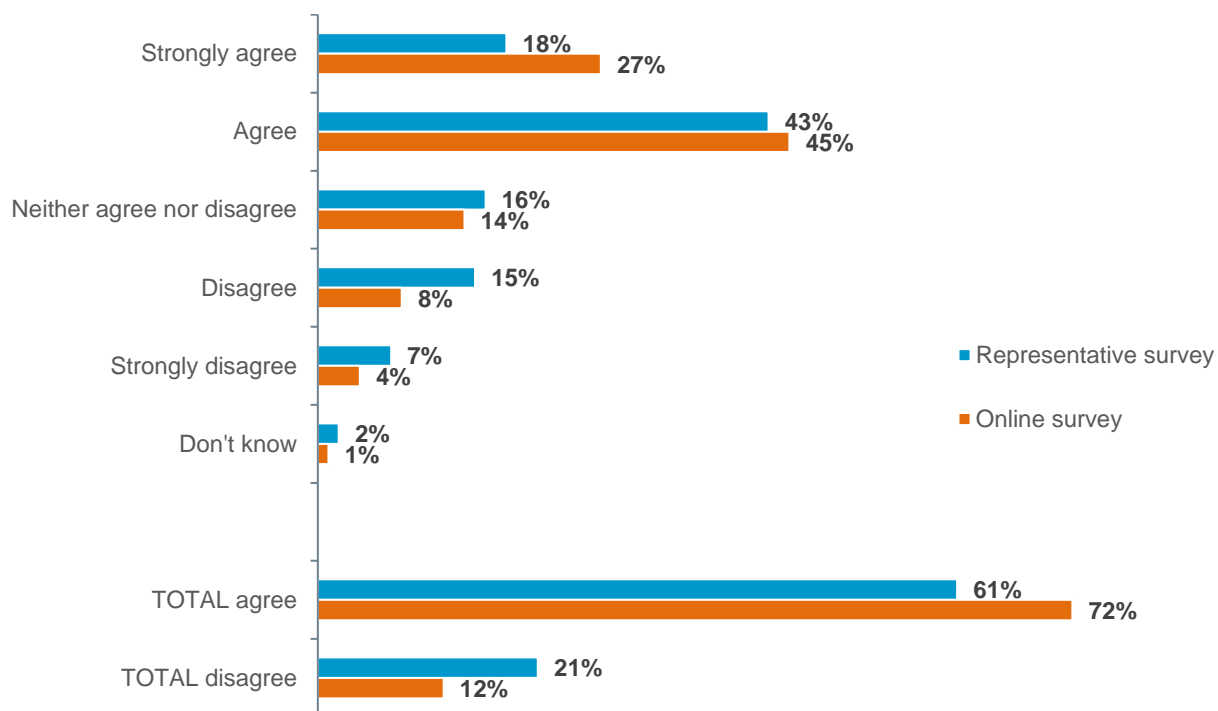
Subgroups more likely to **disagree** that the council encourages them to recycle (23% overall) include:

- Those living in purpose built flats (41%) vs those living in a house converted to flats (23%) and a house (13%)
- Those who have a disability (36%) vs those who do not (20%)

Six in ten representative respondents (61%) and seven in ten online respondents (72%) agreed overall that they regularly recycle or reuse items not collected by the council in other schemes. Representative respondents were more likely to disagree overall (21%) than online respondents (12%).

Figure 18 – (Q14g) To what extent do you agree or disagree with the following statements? I regularly recycle/reuse items not collected by the council in other schemes

Base: All respondents – representative (406); online (2,247)



Subgroup analysis of the representative survey

Subgroups more likely to **agree** that they regularly recycle/reuse items not collected by the council in other schemes (61% overall) include:

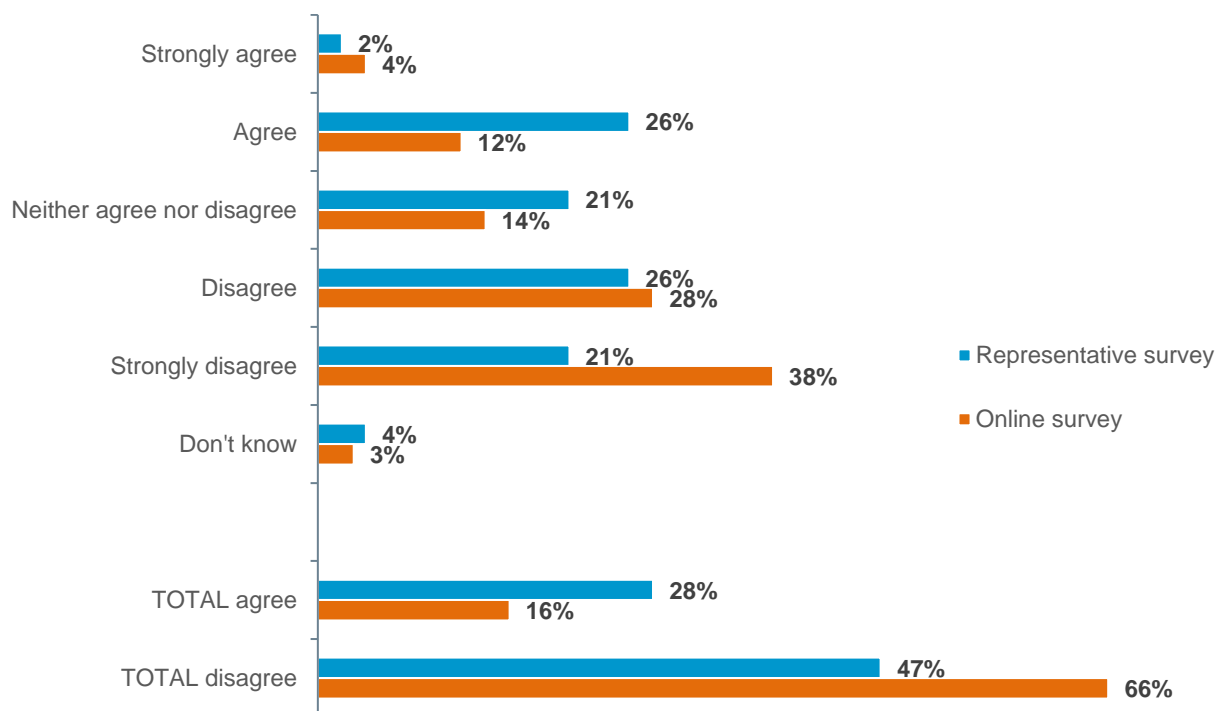
- Those living in a house (69%) vs those living in a house converted to flats (54%) and purpose built flats (50%)
- Croydon South residents (82%) vs Croydon Central (54%) and Croydon North residents (57%)
- Those aged 55+ (72%) vs those aged 18-54 (55%)

Croydon Central and Croydon North residents were more likely to **disagree** that they regularly recycle/reuse items not collected by the council in other schemes (26% and 30% respectively) when compared with Croydon South residents (13%).

Almost half of representative respondents (47%) and two-thirds of online respondents (66%) disagreed overall that it is reasonable for the council to charge a fee for replacement recycling and rubbish containers in order to encourage responsible use and reduce the cost of running the service. Three in ten representative respondents agreed overall that this is reasonable (28%), whereas only 16% of online respondents felt the same.

Figure 19 – (Q14h) To what extent do you agree or disagree with the following statements? It is reasonable for my council to charge a fee for replacement recycling and rubbish containers in order to encourage responsible use and reduce the cost of running the service

Base: All respondents – representative (406); online (2,246)



Subgroup analysis of the representative survey

Subgroups more likely to **disagree** that it is reasonable for the council to charge a fee for replacement containers (47% overall) include:

- Those living in a house (56%) vs those living in a house converted to flats (32%) and purpose built flats (41%)
- Croydon South residents (59%) vs Croydon Central residents (44%)
- Those aged 55+ (54%) vs those aged 18-34 (38%)

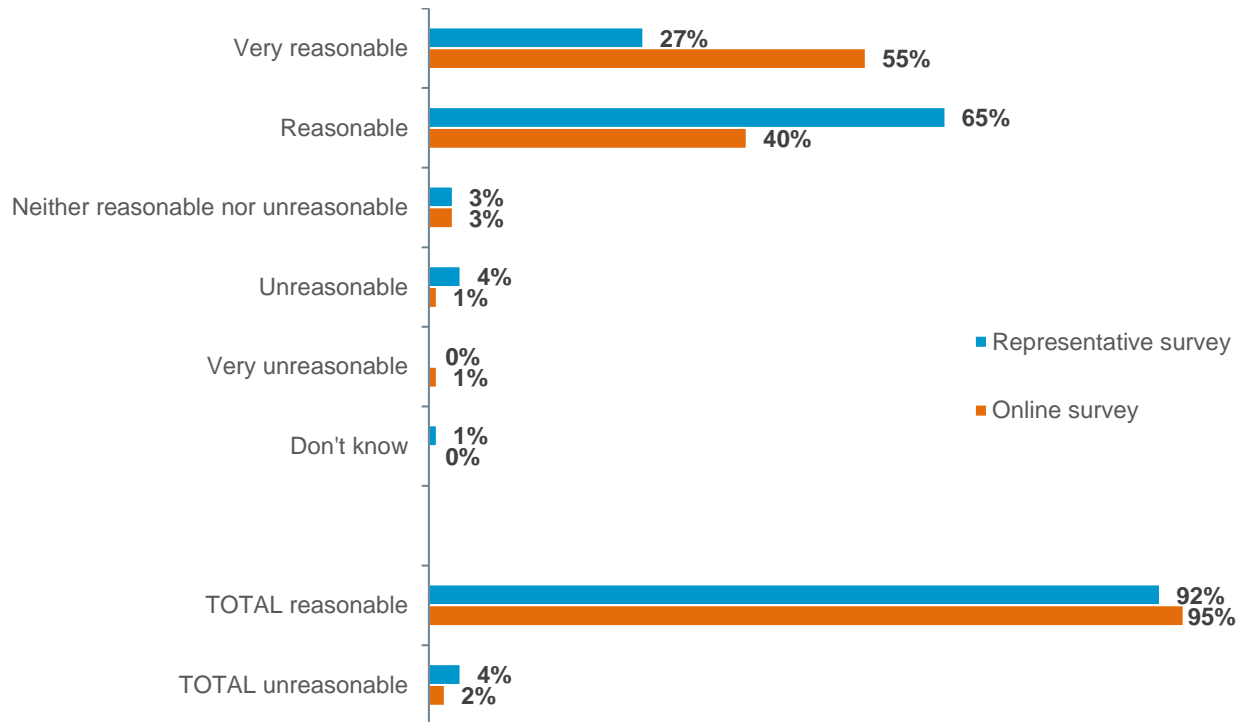
Recycling rules

Respondents were then asked whether they thought a series of rules were reasonable or unreasonable for residents to follow in the future to help the recycling and waste collection service run more efficiently. The majority of respondents across both surveys thought it was reasonable overall to enforce that containers must be presented on time (92% representative, 95% online).

Figure 20 – (Q15a) To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

Containers must be presented on time

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

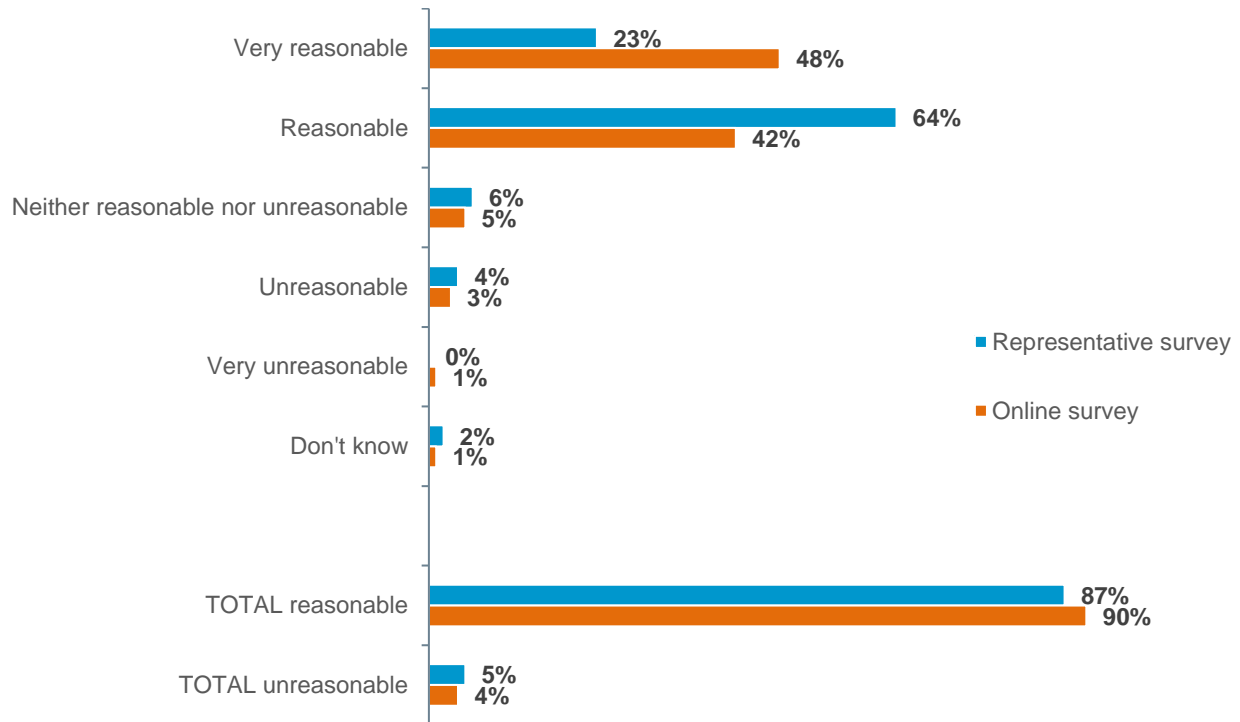
There were no statistically significant differences between subgroups.

Around nine in ten respondents across both surveys thought it was reasonable overall to enforce that containers must be presented to the front of the property or other pre-agreed collection point (87% representative, 90% online).

Figure 21 – (Q15b) To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

Containers must be presented to the front of the property (or other pre-agreed collection point)

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

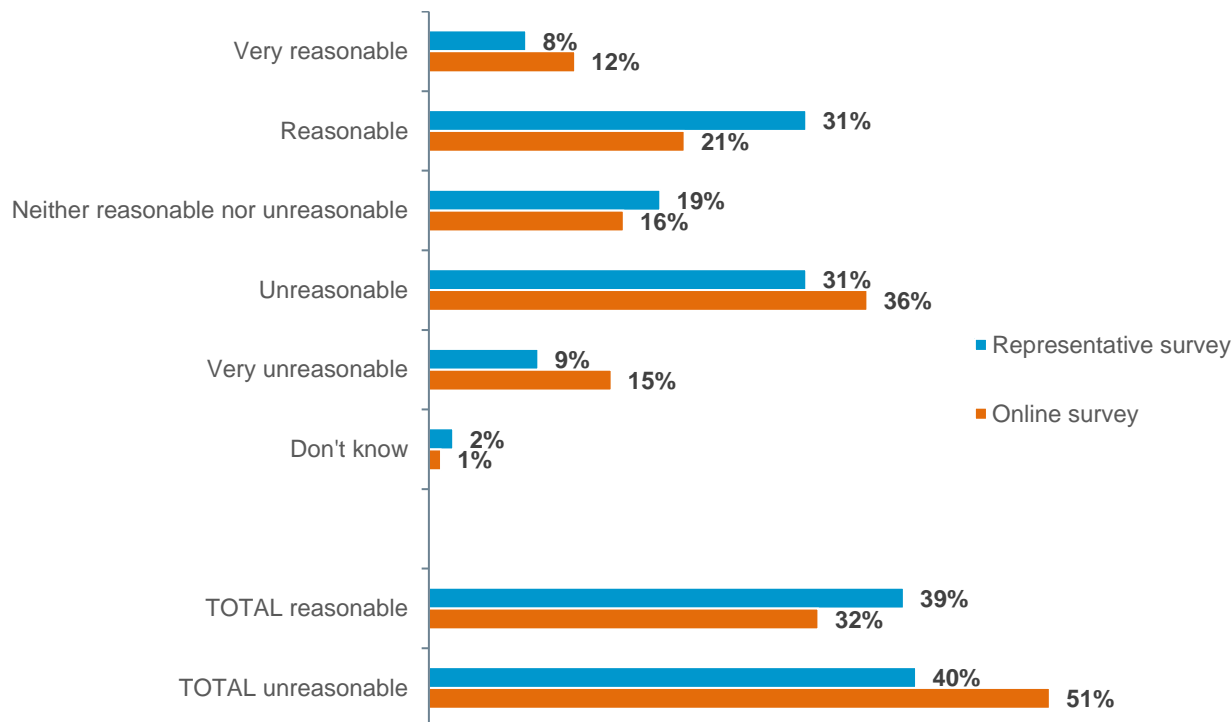
There were no statistically significant differences between subgroups.

Almost equal proportions of representative respondents thought it was reasonable overall (39%) and unreasonable overall (40%) to enforce that extra waste that is not in the bins will not be collected. Online respondents were more likely to think this was unreasonable overall (51%) than reasonable overall (32%).

Figure 22 – (Q15c) To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

Extra waste (not in the bins) will not be collected

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Subgroups more likely to think it is **unreasonable** to strictly enforce that extra waste (not in the bins) will not be collected (40% overall) include:

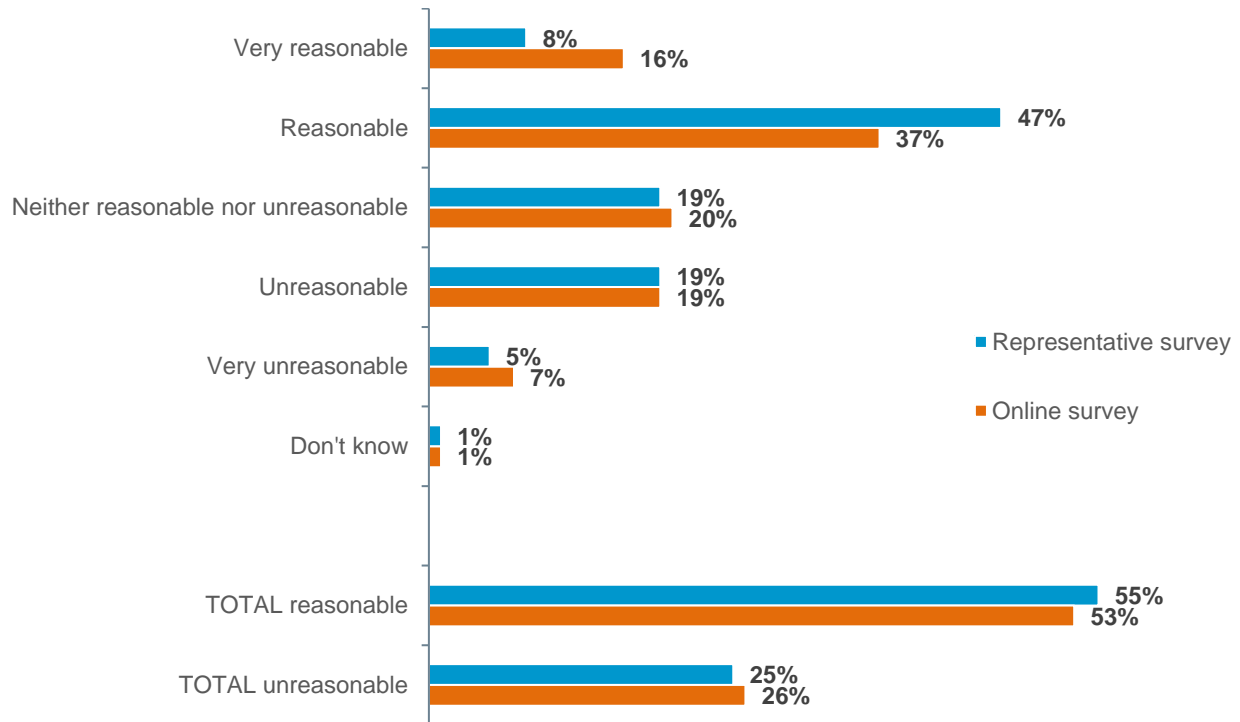
- Those living in a house (44%) and purpose built flats (43%) vs those living in a house converted to flats (26%)
- Those who have a disability (58%) vs those who do not (38%)

Over half of respondents across both surveys thought it was reasonable overall to enforce that bins will not be collected if they have been used for the wrong items (55% representative, 53% online). However, a quarter of respondents across both surveys thought this was unreasonable overall (25% representative, 26% online).

Figure 23 – (Q15d) To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

Bins will not be collected if they have been used for the wrong items

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

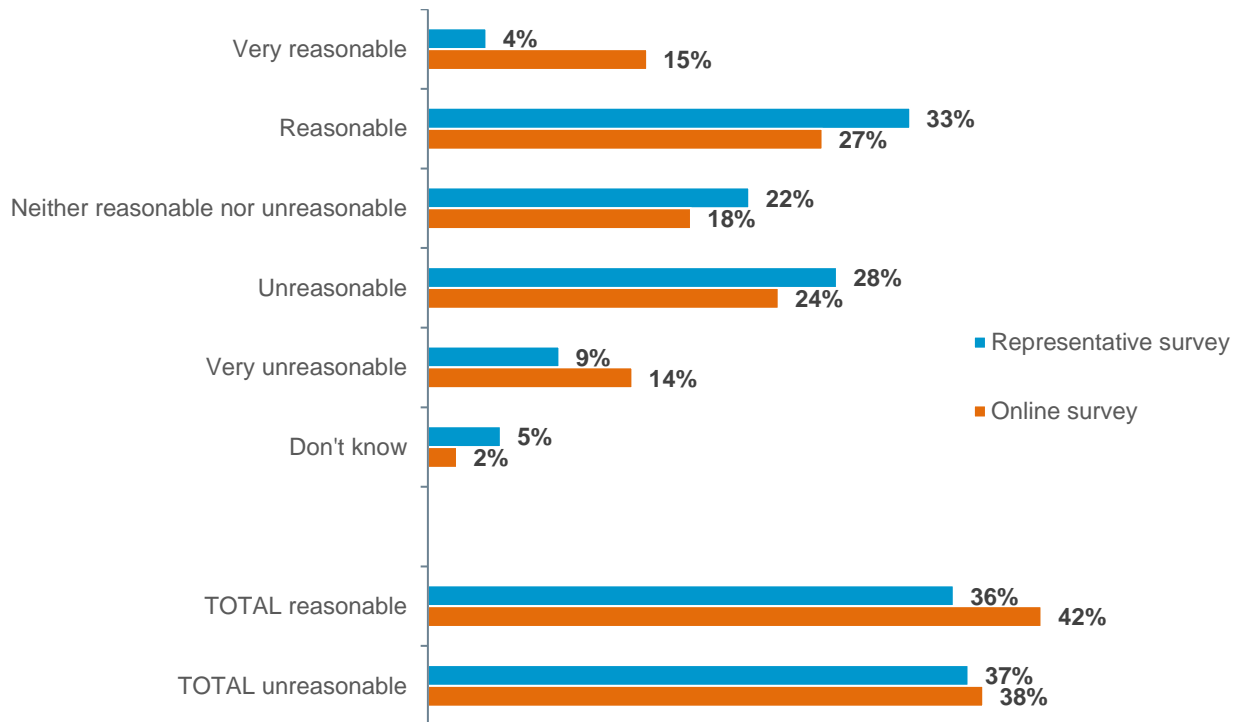
Those living in a house were more likely to think it is **reasonable** to enforce that bins will not be collected if they have been used for the wrong items (59%) when compared with those living in purpose built flats (43%). Conversely, those living in purpose built flats were more likely to think this is **unreasonable** (35%) when compared with those living in a house (24%) and a house converted to flats (17%).

When asked whether they thought it was reasonable or unreasonable for the council to strictly enforce a maximum of one rubbish bin per property, opinion was split. Around four in ten respondents across both surveys felt this was reasonable overall (36% representative, 42% online), whilst similar proportions of respondents felt this was unreasonable overall (37% representative, 38% online).

Figure 24 – (Q15e) To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

Maximum of one rubbish bin per property

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Those aged 55+ were more likely to think that it is **reasonable** to enforce a maximum of one rubbish bin per property (47%) when compared with those aged 35-54 (30%).

Assisted collection service

Small proportions of respondents across both surveys said they used the assisted collection service (4% representative, 3% online).

Figure 25 – (Q16) Do you use the assisted collection service (for residents who are not able to move their bins on collection day)?

Base: All respondents – representative (406); online (2,246)



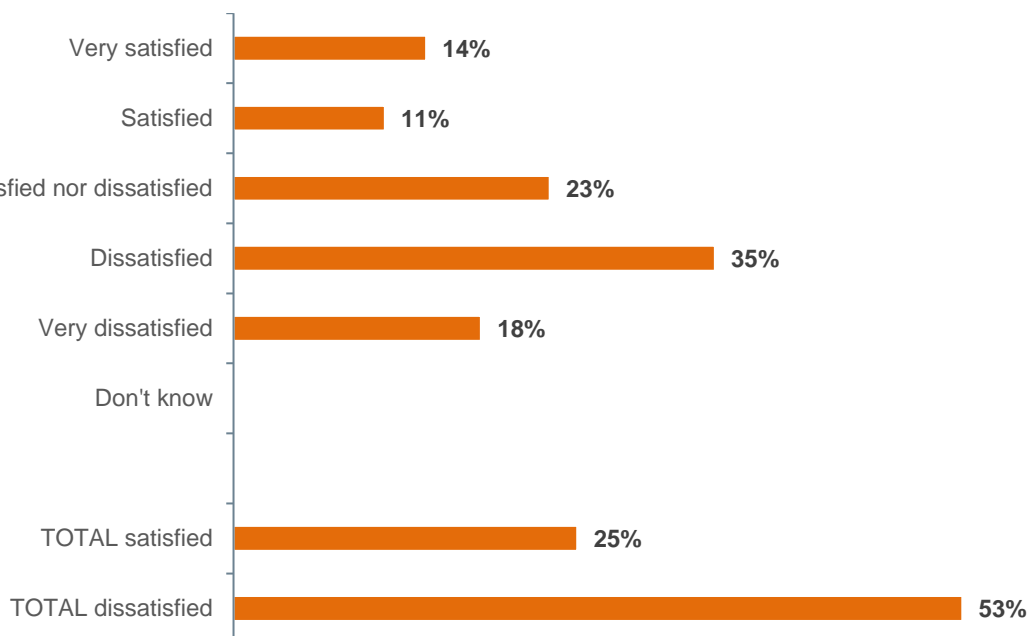
Subgroup analysis of the representative survey

There were no statistically significant differences between subgroups.

Online respondents who indicated that they used the assisted collection service were asked how satisfied or dissatisfied they were with the service, and were more likely to report dissatisfaction overall (53%, 30 respondents) than satisfaction (25%, 14 respondents).

Figure 26 – (Q17) How satisfied or dissatisfied are you with the service?

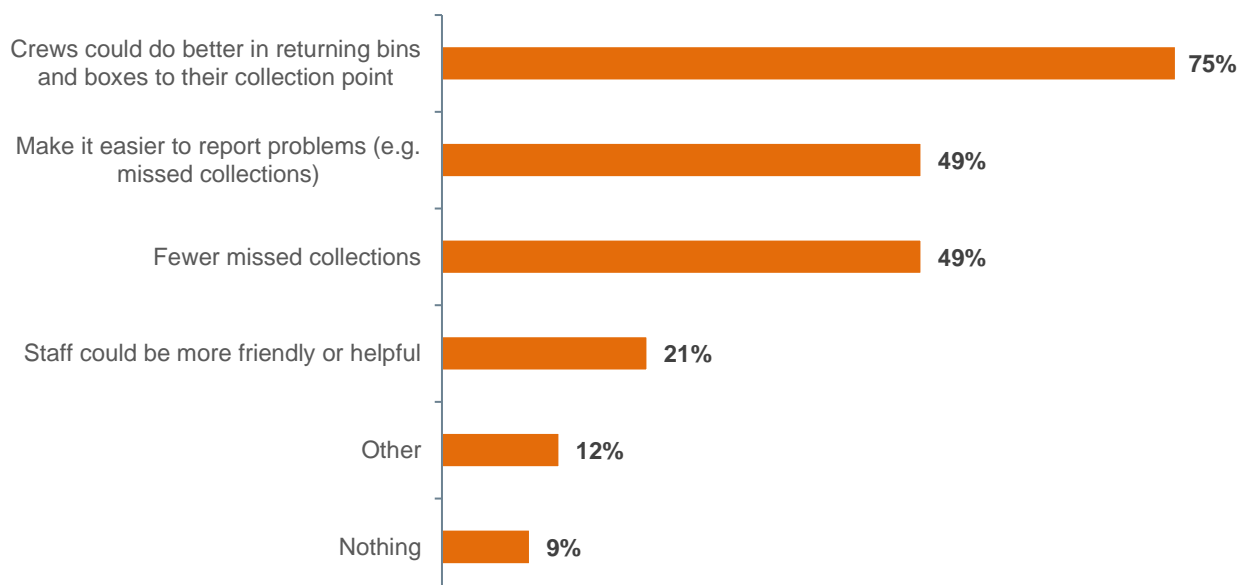
Base: Those who use the assisted collection service online (57)



When asked what would make the assisted collection service better, three quarters of online respondents said that *crews could do better in returning bins and boxes to their collection point* (75%, 43 respondents) and half suggested to *make it easier to report problems* (49%, 28 respondents) and felt there should be *fewer missed collections* (49%, 28 respondents).

Figure 27 – (Q18) What, if anything, would make the assisted collection service better?

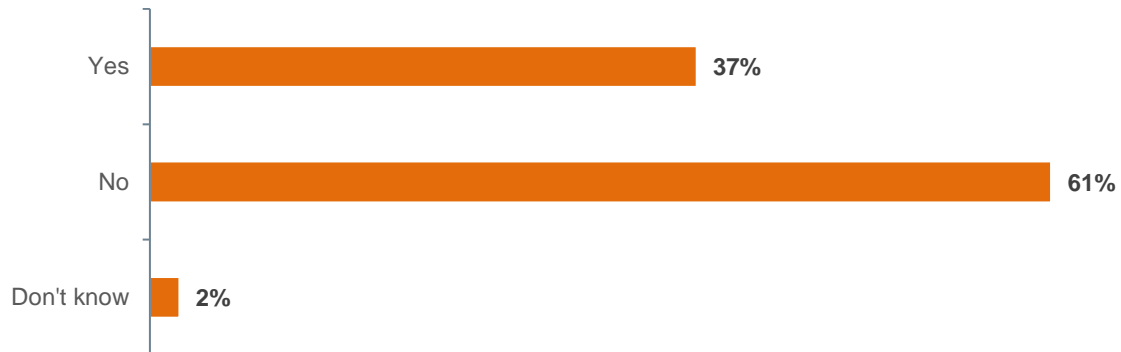
Base: Those who use the assisted collection service – online (57)



Bulky waste collection service

Almost four in ten online respondents said they have used the council's bulky waste collection service in the last three years (37%).

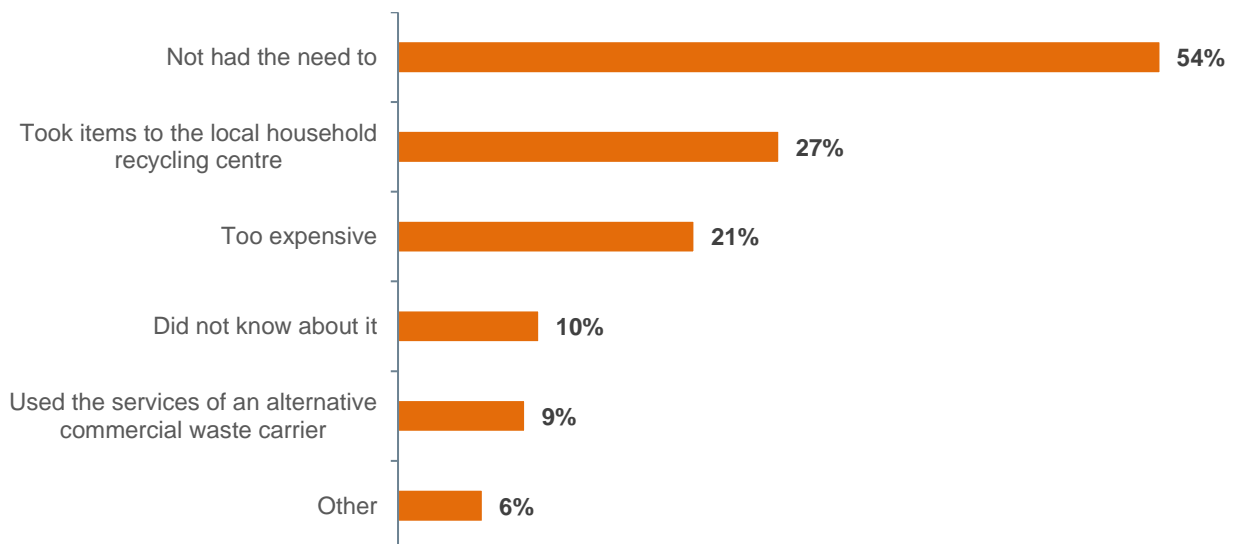
Figure 28 – (Q19) Have you used our bulky waste collection service in the last three years?
 Base: All respondents – online (2,248)



Those who said they had not used the bulky waste collection service in the last three years were asked why this was. Over half of these respondents said they had *not had the need to* (54%), followed by a quarter who said they *took items to the local household recycling centre* instead (27%).

Figure 29 – (Q20) Why have you not used the bulky waste collection service in the last three years?

Base: Those who have not used the bulky waste collection service in the last three years – online (1,371)



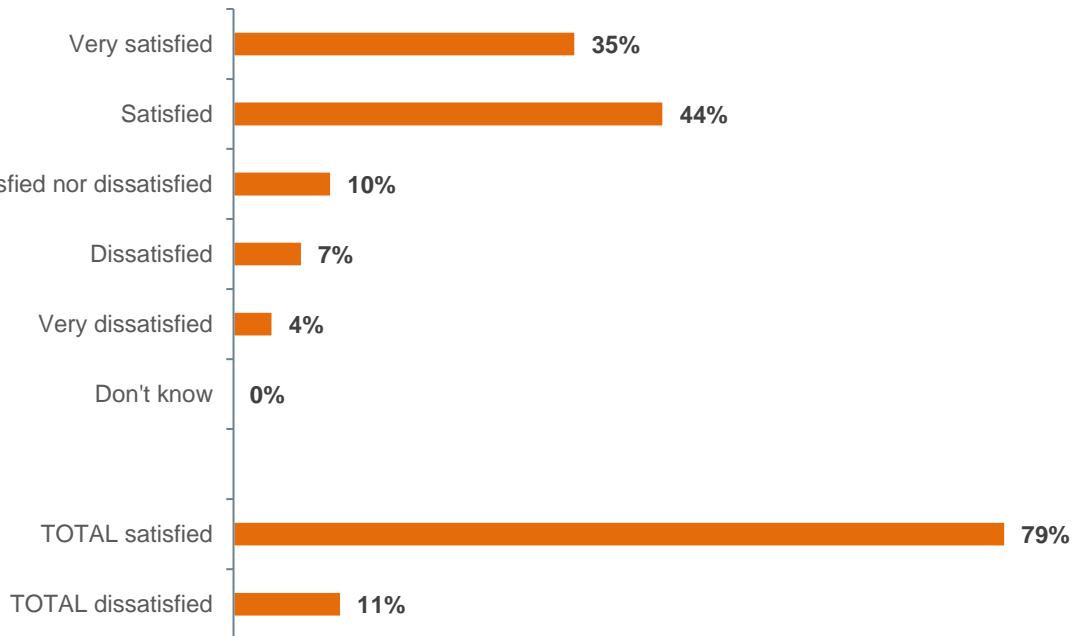
'Other' responses

The following points are the main 'other' comments:

- Retailer collected old item
- Sold/donated/gave away items

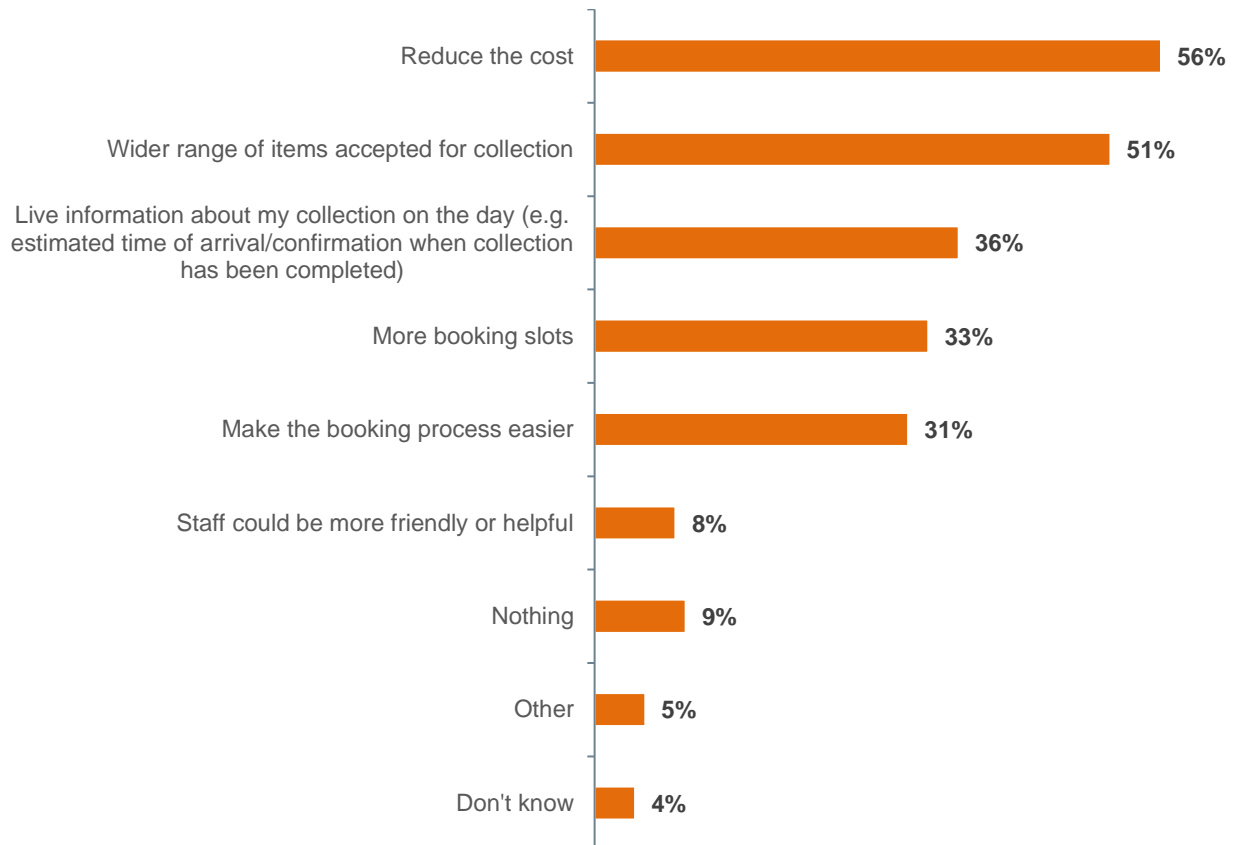
Online respondents who indicated that they had used the bulky waste collection service in the last three years were asked how satisfied or dissatisfied they were with the service they received. Eight in ten said they were satisfied overall with the service (79%) and 11% said they were dissatisfied overall.

Figure 30 – (Q21) How satisfied or dissatisfied were you with the service you received?
Base: Those have used the bulky waste collection service in the last three years – online (841)



Those who said they have used the bulky waste collection service in the last three years were asked what would make it better. The most common suggestion was to *reduce the cost* (56%), followed by 51% who felt there should be a *wider range of items accepted for collection*. Almost one in ten felt that *nothing* would make the service better (9%).

Figure 31 – (Q22) What, if anything, would make the bulky waste collection service better?
 Base: Those who have used the bulky waste collection service in the last three years – online (841)



'Other' responses

The following points are the main 'other' comments:

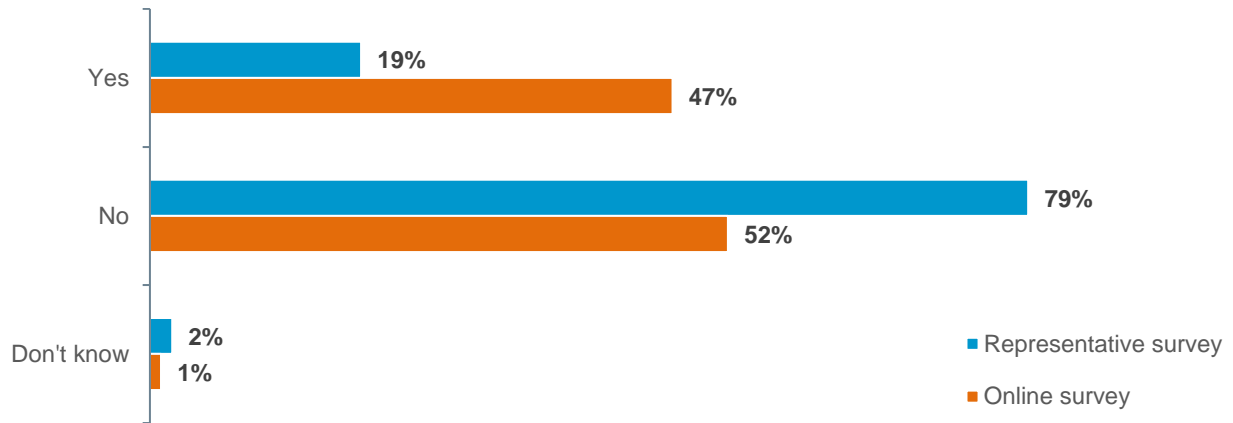
- Quicker collections/more availability
- Collect on time/date booked
- Free/cheaper service
- More clarity/information

Garden waste collection service

Online respondents were more likely to indicate that they subscribe to the garden waste collection service (47%) than representative respondents (19%).

Figure 32 – (Q23) Do you subscribe to the garden waste collection service?

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

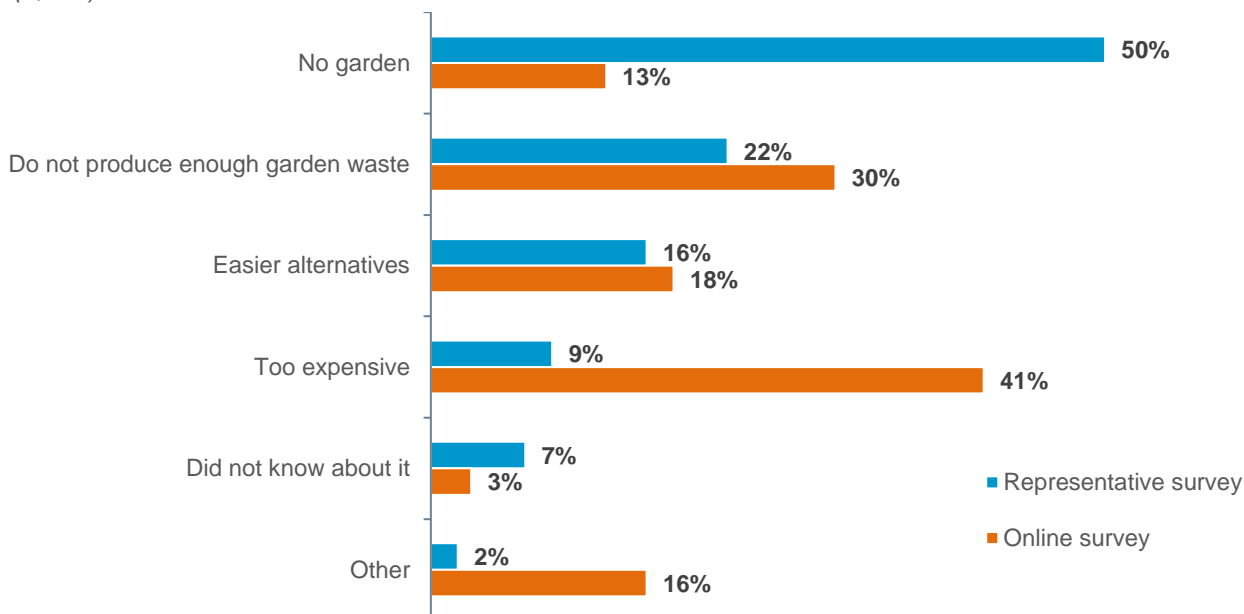
Subgroups more likely to say they **subscribe to the garden waste collection service** (19% overall) include:

- Those living in a house (34%) vs those living in a house converted to flats (2%) and purpose built flats (5%)
- Croydon South residents (35%) vs Croydon Central (13%) and Croydon North residents (15%)
- Male respondents (25%) vs female respondents (15%)
- Those aged 55+ (40%) vs those aged 18-54 (10%)
- Those of White ethnicity (23%) vs those from ethnic minority backgrounds (12%)

Those who said they do not subscribe to the garden waste collection service were asked why this was. The most common response amongst representative respondents was that they had *no garden* (50%), whilst online respondents were most likely to say the service is *too expensive* (41%). Other common reasons across both surveys include *not producing enough garden waste* (22% representative, 30% online) and having *easier alternatives* (16% representative, 18% online).

Figure 33 – (Q24) Why do you not subscribe to the garden waste collection service?

Base: Those who do not subscribe to the garden waste collection service – representative (319); online (1,175)



Subgroup analysis of the representative survey

Subgroups more likely to say they have **no garden** (50% overall) include:

- Those living in a house converted to flats (68%) and purpose built flats (79%) vs those living in a house (16%)
- Croydon Central residents (61%) vs Croydon North residents (43%)
- Those aged 18-34 (61%) vs those aged 55+ (41%)

Those **living in a house** were more likely to select the following:

- Do not produce enough garden waste (38%) vs those living in a house converted to flats (12%) and purpose built flats (9%)
- Easier alternatives (29%) vs those living in a house converted to flats (12%) and purpose built flats (3%)
- Too expensive (18%) vs those living in a house converted to flats (1%) and purpose built flats (4%)

Croydon North residents were more likely to say they **do not produce enough garden waste** (29%) when compared with Croydon Central residents (10%).

Those aged 55+ were more likely to say it is **too expensive** (18%) when compared with those aged 18-34 (2%).

Those from ethnic minority backgrounds were more likely to say they **did not know about it** (11%) when compared with those of White ethnicity (2%).

'Other' responses

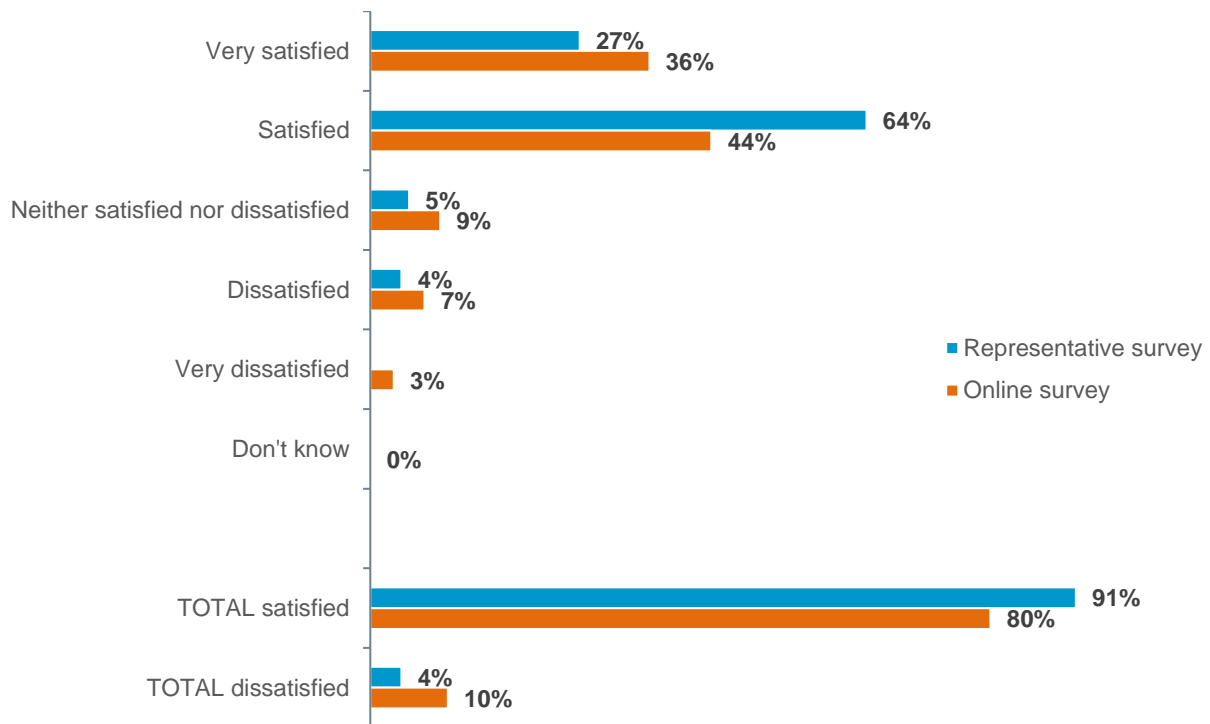
The following points are the main 'other' comments:

- Don't want another bin/no room
- Gardener removes waste
- Take waste to recycling centre
- Compost at home

Those who indicated that they do subscribe to the garden waste collection service were asked how satisfied or dissatisfied they were with it. Nine in ten representative respondents (91%) and eight in ten online respondents (80%) reported that they were satisfied overall. Online respondents were more likely to be dissatisfied overall (10%) than representative respondents (4%).

Figure 34 – (Q25) How satisfied or dissatisfied are you with the garden waste collection service?

Base: Those who subscribe to the garden waste collection service – representative (78); online (1,052)



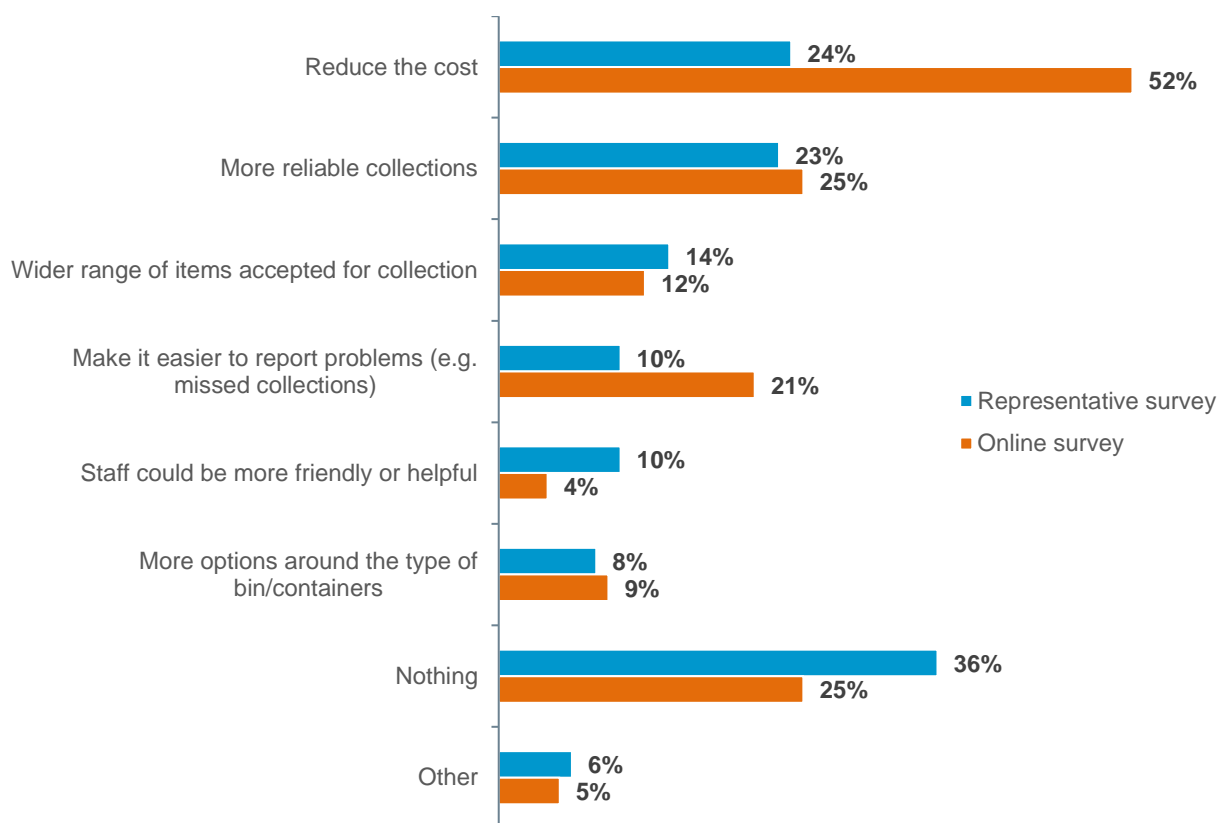
Subgroup analysis of the representative survey

There were no statistically significant differences between subgroups.

When asked what would make the garden waste collection service better, the most common response amongst representative respondents was *nothing* (36%), whilst online respondents were most likely to suggest to *reduce the cost* (52%). Around a quarter of respondents across both surveys suggested to have *more reliable collections* (23% representative, 25% online). Online respondents were twice as likely to suggest that the council should *make it easier to report problems* (21%) than representative respondents (10%).

Figure 35 – (Q26) What, if anything, would make the garden waste collection service better?

Base: Those who subscribe to the garden waste collection service – representative (78); online (1,052)



Subgroup analysis of the representative survey

There were no statistically significant differences between subgroups.

'Other' responses

The following points are the main 'other' comments:

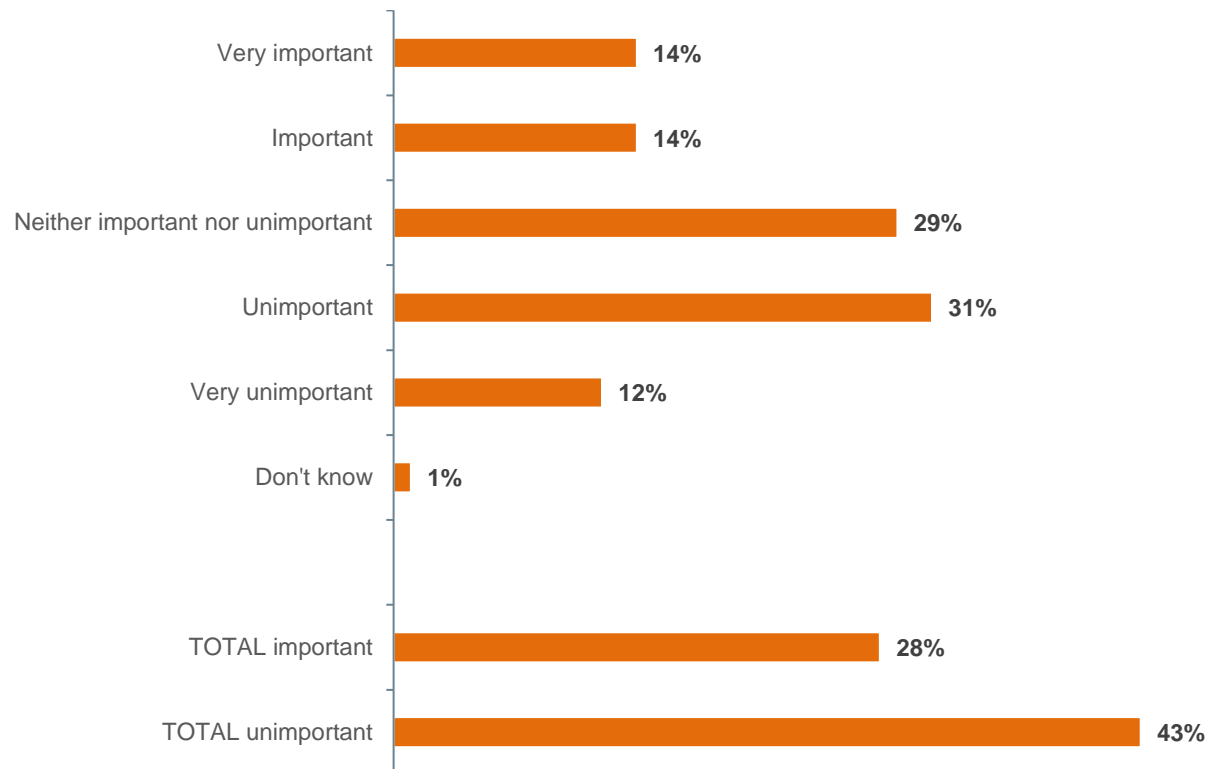
- More frequent collections
- Less frequent/ad-hoc collections
- Free service/reduced cost
- Don't miss collections

Bank Holiday collections

With the exception of Christmas and New Year, recycling and waste collections over the last few years have taken place on Bank Holidays, whilst the alternative and cheaper option would be to push collections back by a day or two and for the crews to catch up over the following weeks. Online respondents were, therefore, asked how important it is that the council continues to provide collections on Bank Holidays in the future, and were more likely to say this is unimportant overall (43%) than important overall (28%).

Figure 36 – (Q27) How important is it that the council continues to provide collections on Bank Holidays in the future?

Base: All respondents – online (2,247)

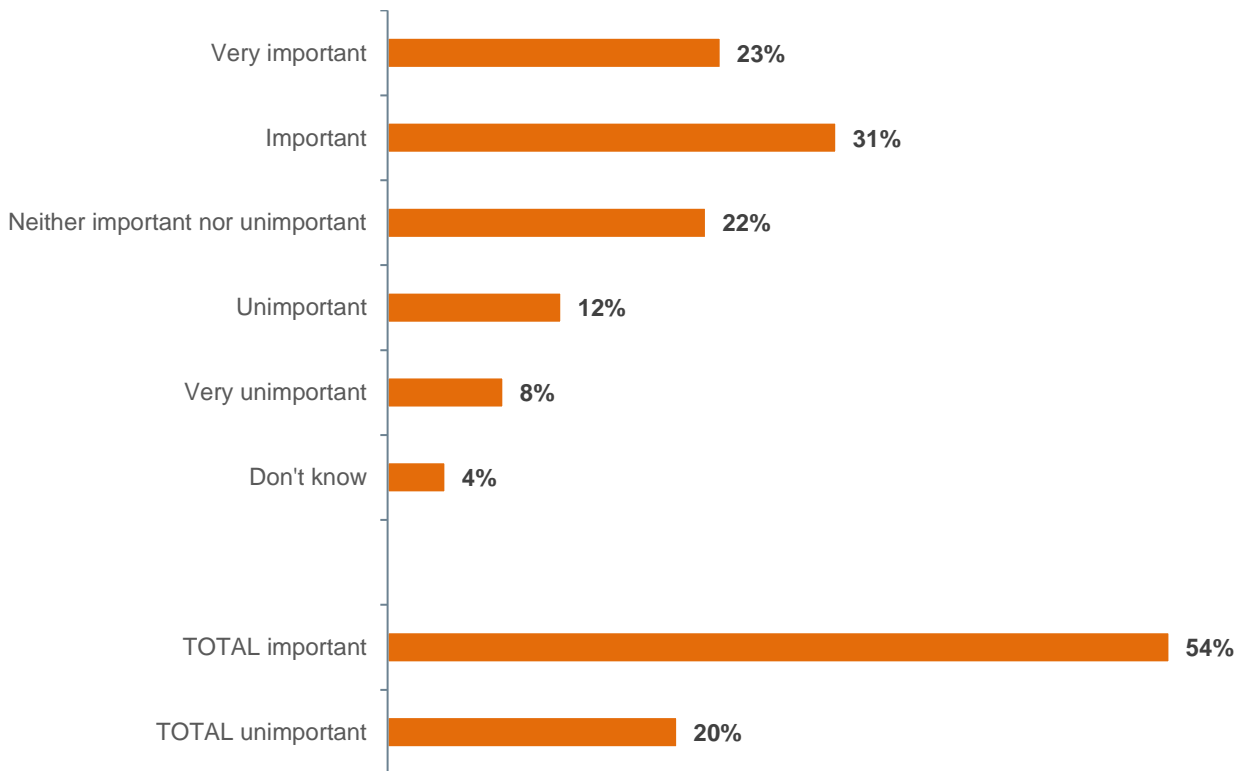


Christmas Tree collections

For the last few years, Croydon Council has offered a Christmas tree collection service, and the alternative is to ask residents to bring trees to one of the Household Reuse and Recycling Centres or to deal with them at home. Online respondents were asked how important it was for the council to continue providing this service in the future. Over half felt it was important overall (54%) and a fifth felt it was unimportant overall (20%).

Figure 37 – (Q28) How important is it that the council continues to provide the Christmas tree collection service in the future?

Base: All respondents – online (2,248)



Focus group feedback about recycling and waste collection services

Satisfaction with the waste and recycling services

Satisfaction with the waste and recycling services was mixed, with some reports of missed collections, careless handling of bins and mess left behind after collections

When asked about their thoughts on the current waste and recycling services, focus group participants provided mixed feedback. Those who were satisfied indicated that collections were regular and reliable, that there were generally few problems, and that the collection crew was friendly and efficient.

It is regular – it's very rarely missed. If it is missed, it's mainly due to obstructions like people parking randomly. So to that end, it is a very reasonable service.

Croydon focus group participant (flats group)

I meet the waste collection guys when I'm out walking and in general they've been really nice and cheery, said hello. And with [the stated] exceptions, they seem to have done a really good job.

Croydon focus group participant (houses group)

For those less satisfied with the waste and recycling services, missed, late or irregular collections were commonly cited. Some participants said they had reported missed collections to the council but received an inadequate response, or did not have their issue addressed and had to wait until the next collection date for their waste to be collected. This appeared to be a more frequent issue for participants residing in flats.

The normal rubbish is supposed to be emptied on a Wednesday, but sometimes it's emptied on a Thursday, or they decide they're not emptying it for a week.

Croydon focus group participant (flats group)

You have to go to your account [if the bins aren't collected], and they'll give an excuse like a car was in the way but the street was empty.

Croydon focus group participant (flats group)

I would say they collect the rubbish 70% of the time, but 30% of the time they miss it. There have been occasions where they will miss the collection and not come back for two or three weeks regardless of making reports. It's normally around Christmas, Easter, Bank Holidays.

Croydon focus group participant (flats group)

Some participants living in houses reported careless collections, with instances of bins being broken by collection crews due to rough handling. In cases where bins are broken or missing, there can then be a very long wait for a replacement to be delivered by the council, meaning that residents are restricted in their ability to recycle.

They do it as a sort of a culture of bravado amongst them, that you're somehow 'one of the lads' if you're slinging the bins around. We've had our general waste bin lid broken, our food waste bin has been battered to living hell. All they have to do is just put it down, they don't have to throw it.

Croydon focus group participant (houses group)

When they are collected by the waste operatives and they kind of just get thrown back in the general direction of where they came from...they break. And then there was a very long wait time until Croydon will provide people with a new food waste bin.

Croydon focus group participant (houses group)

Stuff does break, and then that does delay people from recycling.

Croydon focus group participant (houses group)

The council really wants more people to recycle. But when I moved in here...the paper bin was broken, and it took about three months for us to get a new bin.

Croydon focus group participant (houses group)

One participant described personally purchasing a wheelie bin to use until the council-provided bin arrived, and then passing it on to another resident who was also waiting for a bin to be delivered. Another said they had travelled by taxi to a supermarket to dispose of cardboard waste that had built up during the wait for a replacement bin. Despite there being apparent issues with slow delivery of replacement bins, one participant highlighted that the need for many bins could be prevented by more careful handling by the collection crews.

We genuinely got so desperate because it was taking so long for it to come that I bought a council-sized wheelie bin which we used until the proper council one finally arrived. And when it arrived, I sold it on Facebook Marketplace to someone else who was also waiting for their council-provided bin to arrive.

Croydon focus group participant (houses group)

At one point...we just took an Uber to Sainsburys to get rid of all the cardboard, because what else were we going to do with it?

Croydon focus group participant (houses group)

The replacement service is slow, but there shouldn't really be much of a need for it if they're treating those items properly.

Croydon focus group participant (houses group)

A number of participants described litter being left strewn on streets and around communal bin areas following collections. Whilst acknowledging that it would take additional resources to pick up dropped waste at the time of collection, some felt that there should be more care taken by crews to leave streets clean and tidy. Some participants had personally gone out to collect fallen waste, or mentioned voluntary community groups who undertake regular litter picks.

Especially when it's windy, there does tend to end up being a lot more litter after the waste collectors have been round. So what would be amazing would be if there could be a litter pick up afterwards. But I appreciate that takes resources.

Croydon focus group participant (houses group)

15 years ago if rubbish was dropped they would be there with a shovel or brush sweeping up the bits they missed. But now, there seems to be a trend of dropping it and thinking, 'Ah well, it's someone else's problem now – we're only here to collect the bin'.

Croydon focus group participant (flats group)

We have a major problem that rubbish is all over the street after collections – rubbish, nappies, everything. And then someone, normally me, will have to go and clean up after them.

Croydon focus group participant (flats group)

There is a local community group called Litter Free Norbury who do monthly litter picks and all sorts of stuff...I would say it is especially bad after bin collection days, there is always stuff flying around.

Croydon focus group participant (houses group)

Another complaint, mentioned by a small number of participants residing in houses, was that they had witnessed different types of waste being mixed at the point of collection by crews (most commonly citing food waste). It was suggested that seeing or hearing reports of crews mixing materials can make residents feel that there is little point in separating waste since they do not perceive that it will be recycled at all.

[We've seen] people taking food waste and tipping it deliberately into the other waste, like tins and cardboard. We've seen that done a number of times.

Croydon focus group participant (houses group)

I have also seen them tip food waste into other recycling...The issue for me is that then makes people far less likely to sort their recycling and so that's an uphill battle to begin with. We need to try and keep them on board as much as we possibly can.

Croydon focus group participant (houses group)

When they collect the general waste and recycling waste, they put it in the same one. So it doesn't make sense to recycle, because they're just dumping it in the same place.

Croydon focus group participant (houses group)

Few participants used the garden waste recycling service, but those who did reported increasing problems with missed collections

Only a handful of participants said that they used the garden waste recycling service, however the majority of these were unhappy with the service provided, citing examples of missed collections and difficulties in reporting problems to the council. On occasions where missed collections were reported, participants had received inaccurate responses, such as the bins not being presented correctly for collection even where evidence was provided to the contrary. Considering that garden waste recycling is an additional paid-for service, participants who subscribed to the service felt that it should be significantly improved.

This year, I haven't had one successful collection as yet, because they keep saying that it's not presented, even when it's in front of my house. And honestly, I think if you haven't put it out for a while, then they just stop going by and they just say that it hasn't been presented...It's like they've just forgotten that we exist.

Croydon focus group participant (houses group)

I would echo what was said about the missed collections, the difficulties in reporting, what are just flat out lies when it comes to the response, which is usually, 'You didn't present correctly', which we turned back on them because we had video evidence of it being in the right position.

Croydon focus group participant (houses group)

We pay for our garden waste, but for the last two sessions where they were supposed to collect it, no-one's collected it. I report the missed collection, they say it wasn't a missed collection because the bin wasn't presented, but the bin has been outside the front of my house for a month now, it's there.

Croydon focus group participant (houses group)

Reasons provided for not using the garden waste recycling service included home composting and garden waste being removed by a gardener instead.

We use our garden waste as compost.

Croydon focus group participant (houses group)

I have a gardener, and he goes up to a local farm in Woodcote to recycle it all.

Croydon focus group participant (houses group)

What matters the most to residents

For most participants, convenience or ease of use was most important with regard to waste and recycling services, but environmental benefits are also ranked highly

Whilst the majority of participants believed they were committed recyclers and felt that the environmental benefit of recycling was unmistakable, it was felt that convenience or ease of use should be the most important priority when planning the waste and recycling services for the area. Although some explained that for them personally the environmental benefits were of great significance, they felt that residents in general would be less likely to recycle correctly if it was inconvenient or difficult to do so.

For me, environmental benefits are the most important thing, but I don't think you can have them without the convenience. It is the convenience that will motivate people and make them more able to do the things they can do.

Croydon focus group participant (flats group)

I would say convenience and ease of use first. If the bin's nearby, there's no excuse not to put your waste and recycling in there.

Croydon focus group participant (flats group)

I've worked with people all my life and people just do things when it's easy. So my feeling is that habits come from ease and, therefore, if we set something up that's unlikely to be picked up because people think it's a bit too hard, then there's not much point to it. I agree with the moral principle that the environment comes first, but I'm, I guess, a bit more pragmatic. It's got to be easy for people.

Croydon focus group participant (houses group)

Although affordability is important, for some this was of lesser interest owing to the fact that waste and recycling are funded through council tax and residents have little influence over spending decisions

Although a small number of participants said that they would have rated affordability as a higher priority than was seen in the survey results, others explained that they agreed with the results considering that waste and recycling services are funded through council tax and residents do not pay for this as a standalone service. It was, therefore, felt that whilst affordability is important, spending decisions rest with the council and would be unlikely to be a major consideration for residents.

I think affordability should be my top priority. That's important.

Croydon focus group participant (houses group)

Affordability – that's hard for us to comment on because we're not involved in those decisions. We pay our council tax, so we expect it to be paid for.

Croydon focus group participant (flats group)

Right now, with the exception of garden waste, we just pay for our waste collection through council tax, which we don't really have much say on. So generally, if someone said, 'Is the affordability of your waste collection a priority?', I don't know where I'd put that. Because it isn't something that you would specifically generally make a payment for, outside of your council tax. So I don't know if people just don't think of it that way.

Croydon focus group participant (houses group)

Some pessimism was expressed about the future quality of the service, considering that council tax is due to be increased by a significant amount in order to help the council meet its financial obligations.

We're going to be paying 15% [rise in council tax] locally and then a 9% on top of that for London. So we're taking a huge hit for services that are going to be hitting the baseline... We will be paying for a low-level service for a number of years because of the state of the finances.

Croydon focus group participant (flats group)

The three priorities are interlinked, and all should be taken into consideration when making decisions about the future of the waste and recycling services

One participant explained that the three priorities are difficult to separate and should therefore all be considered as important. They argued that whilst recycling is primarily undertaken for environmental reasons, the service needs to be both easy to use and affordable to be sustainable.

It's quite hard to disentangle the three really, isn't it? Because you're doing it because of the environment, but if it's not easy to use or it's unaffordable, then it's not going to work.

Croydon focus group participant (houses group)

Producing less waste and recycling more

Residents could reduce the amount of waste they generate by reusing and repurposing items, repairing broken items, and donating useful items to charity or sharing them within the local community

When asked what actions residents could take to reduce the amount of waste they produce, participants came up with several useful ideas and suggestions. Some participants suggested that instead of simply throwing things away, people could think of creative new ways to repurpose items and increase their lifespan. Others said that there should be more emphasis on repairing broken items.

Find a use for some things. I've got plastic that meat comes in and I wash the containers out and use them to feed the cats until the plastic becomes no good. It's simple things like that.

Croydon focus group participant (flats group)

People need to find a new use for some things.

Croydon focus group participant (flats group)

Being able to repair things would be great.

Croydon focus group participant (houses group)

A frequent suggestion was that useful items could be donated to charity, sold or passed on to others in the community who are able to make use out of them. Some participants said they had done this personally, or that they would be interested in purchasing second hand items to save money.

If things are in good condition, they could donate.

Croydon focus group participant (houses group)

I've given stuff away on Facebook Marketplace, and stuff like that.

Croydon focus group participant (houses group)

Being a student myself, I want second hand things...If they had a site where you can just list things and students can go there and just pick whatever they want...Because that would be affordable. And if somebody wants to give something for free, it's just in one place.

Croydon focus group participant (houses group)

Although residents might have good intentions and be willing to do more, it is not always easy or practical to reduce waste

Whilst many would be interested and willing to take actions to reduce the amount of waste that they produce, participants explained that it is not always easy or practical to follow good intentions through. For example, one participant said there was a lack of charity shops or community spaces in which to donate useful items, whilst another said that charities were increasingly reluctant to accept working electrical items for safety reasons.

In Norbury, there's only one charity shop, and it also doesn't have community banks where you can put things. In Wandsworth, where I used to live, there was somewhere where you could go and put your small electrical goods in a bin. So there aren't any community places near me where I can go and put things, or donate them.

Croydon focus group participant (houses group)

Electrical goods I would have once given to charity, but now they're saying that they don't take electrical goods for safety and insurance.

Croydon focus group participant (houses group)

Others felt that there should be more support from retailers and manufacturers to help consumers reduce the amount of waste they produce. One participant highlighted the unnecessarily large amount of packaging used by supermarkets which then must be disposed of by the customer at home. Another said that products should be better designed so that they are easier to repair and need to be replaced less frequently.

You go to the supermarket to buy your food and it's all in plastic packaging. I think that creates a lot of the waste that I see.

Croydon focus group participant (flats group)

Being able to repair things would be great. I've struggled with that a little bit...Particularly for appliances, I don't think the manufacturers are making them easy to repair.

Croydon focus group participant (houses group)

Most participants were unaware of the textile repair café at the Whitgift Centre but generally thought this was a good idea and something which should be promoted

The majority of participants were unaware of the textile repair café at the Whitgift Centre which offers workshops to teach residents how to repair and upcycle textiles and clothes. Despite the lack of awareness, this was generally seen as a good idea and some would be interested in finding out more. However, one participant who was aware about the café perceived it to be rarely open and questioned how accessible it was to residents.

I'd definitely take it up. I just haven't heard of it.

Croydon focus group participant (houses group)

I would like to find out about this stuff. It sounds interesting.

Croydon focus group participant (houses group)

I've seen it, but it's hardly ever open to tell you the truth and I'm usually there on weekends. So I'm not sure how their objectives are achieved.

Croydon focus group participant (flats group)

It was highlighted that initiatives such as repair cafés, whilst a good idea in principle, need to be accessible within local communities as not everyone will be willing or able to travel a long distance. Others were concerned that it could be difficult to change people's ingrained attitudes so that they consider repairing rather than replacing a broken item in the first instance.

I think it's interesting, but people tend to be quite localised. I do get on a bus and go to Croydon, but a lot of stuff that Croydon [Council] does is in Croydon itself, and Croydon the borough is a much bigger area. So I think that it's a nice idea, but some of these things have to be taking place in places other than central Croydon.

Croydon focus group participant (houses group)

Trying to re-instigate 'make do and mend' post-war mentality in a fast modern society is a wider fix. Plus the Whitgift Centre was a vibrant shopping centre that is now a ghost town. So it's a wider issue.

Croydon focus group participant (flats group)

I think as a modern society we do tend to throw things away.

Croydon focus group participant (flats group)

The council can help encourage residents to recycle as much as possible by ensuring facilities are accessible and easy to use, that services are reliable, and through increased promotion about the waste and recycling services

When considering what actions the council could take to help residents recycle as much as they can, discussions centred around making recycling and reuse facilities easy to use and accessible, as well as increased encouragement and promotion. Particularly in relation to flats above shops and businesses, participants highlighted that recycling bins and containers are not always available, meaning that waste is left on pavements and roadsides which can then be added to by passers by or disturbed by animals.

Some of the flats above the shops don't seem to have been catered for in terms of having the big bins. They don't have wheelie bins like we do in the houses, but they also don't have the big communal bins, they just have bags. And obviously, this is like a fox's paradise. That just really increases the rubbish and general gross-ness.

Croydon focus group participant (houses group)

When people put their rubbish from the flats above the shops on the pavements, it isn't just foxes, it's also passers by that add to that rubbish. So they'll think, 'Oh, it's just been fly-tipped, let's add to it'.

Croydon focus group participant (houses group)

I speak to a lot of business owners and they're waiting for red bins to be produced.

Croydon focus group participant (houses group)

Participants also raised the issue of broken bins and the long wait for replacements to be delivered, something which further prevents residents from recycling as much as possible. Experiencing other issues with the service, such as missed collections and messy streets following collections, may further discourage residents, and it was emphasised that the council should strive to provide a good service to increase their likelihood of participating fully.

Just make it easy for people. Everyone talks about how long you have to wait to get a bin, how the bins break, and the missed collections. On bin day, you've got people coming any time between like 6 or 7am, and 10pm at night, and then the streets are awash with rubbish in between. It doesn't leave people feeling like they've got a lot of positive associations with this.

Croydon focus group participant (houses group)

For me, it's taking my rubbish and making sure it goes away in a regular and timely manner so that it doesn't fester.

Croydon focus group participant (flats group)

Some indicated that the council could make it easier for residents to dispose of additional items at the kerbside or locally, as some had seen other local authorities in London offering this. Suggestions included collecting additional bags of waste left next to bins on an ad-hoc basis, and providing opportunities for those who find it difficult to dispose of their waste, either due to being unable to travel to a Household Reuse and Recycling Centre or having larger items. It was further suggested that doing so might help reduce instances of fly-tipping.

We're not asking them to clear up 50 extra bags of rubbish. If someone leaves a couple of bags next to the bins, it seems logical for them to collect them too. It's not going to break the bank.

Croydon focus group participant (flats group)

I work in Wandsworth, and once a month they do three sites where you can come with large items for people who can't get to the dump. I think two or three large shipping containers turn up and you just chuck in whatever you can't get rid of and it seems to be quite successful...It happens elsewhere, so it would be quite useful if it happened in Croydon.

Croydon focus group participant (flats group)

They do it in Tooting...They have a massive skip every month, so if you want to get rid of something, you can dump it in that skip. It definitely helps with fly-tipping.

Croydon focus group participant (houses group)

Providing information and increasing promotion about the waste and recycling services were viewed as key actions for the council to take, should it wish to encourage as many residents as possible to participate. For some, sending occasional reminders would help prompt them to present their waste and recycling correctly. Another suggestion was that the council could hold events where residents could drop-in to find out more about recycling

I think it's a consciousness thing...there's a lot of things in people's minds and recycling isn't always a priority.

Croydon focus group participant (flats group)

It's about education and reminders.

Croydon focus group participant (flats group)

I think you're right about life getting in the way...They might be interested in doing it, but only if it was made easier. I wonder whether there might be something about opting in to reminders or something, so if you want to get a text or something on the day before bin day to say, 'We'll be collecting this, this and this tomorrow...', just to give people a little nudge if they've forgotten.

Croydon focus group participant (houses group)

Maybe the council could rent out a hall every single month to do a recycling event... Every single month, at your local church or local hall, the council shows you how to recycle, as a sort of showcase on how it works.

Croydon focus group participant (houses group)

Other participants said they would like more communication about which materials can and cannot be recycled. Specific types of materials mentioned included batteries and different types of plastics. One participant said that they occasionally worried about 'wish-cycling', and placing materials which were potentially not recyclable out for collection in the hope that they could be recycled.

I'm not sure it's all that well advertised how you can recycle batteries, which is really important now that we've got this problem with vapes and batteries in vapes, and them causing fires in waste transfer stations. So I think just a bit more communication on that would be really useful.

Croydon focus group participant (houses group)

I think I'm fairly well versed on waste and recycling, but I struggle to know if I'm wish-cycling, and whether something that I'm doing is going to contaminate a load. Because there's not a huge amount of information out there about what the council does and doesn't want to collect.

Croydon focus group participant (houses group)

Some participants in the houses group mentioned the belief held by some residents that items placed out for recycling do not get recycled by the council and are instead sent to landfill or incinerated. To tackle this misinformation, the council could provide residents with detailed information about what happens to waste and recycling after it is collected and ensure that materials are not mixed by collection crews.

I've never lived anywhere like this, where people genuinely don't believe that the recycling is being recycled... There is clearly a narrative or a belief in this area that some of the waste that people are putting out for recycling isn't actually being recycled. And if that is the case, then people will not want to go through the faff of separating out their waste. So the council needs to be really clear about what they're actually doing with people's recycling, and then people may feel more confident to do so.

Croydon focus group participant (houses group)

More information... I think if you tell people where your recycling is going, the bits that are actually recycled, rather than landfilled or incinerated, or whatever, if people know where it's going to end up, as something new, then it's a real incentive to try and get on with your recycling.

Croydon focus group participant (houses group)

At the residents' association meeting, some people were saying, 'What is the point of doing all this if they're all just putting it in the same place?'... There will definitely be people out there who just say, 'Oh, I can't be bothered'. And that's kind of understandable, unless Croydon, A) doesn't mix this stuff, and B) makes it clear to people, 'This is what happens to this waste, this is why it's important to do it'.

Croydon focus group participant (houses group)

A small number of residents felt that the council would struggle to change the attitudes of those who did not already choose to participate in recycling, suggesting that this was a wider social issue.

I think it's a much bigger societal issue, I'm not sure if it's just for the council.

Croydon focus group participant (flats group)

You are either a person who is dedicated to doing the right thing, or you're not.

Croydon focus group participant (houses group)

Average bin composition

Croydon Council recently undertook a waste composition analysis to identify what types of materials were being presented by residents for general waste collection. Focus group participants were shown an image displaying the contents of an average bin in Croydon, which showed that over half of what was presented in the average bin could have been recycled using the recycling collection service, and/or at local stores and the recycling centre.

Participants unsurprised that many residents do not participate in food waste recycling

Participants were generally unsurprised that food waste was not recycled by all residents, considering that food waste recycling is not available to residents in all types of properties, and that some people are unwilling or unable to keep a food waste container within their household. Others mentioned their general awareness that there is a wider problem with the over-purchase of food which ends up going to waste.

I guess the food waste thing doesn't surprise me.

Croydon focus group participant (houses group)

I think the problem is with food, many people don't want that small size bin in their household. People don't want to have a separate bin for food, it's just not what a lot of people want.

Croydon focus group participant (houses group)

I see TV shows about people buying loads of food and then it all goes in the bin, so that food waste figure looks about right to me.

Croydon focus group participant (flats group)

It can be inconvenient to have to take some items elsewhere to be recycled, particularly when residents do not have access to a car

With regard to soft plastics, participants discussed the inconvenience of having to take these to be recycled at a separate location, rather than being able to recycle them at kerbside. Not all residents are aware that they can take soft plastics to be recycled at supermarkets, or are unaware of the closest retailer that accepts soft plastics. For those without a car, it becomes even more difficult to transport such materials.

I go to the Tesco at Elmers End [to dispose of soft plastics] but the bin is really awkwardly placed, so you have to ask where it is and then go and find it. It's not as if it's easily found and you look a bit weird turning up with loads of rubbish so you don't want to go hunting through the shop...It's probably quite a threshold to step over if you haven't been to or seen one before – to have to gather your rubbish and take it somewhere.

Croydon focus group participant (flats group)

I didn't know you could take plastics bags to local stores, but the ones I do have, I reuse them to store things.

Croydon focus group participant (flats group)

I always find the plastic bags thing an issue, because I don't live near somewhere where I can take my plastic bags...Some of the things where they say, 'This should be taken here, and this should be taken there...', I don't have a car. Basically, everything comes back to how easy it is to do something. You work full time, people have got busy lives. So I'm not surprised, that most people throw out their plastic film and their plastic bags, to be

honest. It's never really been clear why that can't be included in your doorstep plastic collection.

Croydon focus group participant (houses group)

On a similar note, it was pointed out that some people would be unable to transport items such as wood, rubble and scrap metal to be disposed of correctly at a Household Reuse and Recycling Centre. For some, this may be due to lack of access to a vehicle. Others might only have access to a van and, therefore, be denied access to the centre.

Not everyone can get down to a dump so I can see why stuff like wood, rubble and scrap metal could get chucked in and then you cross your fingers and hope it gets taken away.

Croydon focus group participant (flats group)

There are loads of people who their only vehicle is their work van. So anything that they've got at home that they need to take to the recycling site, they can't take in their own vehicle.

Croydon focus group participant (houses group)

Recycling containers and shared bins

Participants were generally satisfied with the recycling containers provided, but reported that containers were frequently broken during collections

Few issues with the recycling containers provided by the council were reported by participants living in houses, other than the problems described previously where bins had been damaged during collections. Although there can be a long wait to receive a replacement, it was felt that the demand for replacements could be reduced if there was more careful handling by collection crews. This would also help to reduce the amount of plastic needed.

The food waste bins are just falling apart.

Croydon focus group participant (houses group)

We're supposed to be in a cultural environment where you're trying to reduce plastic. And every time we have to replace a bin, you're just churning more of the stuff through the system...The people need to be told, just put the stuff down, don't throw it. There's no need for it.

Croydon focus group participant (houses group)

Some would be willing to collect replacement bins or containers to reduce waiting times, however this would depend on ability to travel and the specific location

When asked if they would be willing to collect a new bin or container from a designated location rather than waiting for one to be delivered to them, some agreed that they would be happy to do so. However, it was pointed out that this would be more difficult for those without access to a car, and that it would depend on the travel distance. One participant suggested that local community spaces such as libraries would be suitable collection points.

Yeah, I'd be happy to do that.

Croydon focus group participant (houses group)

I don't have a car. I imagine they would say, 'You can come to central Croydon'...I probably would, because that's one of the things that annoys me, so I would make sure I did it. But I don't know how motivated other people would be to trudge through to Croydon town centre on the bus, pick it up, and then come back on the bus.

Croydon focus group participant (houses group)

[In Wandsworth] they used to have [recycling bags] at the library, so if you'd run out you could just nip to the local library and pick up some more, which was really helpful...If you were just going to have to pop to your local library to collect your new recycling box or something, I'm sure that would be better for people.

Croydon focus group participant (houses group)

It was pointed out that, even though not all residents would have the ability to collect replacement bins, having this option available could potentially reduce delivery times for others.

Even if the people who had the time and the transport to go and pick up their own bin did that, then the council would have more time to drop it off to the people who didn't.

Croydon focus group participant (houses group)

Residents in flats highlighted a number of issues with communal bins, including missed collections, contamination and accessibility

Participants living in flats were asked about their experience of using communal bins and reported a number of issues. Some said that the communal bins were emptied infrequently, leading to issues with overflowing. Others mentioned that other residents contaminated the bins by putting in general waste which they found frustrating.

Extra bags of rubbish just get left, but there's a reason that there's extra bags of rubbish there, and that's the volume of bins available and missed collections.

Croydon focus group participant (flats group)

The recycling bins aren't emptied. They're just left because people are putting normal rubbish in them. They're not actually being recycled. They just get emptied when they feel like doing it.

Croydon focus group participant (flats group)

Other participants pointed out that it is difficult to access communal bins, particularly for those who are elderly or disabled who may be less able to lift waste into the bins.

Because I've got a disability, it's not easy to lift my arms up to throw everything in the bin.

Croydon focus group participant (flats group)

There will be disabled people who can't access the bins because of their disability, but do live in flats. I put in elderly people's waste in the bin for them because they can't lift the lid.

Croydon focus group participant (flats group)

Recycling facilities are not provided to all residents in flats

One participant reported that they are unable to recycle since the facilities to do so are not provided to them in their block of flats. When asked how they typically dispose of their recycling, they explained that they would have to walk to the nearest bank of recycling bins to do so, although there are fewer available locally to them since the pandemic. They said that they had contacted the council on a number of occasions regarding this but had not managed to progress the issue.

There used to be some recycle bins by East Croydon station that I would use for everything I would collect throughout the week, but it's been years since that disappeared. So I don't actually have a way of recycling as an individual person which is rather strange.

Croydon focus group participant (flats group)

Although my block of flats has been here for over a decade, for some reason we don't have a recycling service...Every time I have tried to contact the council about how we can set this up, because it's really important, I haven't been able to get anywhere about how we do that.

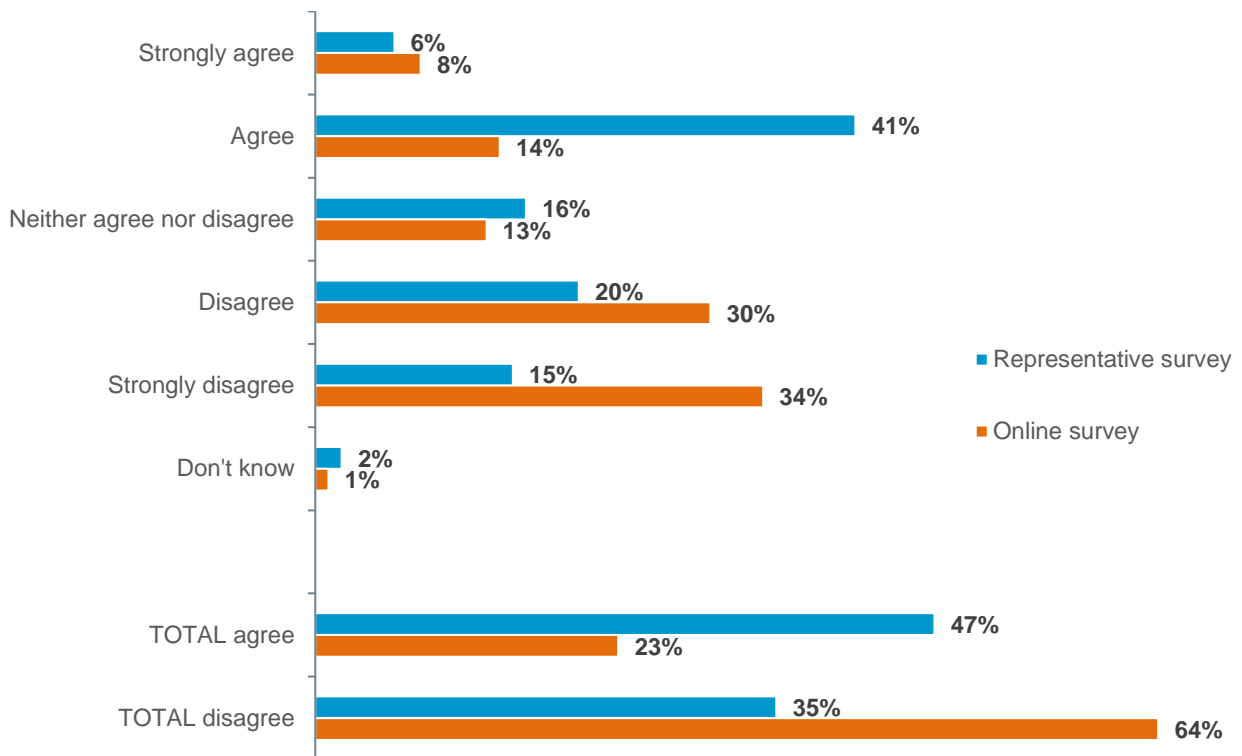
Croydon focus group participant (flats group)

2.2 Street cleaning

Survey respondents were asked to what extent they agreed or disagreed that residential streets in their local area are cleaned frequently enough. Almost half of representative respondents agreed overall (47%), whilst a third disagreed overall (35%). Online respondents, on the other hand, were more likely to disagree overall (64%) than agree overall (23%).

Figure 38 – (Q29) To what extent do you agree or disagree that residential streets in your local area are cleaned frequently enough?

Base: All respondents – representative (406); online (2,248)



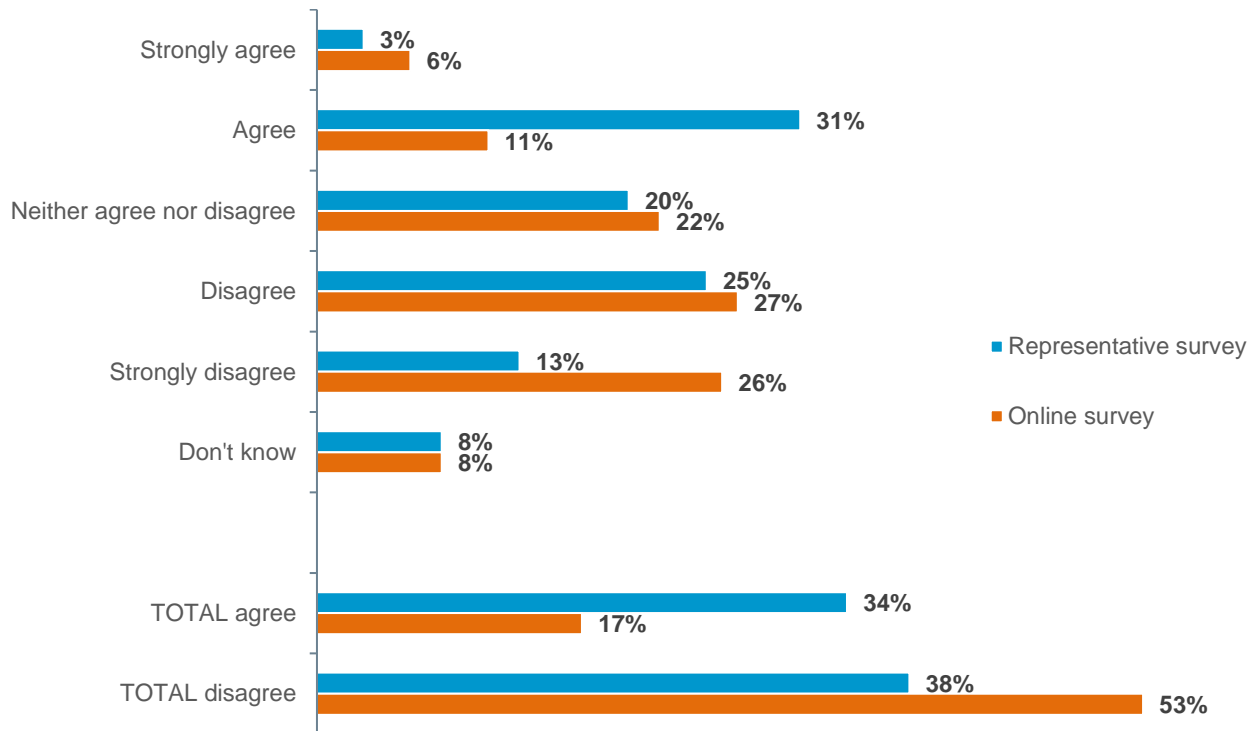
Subgroup analysis of the representative survey

Those living in a house were more likely to **agree** that residential streets in their local area are cleaned frequently enough (55%) when compared with those living in purpose built flats (35%).

When asked to what extent they agreed or disagreed that streets in their local town centre are cleaned frequently enough, respondents across both surveys were more likely to disagree overall (38% representative, 53% online) than agree overall (34% representative, 17% online).

Figure 39 – (Q30) To what extent do you agree or disagree that streets in your local town centre are cleaned frequently enough?

Base: All respondents – representative (406); online (2,248)



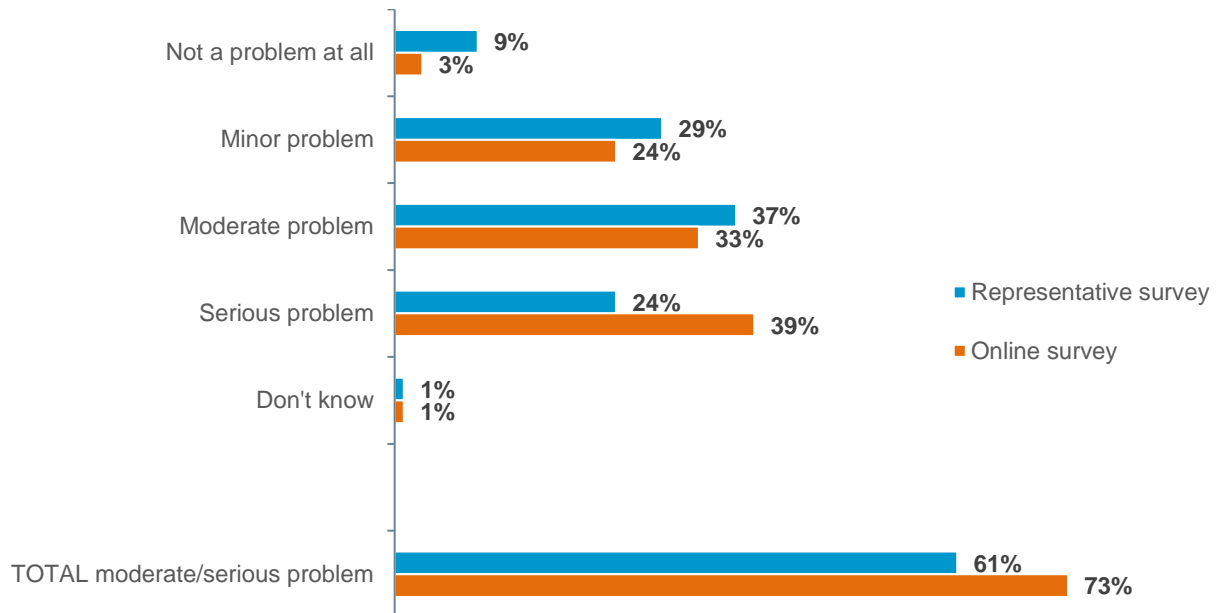
Subgroup analysis of the representative survey

There were no statistically significant differences between subgroups.

Respondents were provided with a list of street cleaning issues and were asked to indicate how much of a problem they were in their local area, on a scale of 'not at all a problem' to 'serious problem'. Six in ten representative respondents (61%) and three quarters of online respondents (73%) said they thought street litter was a *moderate* or *serious* problem.

**Figure 40 – (Q31a) To what extent are the following a problem in your local area?
Street litter**

Base: All respondents – representative (406); online (2,245)



Subgroup analysis of the representative survey

Croydon South residents were more likely to think that street litter is **not a problem at all** (18%) when compared with Croydon North residents (4%).

Those living in a house and a house converted to flats were more likely to think that street litter is a **minor problem** (36% and 30% respectively) when compared with those living in purpose built flats (17%).

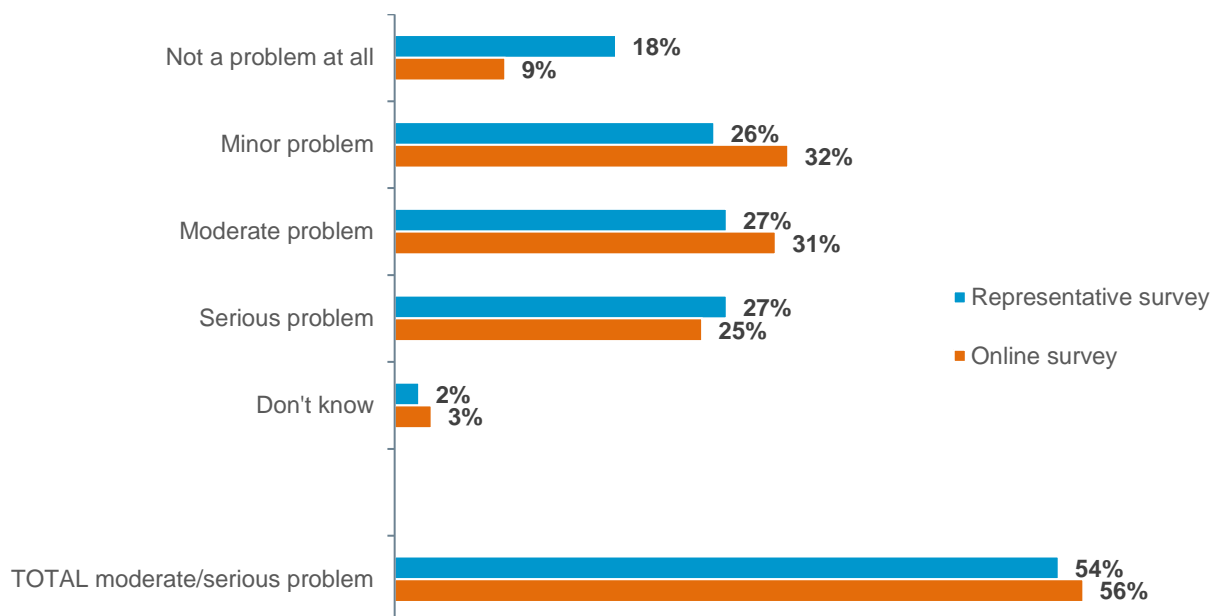
Subgroups more likely to think that street litter is a **moderate or serious problem** (61% overall) include:

- Those living in purpose built flats (72%) vs those living in a house (54%)
- Croydon North residents (70%) vs Croydon South residents (52%)
- Those aged 35-54 (66%) vs those aged 55+ (50%)

Over half of respondents across both surveys indicated that they thought dog fouling was a *moderate* or *serious problem* in their local area (54% representative, 56% online). Representative respondents were twice as likely to consider this as *not a problem at all* (18%) than online respondents (9%).

Figure 41 – (Q31b) To what extent are the following a problem in your local area? Dog fouling

Base: All respondents – representative (406); online (2,244)



Subgroup analysis of the representative survey

Croydon South residents were more likely to think that dog fouling is **not a problem at all** (34%) when compared with Croydon Central (14%) and Croydon North residents (13%).

Subgroups more likely to think that dog fouling is a **minor problem** (26% overall) include:

- Those living in a house (34%) vs those living in a house converted to flats (17%) and purpose built flats (19%)
- Those aged 55+ (34%) vs those aged 35-54 (22%)

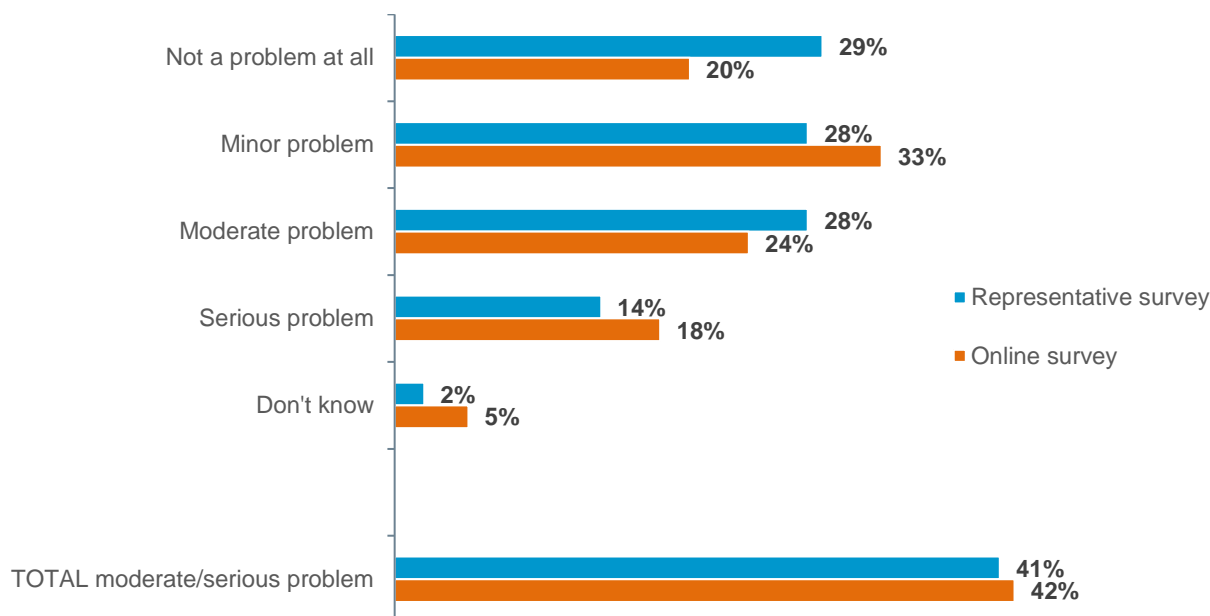
Subgroups more likely to think that dog fouling is a **moderate or serious problem** (54% overall) include:

- Those living in a house converted to flats (68%) and purpose built flats (61%) vs those living in a house (44%)
- Croydon Central (57%) and Croydon North residents (57%) vs Croydon South residents (38%)
- Those aged 18-54 (60%) vs those aged 55+ (40%)

Around four in ten respondents across both surveys felt that graffiti and fly-posting were a *moderate* or *serious problem* in their local area (41% representative, 42% online). Representative respondents were more likely to think this was *not a problem at all* (29%) than online respondents (20%).

Figure 42 – (Q31c) To what extent are the following a problem in your local area? Graffiti/fly-posting

Base: All respondents – representative (406); online (2,244)



Subgroup analysis of the representative survey

Croydon South residents were more likely to think that graffiti/fly-posting is **not a problem at all** (45%) when compared with Croydon Central (27%) and Croydon North residents (23%).

Those living in a house were more likely to think that graffiti/fly-posting is a **minor problem** (33%) when compared with those living in purpose built flats (19%).

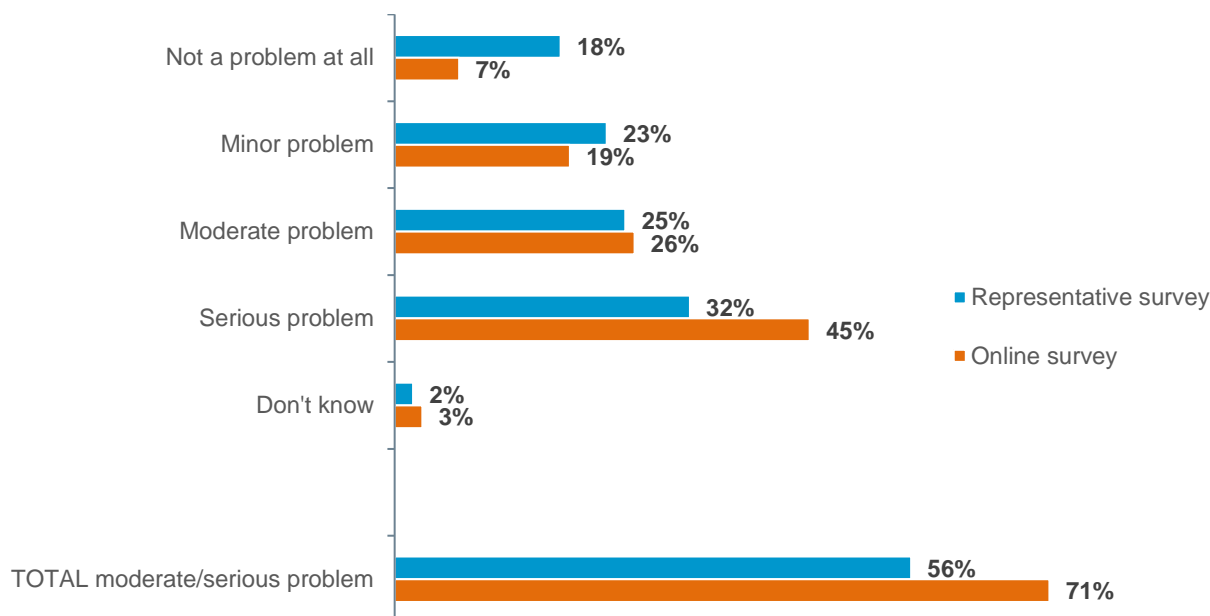
Subgroups more likely to think that graffiti/fly-posting is a **moderate or serious problem** (41% overall) include:

- Those living in a house converted to flats (51%) and purpose built flats (49%) vs those living in a house (33%)
- Croydon Central residents (44%) vs Croydon South residents (28%)

Over half of representative respondents (56%) and seven in ten online respondents (71%) thought that fly-tipping was a *moderate* or *serious problem* in their local area. Representative respondents were more than twice as likely to believe this was *not a problem at all* (18%) than online respondents (7%).

**Figure 43 – (Q31d) To what extent are the following a problem in your local area?
Fly-tipping**

Base: All respondents – representative (406); online (2,247)



Subgroup analysis of the representative survey

Croydon South residents were more likely to think that fly-tipping is **not a problem at all** (29%) when compared with Croydon Central (16%) and Croydon North residents (10%).

Subgroups more likely to think that fly-tipping is a **minor problem** (23% overall) include:

- Those living in a house (28%) vs those living in purpose built flats (14%)
- Those aged 55+ (31%) vs those aged 18-34 (17%)

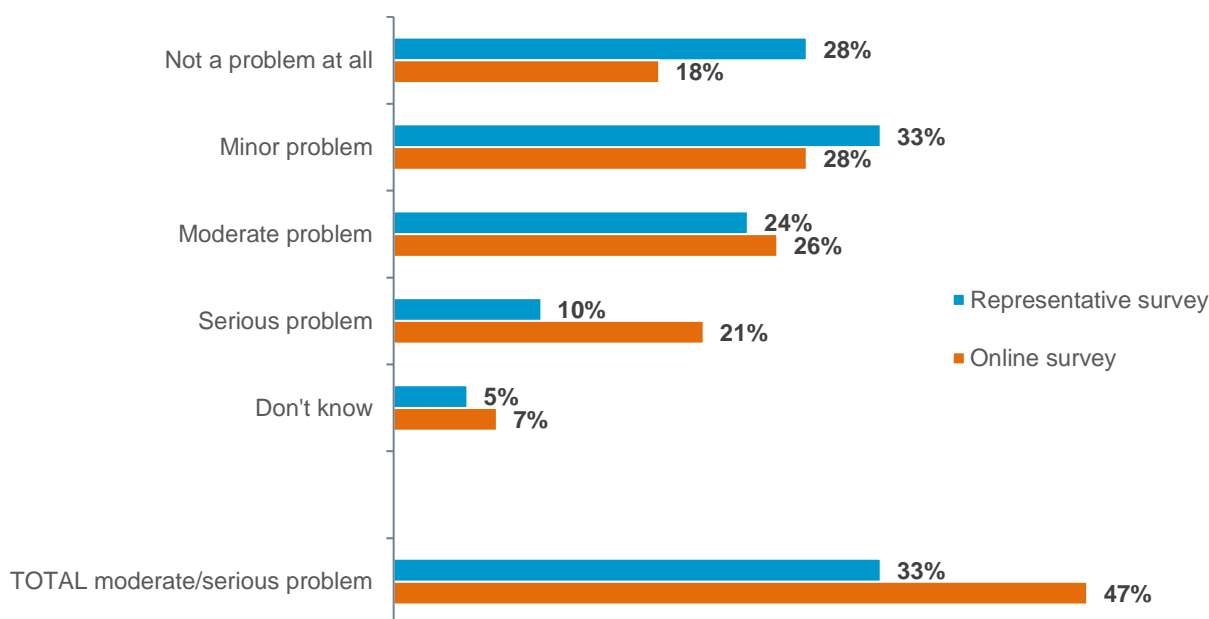
Subgroups more likely to think that fly-tipping is a **moderate or serious problem** (56% overall) include:

- Those living in purpose built flats (67%) vs those living in a house (50%)
- Croydon North residents (65%) vs Croydon South residents (46%)
- Those aged 18-54 (63%) vs those aged 55+ (41%)

When asked to what extent they thought that weeds on the public highway were a problem in their local area, representative respondents' opinion was relatively split. Almost three in ten representative respondents thought this was *not a problem at all* (28%), a third felt it was a *minor problem* (33%) and another third felt it was a *moderate or serious problem* (33%). Almost half of online respondents thought that weeds on the public highway were a *moderate or serious problem* (47%).

Figure 44 – (Q31e) To what extent are the following a problem in your local area? Weeds on the public highway

Base: All respondents – representative (406); online (2,246)



Subgroup analysis of the representative survey

Croydon South residents were more likely to think that weeds on the public highway are **not a problem at all** (45%) when compared with Croydon Central (22%) and Croydon North residents (21%).

Croydon North residents were more likely to think that weeds on the public highway are a **minor problem** (43%) when compared with Croydon South residents (24%).

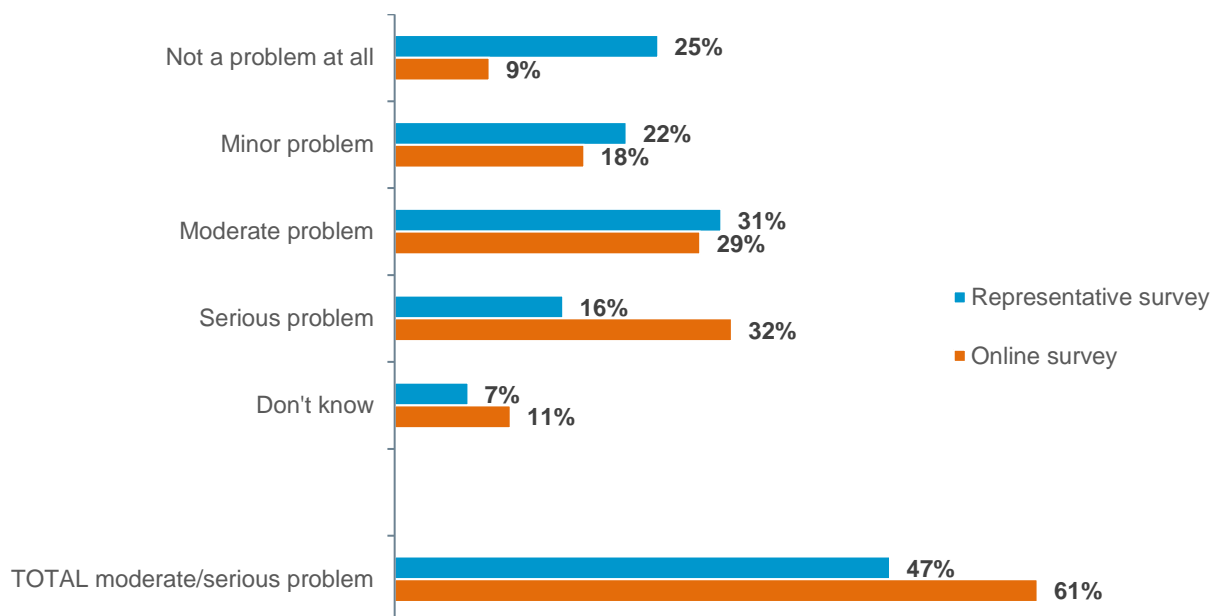
Subgroups more likely to think that weeds on the public highway are a **moderate or serious problem** (33% overall) include:

- Those living in a house converted to flats (52%) vs those living in a house (25%) and purpose built flats (36%)
- Croydon Central residents (41%) vs Croydon North residents (25%)
- Those aged 35-54 (39%) vs those aged 55+ (26%)

Almost half of representative respondents (47%) and six in ten online respondents (61%) thought that full public litter bins were a *moderate* or *serious problem* in their local area. Representative respondents were significantly more likely to think this was *not a problem at all* (25%) than online respondents (9%).

**Figure 45 – (Q31f) To what extent are the following a problem in your local area?
Full public litter bins**

Base: All respondents – representative (406); online (2,246)



Subgroup analysis of the representative survey

Subgroups more likely to think that full public litter bins are **not a problem at all** (25% overall) include:

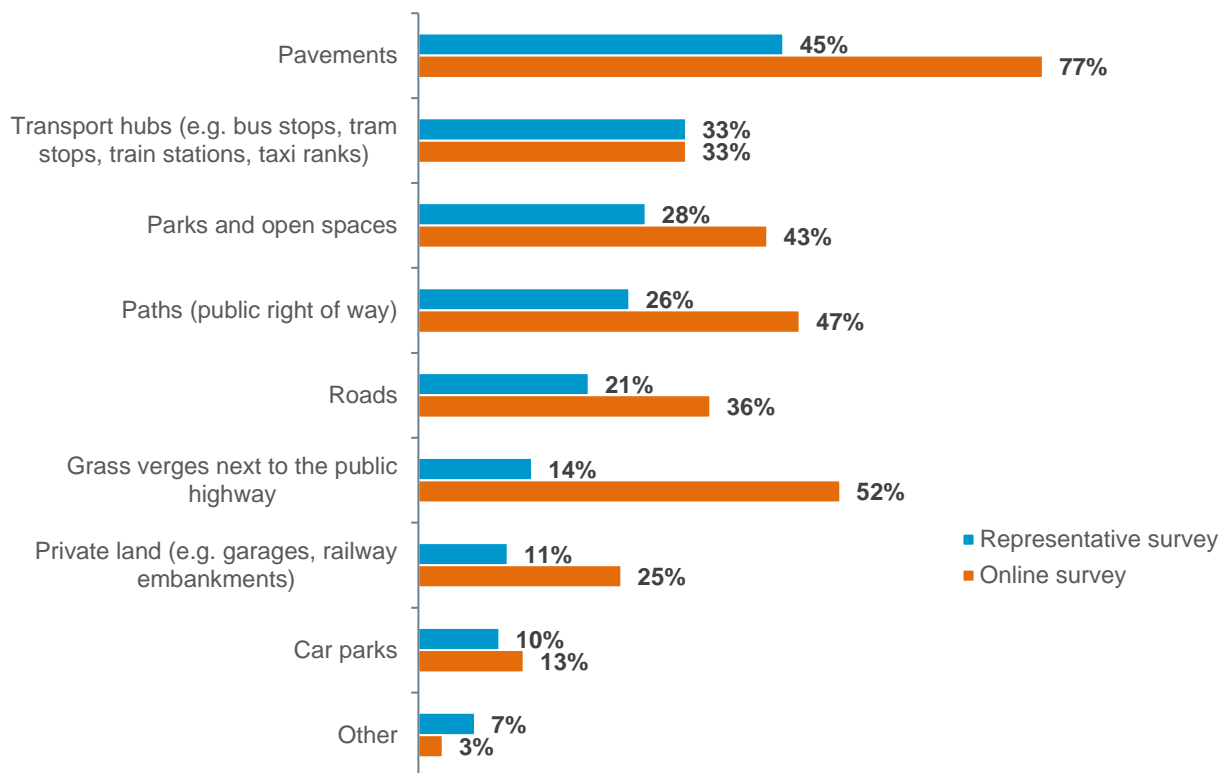
- Those living in a house (30%) vs those living in a house converted to flats (16%)
- Croydon South residents (40%) vs Croydon Central (19%) and Croydon North residents (18%)
- Those aged 55+ (33%) vs those aged 35-54 (20%)

Those living in purpose built flats were more likely to think that full public litter bins are a **moderate or serious problem** (57%) when compared with those living in a house (40%).

Respondents were asked which areas in their neighbourhood tend to get dirtiest and would benefit from more attention in the future and were able to select all that applied. The most common response across both surveys was *pavements* (45% representative, 77% online). Other common responses provided by respondents across both surveys include *transport hubs* (both at 33%), *parks and open spaces* (28% representative, 43% online) and *paths (public right of way)* (26% representative, 47% online). Online respondents were significantly more likely to select *grass verges next to the public highway* (52%) than representative respondents (14%).

Figure 46 – (Q32) Which areas in your neighbourhood tend to get dirtiest and would benefit from more attention in the future?

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Croydon North residents were more likely to select **pavements** (53%) when compared with Croydon South residents (38%).

Croydon Central and Croydon North residents were more likely to select **transport hubs** (31% and 43% respectively) when compared with Croydon South residents (10%).

Those living in purpose built flats were more likely to select **car parks** (19%) when compared with those living in a house (8%) and a house converted to flats (2%).

'Other' responses

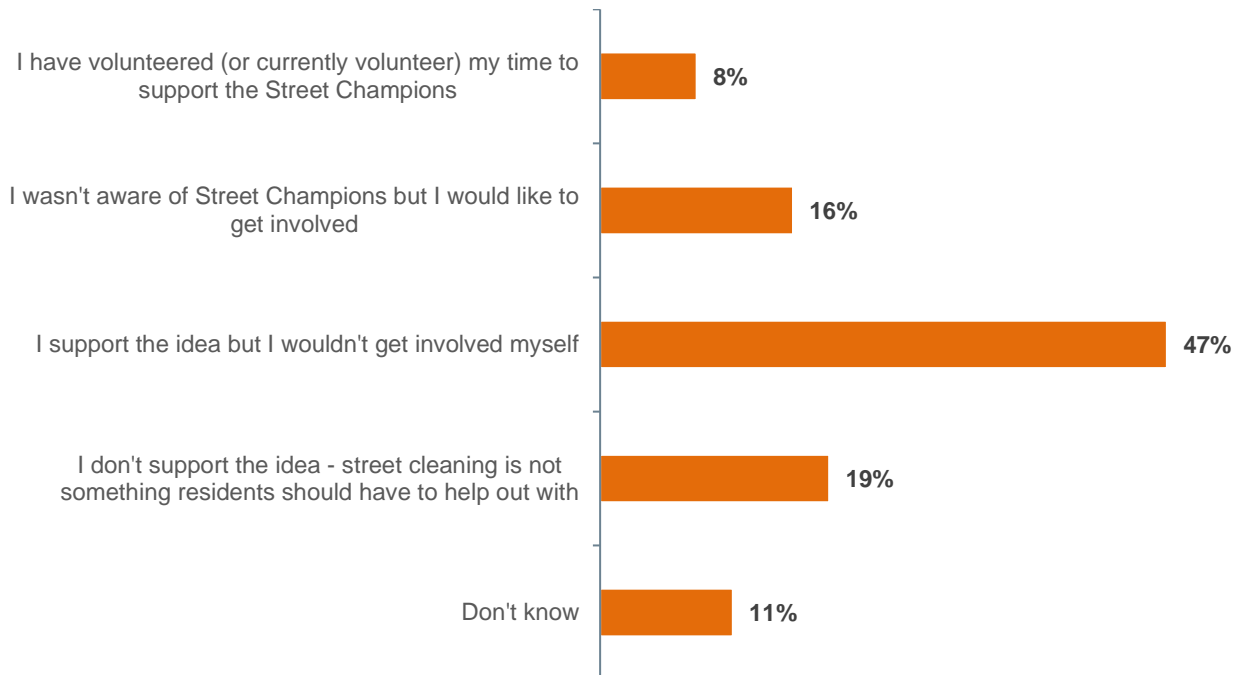
The following points are the main 'other' comments:

- On roadsides
- Alleyways/footpaths
- Weeds are not an issue/biodiversity needed
- Areas where fly-tipping occurs

Croydon Council coordinates Street Champions, which is a network of residents who volunteer to improve the environment and street scene across the borough. Online respondents were asked to provide their opinion on this by selecting which statement best reflects their view from a list. Almost half of online respondents said they *support the idea but wouldn't get involved themselves* (47%). In total, a quarter of online respondents (24%) said they have *already volunteered or currently volunteer their time to support the Street Champions* (8%) or that they *weren't aware of Street Champions but would like to get involved* (16%). A fifth of online respondents said they *don't support the idea* (19%).

Figure 47 – (Q33) Which of these statements best reflects your view about the Street Champion Programme?

Base: All respondents – online (2,248)

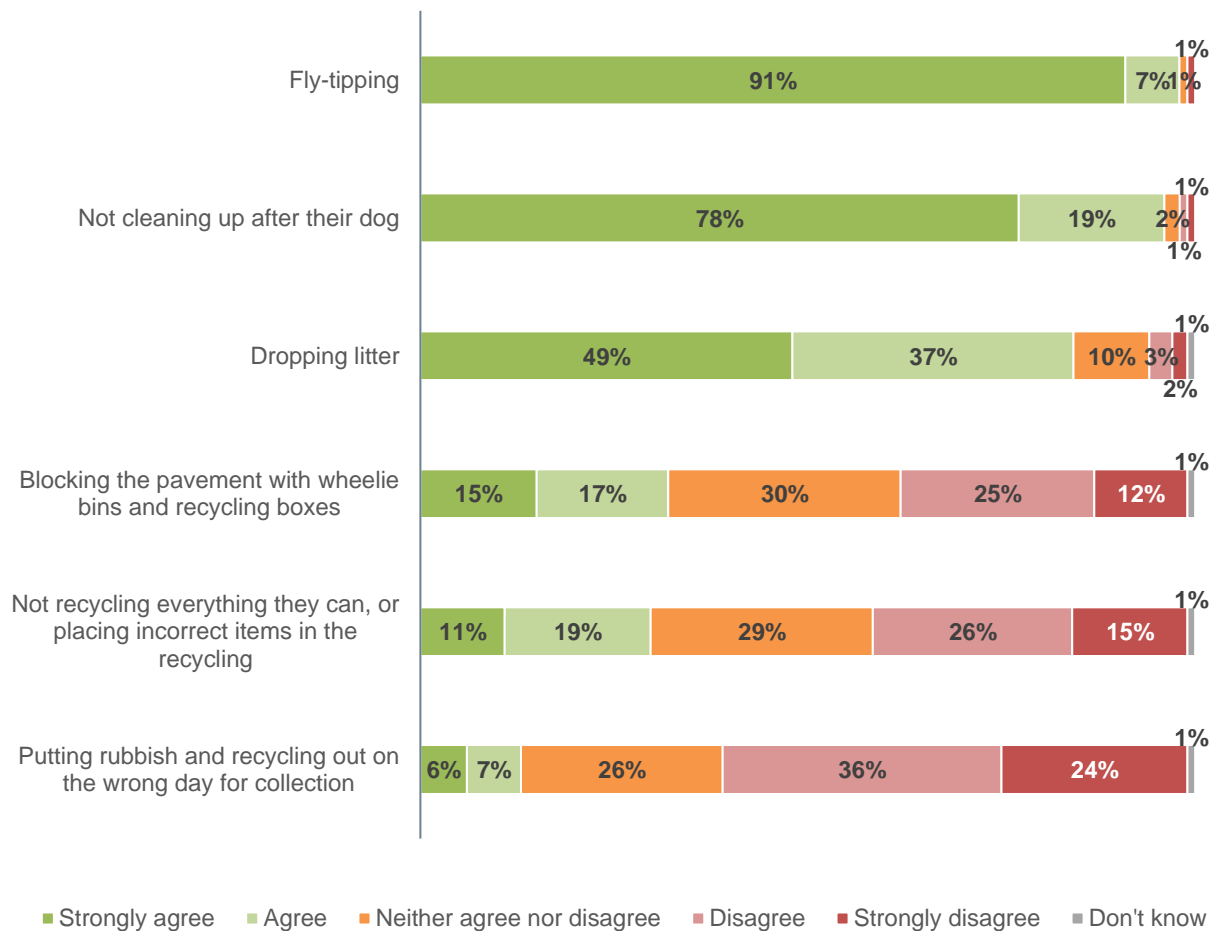


Online respondents were asked to what extent they agreed that people should receive fixed penalty notices for a series of behaviours related to street cleaning and waste and recycling collections. Overall agreement was highest for the behaviours related to street cleaning, such as *fly-tipping* (98%), *not cleaning up after their dog* (97%) and *dropping litter* (85%).

However, online respondents were more likely to disagree than agree that people should receive fixed penalty notices for behaviours related to waste and recycling collections, such as *blocking pavements with wheelie bins and boxes* (37% disagree overall, 32% agree overall), *not recycling everything they can, or placing incorrect items in the recycling* (41% disagree overall, 29% agree overall) and *putting rubbish and recycling out on the wrong day for collection* (61% disagree overall, 13% agree overall).

Figure 48 – (Q34) To what extent do you agree that people should receive fixed penalty notices for the following?

Base: All respondents – online (2,247)

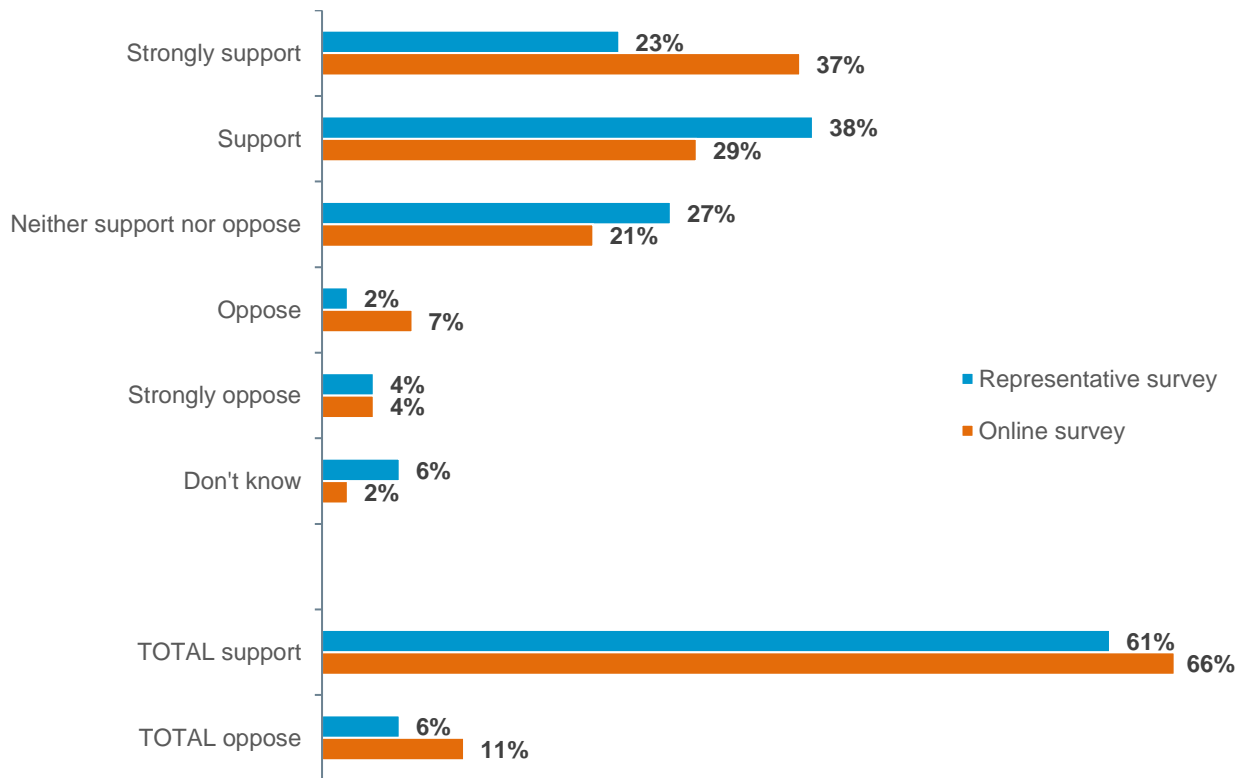


Respondents were asked to what extent they support or oppose the council adopting a pesticide-free approach to weed control, which can be slightly less effective and means some public spaces can look 'less neat'. Six in ten representative respondents (61%) and two thirds of online respondents (66%) supported this overall. Online respondents were more likely to oppose this overall (11%) than representative respondents (6%).

Figure 49 – (Q35) Some councils have stopped using chemicals like glyphosate to control weeds on the public highway. There are environmental benefits using pesticide-free approaches to weed control, but they are slightly less effective and means some public spaces can look a bit 'less neat'.

To what extent do you support or oppose the council adopting a pesticide-free approach to weed control?

Base: All respondents – representative (406); online (2,248)



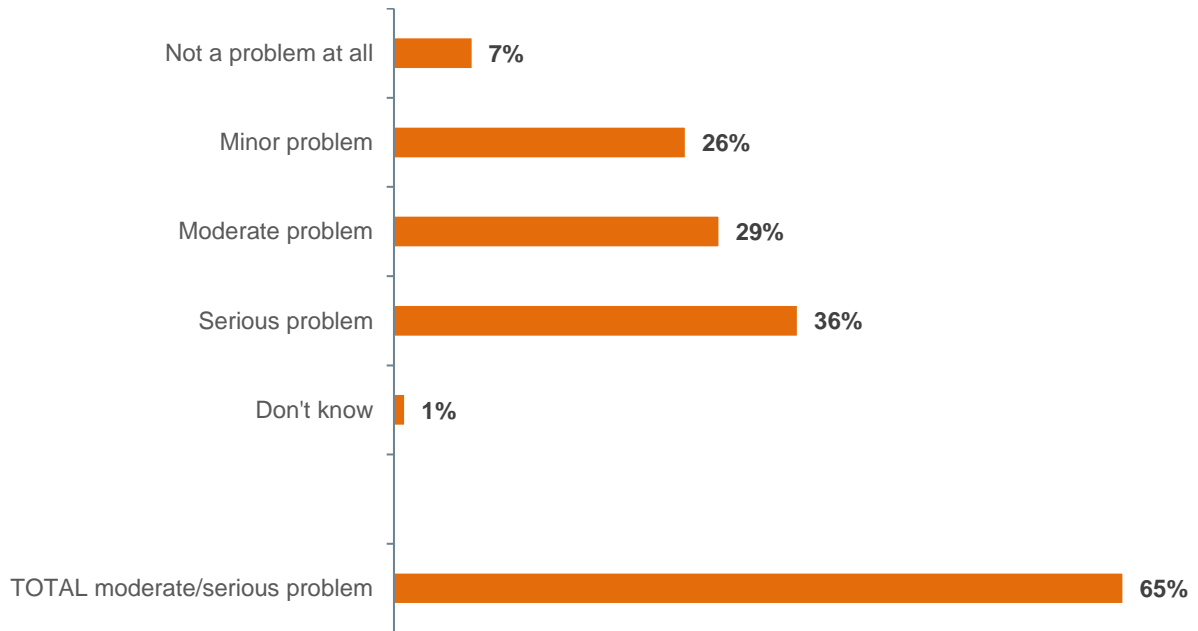
Subgroup analysis of the representative survey

Those aged 18-34 were more likely to say they **support** the council adopting a pesticide-free approach to weed control (73%) when compared with those aged 35-54 (54%).

Two thirds of online respondents indicated that leaves on the road and pavement in autumn and winter are a *moderate* or *serious problem* in their local area (65%). A further quarter said this was a *minor problem* (26%) and 7% said it was *not a problem at all*.

Figure 50 – (Q36) To what extent are leaves on the road and pavement in autumn/winter a problem in your local area?

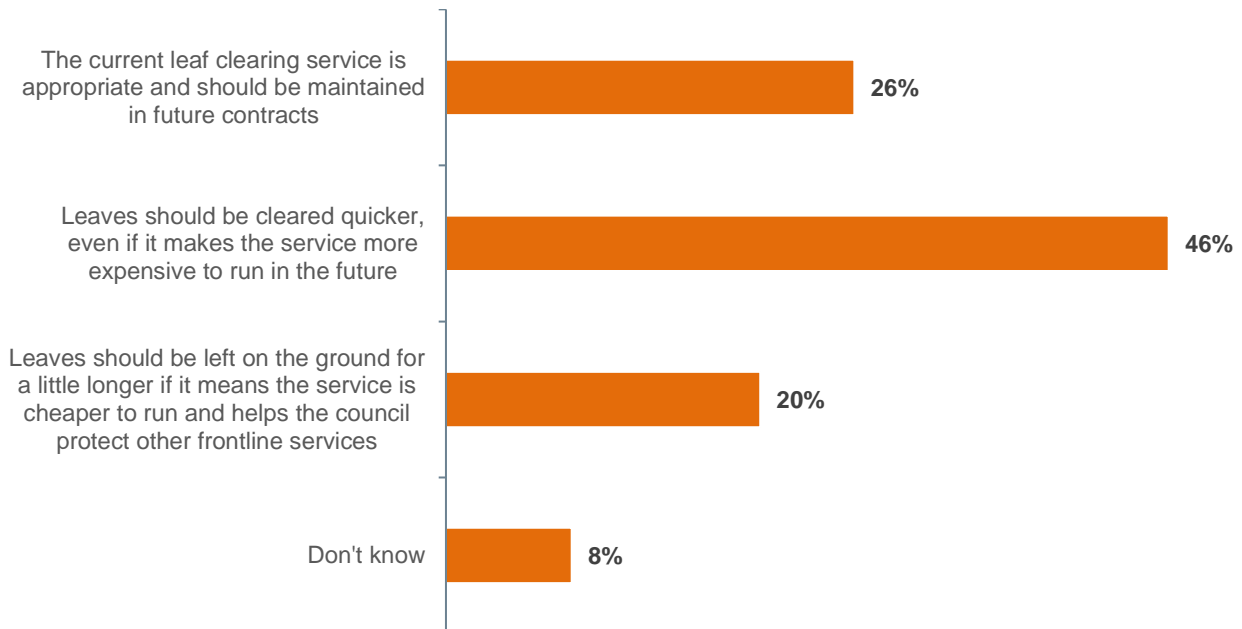
Base: All respondents – online (2,248)



Almost half of online respondents felt that *leaves should be cleared quicker, even if it makes the service more expensive to run in the future* (46%). A quarter felt that *the current leaf clearing service is appropriate* (26%) and a fifth said that *leaves should be left on the ground for a little longer if it means the service is cheaper to run and helps the council protect other frontline services* (20%).

Figure 51 – (Q37) Which of these statements do you most agree with?

Base: All respondents – online (2,248)



Focus group feedback about street cleaning

Participants were asked to provide their thoughts on street cleaning in Croydon, encompassing a range of services including sweeping roads, pavements and public land, clearing weeds, pavement gritting, fly-tipping, dog fouling, drain and sewer problems, fly posting, graffiti, and dealing with dead animals.

Street cleaning

Participants felt that street cleaning should be improved, noting that some areas were rarely cleaned and issues with litter in public areas

When asked about street cleaning in town and district centres, as well as in the local area, the majority of participants were dissatisfied and felt that there was room for improvement. Some said there was little evidence of street cleaning occurring in their local area, citing examples of litter on roads and paths. For some, this was an increasing problem in recent years.

My general comment would be that it's pretty abhorrent at the moment if I'm honest. The amount of anti-social activity and fly-tipping is through the roof at the moment.

Croydon focus group participant (flats group)

Occasionally I see the road sweepers, but very, very rarely...There are things like the grass next to the bus stop that hasn't been litter picked in the five years that I've lived here, and is just getting worse. At some point, I'm just going to bite the bullet and do it myself. And the public paths, the rights of way, I don't think are ever inspected.

Croydon focus group participant (houses group)

It is especially bad when the bins are being emptied, but I would say that street litter is generally a significant problem where I live. I've lived in London for 15 years, and I notice it, so there is generally more litter.

Croydon focus group participant (houses group)

Participants suggested that some areas were cleaned more frequently than others, with a greater focus on town centres, areas being developed and areas that they consider to be more affluent. However, this is to the detriment of other areas in the borough.

Street cleaning is non-existent. They only want to do the posh end of town...Coulson, Purley, Sanderstead.

Croydon focus group participant (flats group)

In the very local area that I live, probably a square mile or so, I have seen an improvement in street cleaning in the last five or six years. But I'm thinking it might be where the council is placing its priorities. There's a lot of construction and activity in East Croydon.

Croydon focus group participant (flats group)

They want town centres clean and tidy so if visitors come, it looks clean. They're leaving everyone else with rubbish everywhere. Even if it was done once a week, it would be an 80% improvement.

Croydon focus group participant (flats group)

I guess they must clean Norbury high street more than other places, because otherwise it would just be ridiculous, there would be way more stuff there. But because there is actually so much rubbish on the residential streets, all areas seem to have a lot of rubbish.

Croydon focus group participant (houses group)

Fly-tipping

Fly-tipping was highlighted as a significant issue, with a perceived lack of consequences for offenders

Participants generally agreed that fly-tipping was a problem in Croydon, with most able to provide examples of this occurring in their local area. Reported fly-tipping hotspots included footpaths, parks and communal bin areas.

Where I live, there's lots of paths and ginnels that connect the streets and they always just have stuff in them because they're kind of hidden.

Croydon focus group participant (flats group)

I went down to the park the other day and there were two sofas which has been fly-tipped into the children's play area...Those sofas were there, I think, a month before they got taken away.

Croydon focus group participant (houses group)

We have quite a lot of problems with fly-tipping...and by it being put next to our bins, it prevents our bins from being taken. It's just household things like lampshades or a small chest of drawers – things that are too small to get too upset about, but big enough to stop our bins being collected...It's a big frustration.

Croydon focus group participant (flats group)

Participants perceived that there were few consequences to fly-tipping, pointing out that enforcement action was rarely taken. Although there was some awareness of the Love Clean Streets app, one participant pointed out that this simply results in the waste being removed rather than any action being taken against the perpetrator.

You can get away with dropping a chocolate wrapper on a town centre street and nobody will notice. You can get away with dropping off a mattress in a residential street and nobody will notice.

Croydon focus group participant (flats group)

I walk my dog all over the borough...and fly-tipping is prevalent. I use the Love Clean Streets app to report it. It varies from rubble, to mattresses, to household goods.

Croydon focus group participant (flats group)

I've reported something like seven different fly-tips just in front of my house, and I actually thought, 'I'm just providing someone a service here. They dump their rubbish and I report it, and it gets taken away for them for free!' I figured out which of my neighbours on the street was doing it, and I went and politely knocked on her door, and she was like, 'Oh, I didn't know! I just thought that you put it out there and someone took it away'...There's no consequence to fly-tipping.

Croydon focus group participant (houses group)

Some felt that the prevalence of fly-tipping could be related to the difficulty some residents experience in accessing Household Reuse and Recycling Centres. It was proposed that making it easier for people to access these sites could potentially help to reduce instances of fly-tipping in the borough. One suggestion was to reduce the cost for those wishing to dispose of commercial waste.

It is hard – what are you going to do if you don't have a car and you need to get rid of something?

Croydon focus group participant (houses group)

It costs, on average, £5,000 to prosecute someone for fly-tipping. It costs a person who needs a waste carrier license probably about £1,000 and then they would need to subsequently pay a fee to dispose of rubbish...So if they reduce the cost of allowing commercial vehicles to dispose of their rubbish, I can guarantee you will cut the fly-tipping by half.

Croydon focus group participant (flats group)

Cost of waste disposal for individual residents was also mentioned as a potential barrier to correct disposal of waste. One participant said that, whilst they were able to pay a fee for old appliances to be removed by retailers delivering new ones, this might not be affordable for everyone which could then lead to these items being fly-tipped.

If I'm ordering a new fridge, I will pay the extra £50 or £60 for the delivery guys to take the old one away at the same time. But I know not everybody can afford that...and maybe we'll see more of that with the cost of living crisis – people leaving things out.

Croydon focus group participant (flats group)

Dog fouling, graffiti and leaf fall

Dog fouling, graffiti and leaf fall were identified as being less problematic than fly-tipping and general street cleaning

There were mixed opinions about dog fouling in the borough, with some suggesting that this was a major issue and others that it was less so, or that it was only a problem in certain areas. Some participants had noticed graffiti around the borough, but this was not discussed as widely as fly-tipping and general street cleaning. One participant mentioned that they worked as part of a community group which worked to clean up streets and remove graffiti.

Pet fouling is a major problem.

Croydon focus group participant (flats group)

I'm sure they do clean Norbury high street much more. There's not dog poo on the high street...but there is a lot of dog poo on the residential streets.

Croydon focus group participant (houses group)

I saw some graffiti the other day, but it was more noticeable because it was on the side of someone's garage. We get a bit of graffiti around Norbury, but it's not that bad, relative to London.

Croydon focus group participant (houses group)

My group go round privately with graffiti removal spray...But when we get the council on it, again, it's just a long wait.

Croydon focus group participant (houses group)

Leaf fall was again not identified as a major problem by most participants, with some saying that there were few trees in their local area, or that leaves were regularly cleared by the council. However, a small number of participants identified leaf fall as an issue. It was suggested that the council could better organise street cleaning in certain 'hot spots' where frequent problems with leaf fall arise.

It's not that leafy round here.

Croydon focus group participant (houses group)

I live near the school, so they keep it quite clean.

Croydon focus group participant (houses group)

It doesn't bother me a huge amount...but it does present some hazards. It attracts litter, you can't see the dog mess. So it does tend to cause a few problems.

Croydon focus group participant (houses group)

There's a side road up the back of me where we had residents falling down it, and they just had to clear it themselves...The council needs to have workers where the hot spots are happening first, where the worst leaf clearance is.

Croydon focus group participant (houses group)

Ideas for improving the street cleaning service

The council should aim to increase residents' respect for the local area, and ensure they support this by regular, visible street cleaning and dealing with problems quickly

During the focus groups, a number of participants commented that frequent littering and fly-tipping can result in residents having a decreased respect for the local area, which can snowball into additional problems. For example, if there are few perceived consequences to fly-tipping, then others may be tempted to dispose of their waste in this way. A lack of respect for the area can further progress into incidences of anti-social behaviour.

Litter attracts litter. If you don't clear it, people think it's acceptable, and it just spirals.

Croydon focus group participant (houses group)

It's the broken windows theory...If there's broken glass, there's graffiti. If there's graffiti, there's anti-social behaviour...It's that knock-on effect.

Croydon focus group participant (flats group)

Conversely, participants explained that if the area is well maintained then people are more likely to take pride in their local area. It was therefore suggested that the council should ensure that streets are cleaned on a regular basis, that problems are dealt with quickly, and that residents should be encouraged to develop a sense of personal responsibility, for example by providing more information about initiatives they can become involved with, such as Street Champions.

If your environment is clean, people feel better and they're more likely to take pride in where they live.

Croydon focus group participant (flats group)

It's about having a collective respect for the area and about community interest. I feel that when it gets bad, all that does is encourage poor behaviours around refuse and waste. If it's looked after by those who are being paid to look after it, then those who aren't paid will look after it as well.

Croydon focus group participant (flats group)

I think it also comes down to the individual and how the local authority nurtures that sense of personal responsibility. Threats and fines might work, but it's also about educating and encouraging people to recycle properly.

Croydon focus group participant (flats group)

The Street Champions is something I would definitely get involved in. The Mayor sends out his weekly email and there was something on there last week about it. But we were informed on the 17th March that the initiative was taking place on the 17th March. So I'm all for it, but just give people more warning.

Croydon focus group participant (flats group)

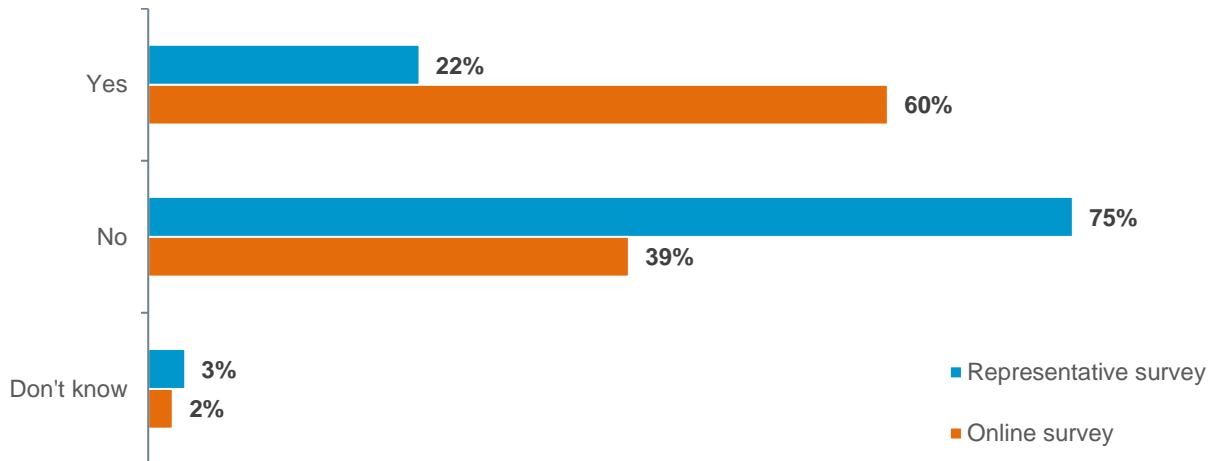
2.3 Resolving problems and keeping residents up to date

Experience of reporting an issue

Six in ten online respondents indicated that they had contacted the council in the last 12 months to report an issue or make a request relating to street cleaning or their recycling and waste collections (60%), whilst only 22% of representative respondents said they had done this.

Figure 52 – (Q38) Have you contacted the council in the last 12 months to report an issue or make a request relating to street cleaning or your recycling and waste collections?

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

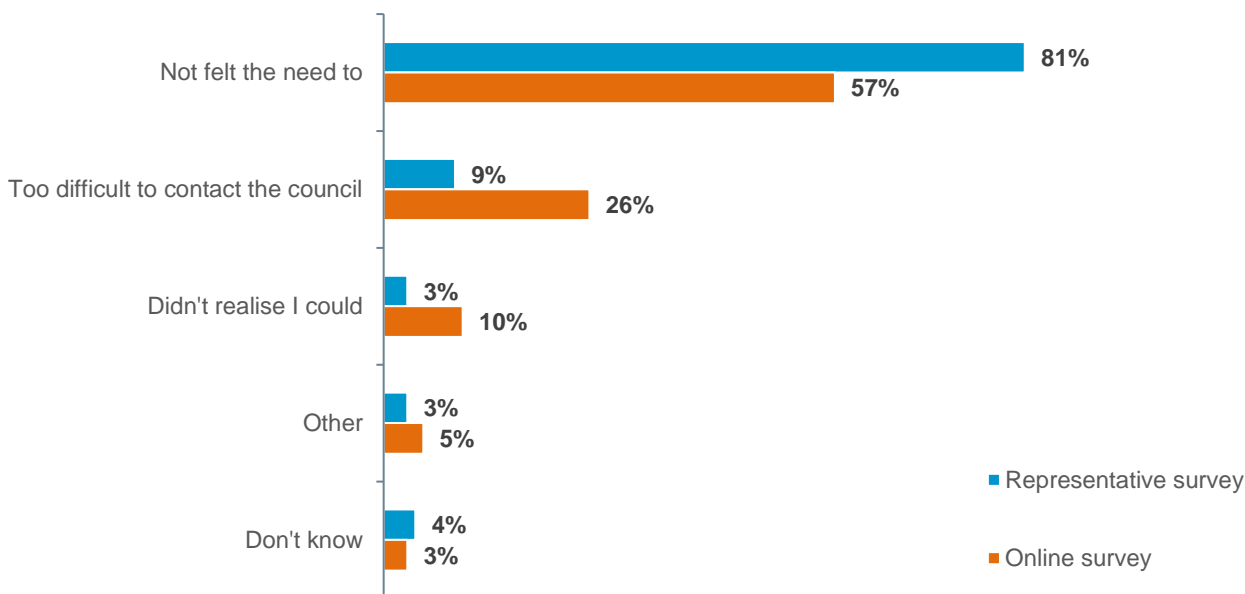
Subgroups more likely to say they **have reported an issue or made a request to the council in the last 12 months** (22% overall) include:

- Croydon South residents (33%) vs Croydon Central (20%) and Croydon North residents (17%)
- Those aged 55+ (31%) vs those aged 18-34 (13%)
- Those who have a disability (38%) vs those who do not (20%)

Those who said they had not reported any issues to the council in the last 12 months were asked why this was. The most common response across both surveys was that they had *not felt the need to* (81% representative, 57% online), followed by the perception that it is *too difficult to contact the council* (9% representative, 26% online). A further 3% of representative respondents and 10% of online respondents said they *didn't realise they could*.

Figure 53 – (Q39) Why have you not reported any issues to the council recently?

Base: All respondents – representative (305); online (867)



Subgroup analysis of the representative survey

Those living in a house converted to flats were more likely to say they had **not felt the need to** contact the council (89%) when compared with those living in purpose built flats (73%).

Croydon Central residents were more likely to say it is **too difficult to contact the council** (14%) when compared with Croydon North residents (4%).

'Other' responses

The following points are the main 'other' comments:

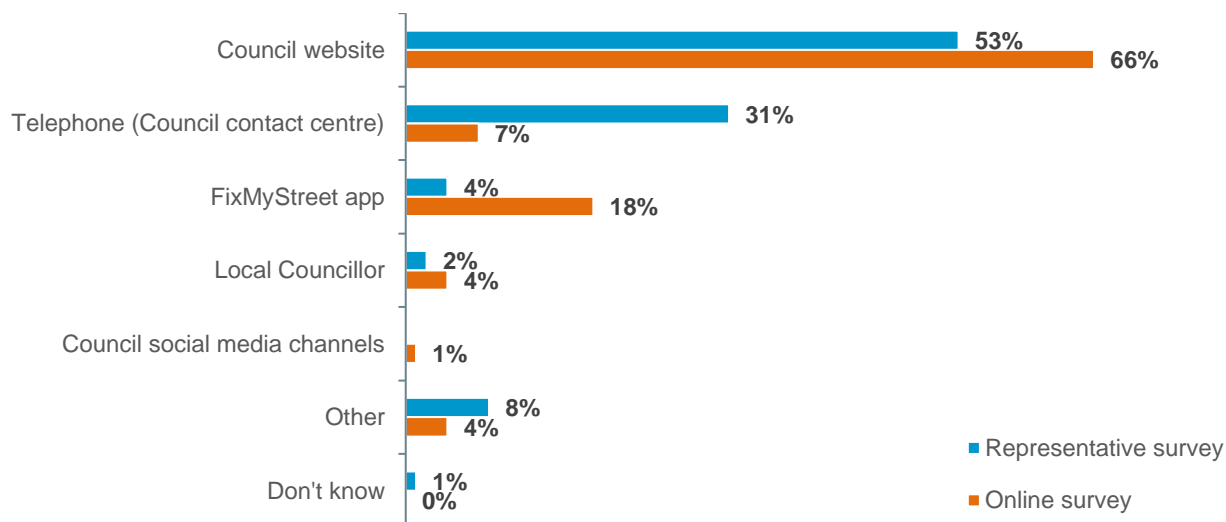
- Low confidence that action will be taken
- Someone else reported

Those who indicated that they had reported an issue to the council in the last 12 months were asked a series of follow up questions. Subgroup analysis of the representative survey has not been carried out for these questions due to the small base size.

When asked how they reported the most recent issue to the council, the most common response across both surveys was via the *council website* (53% representative, 66% online). Representative respondents were more likely to have reported their issue via *telephone* (31%) than online respondents (7%). Conversely, online respondents were more likely to have reported their issue via the *FixMyStreet app* (18%) than representative respondents (4%).

Figure 54 – (Q40) How did you report the most recent issue to the council?

Base: Those who had reported an issue in the last 12 months – representative (89); online (1,339)



'Other' responses

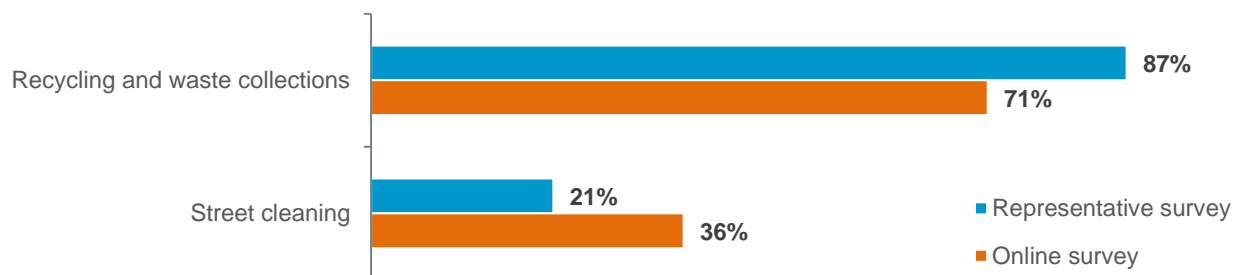
The following points are the main 'other' comments:

- Love Clean Streets app
- Email
- Difficult to contact/no answer/not resolved

The majority of issues reported to the council related to *recycling and waste collections* (87% representative, 71% online). Issues related to *street cleaning* were reported to the council by 21% of representative respondents and 36% of online respondents.

Figure 55 – (Q41) Did the request/issue relate to your recycling and waste collection service or a street cleaning issue?

Base: Those who had reported an issue in the last 12 months – representative (89); online (1,339)

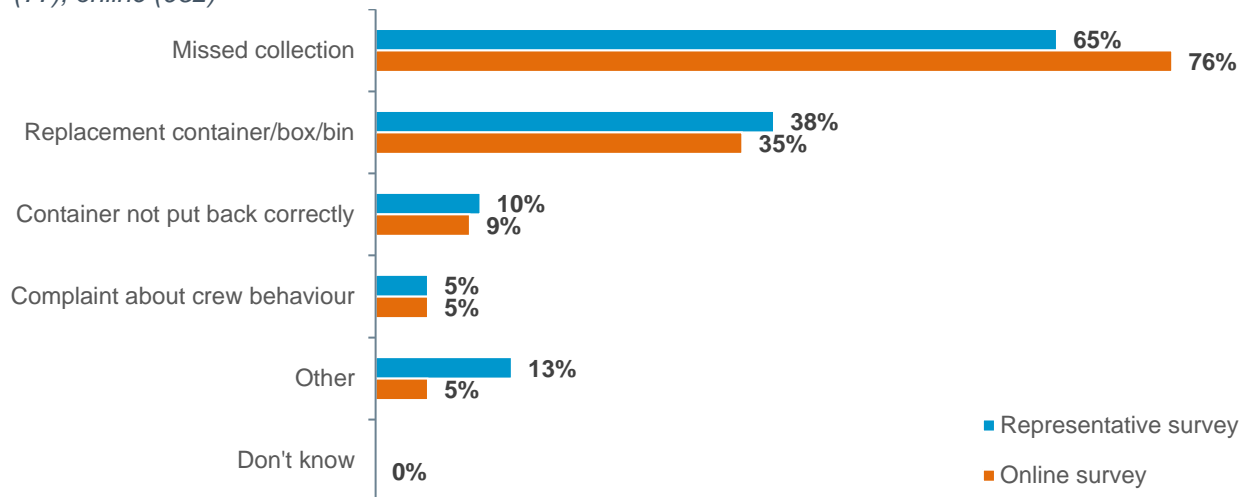


Reporting a recycling and waste collection issue

Those who had reported a recycling and waste collection issue were asked what the report related to specifically. The most common response across both surveys was a *missed collection* (65% representative, 76% online), followed by ordering a *replacement container/box/bin* (38% representative, 35% online).

Figure 56 – (Q42) What did the request or issue you were reporting relate to for waste and recycling collections?

Base: Those who had reported a waste and recycling collection issue in the last 12 months – representative (77); online (952)



'Other' responses

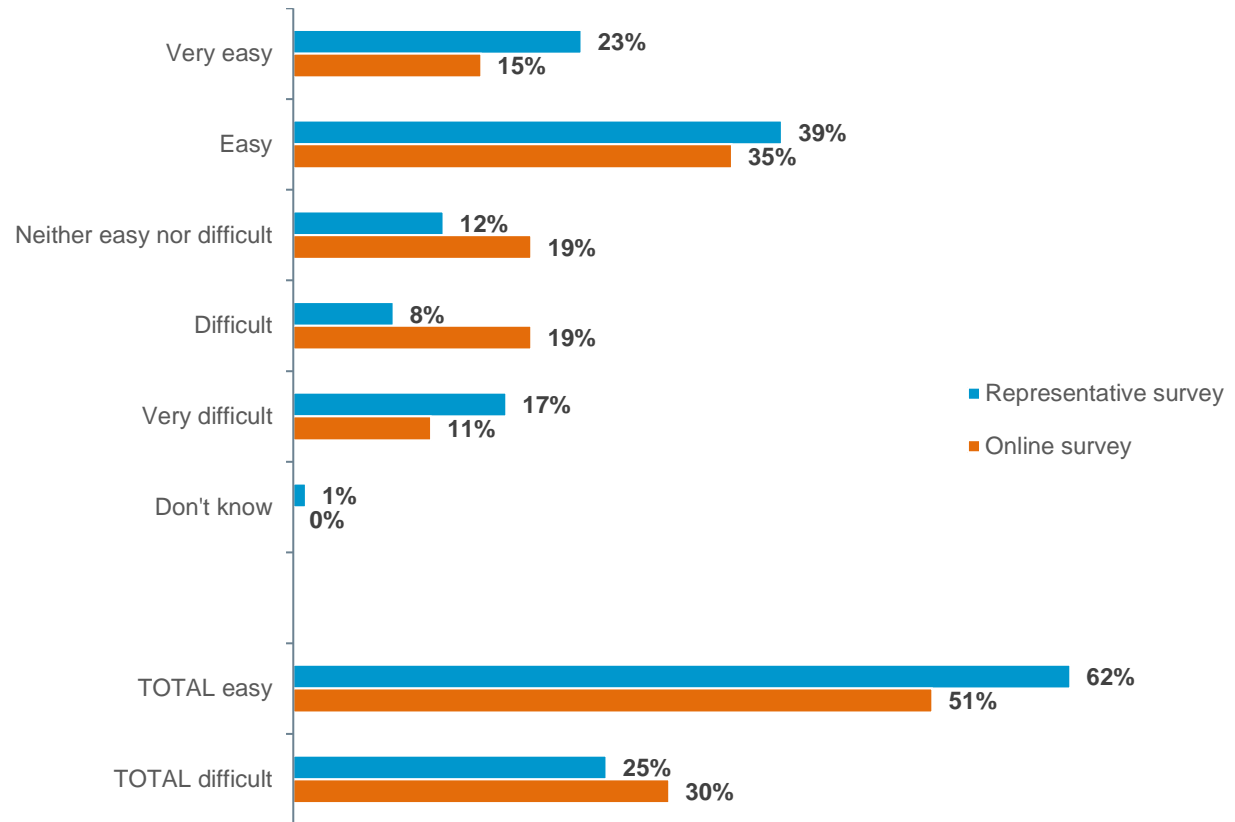
The following points are the main 'other' comments:

- Careless crews/broken bins
- Fly-tipping
- Lost bin/request new bin

When asked how easy or difficult it was to make the report to the council for a waste and recycling issue, six in ten representative respondents (62%) and half of online respondents (51%) said it was easy overall. However, a quarter of representative respondents (25%) and three in ten online respondents (30%) felt it was difficult overall.

Figure 57 – (Q43) How easy or difficult was it to make the report to the council for waste and recycling?

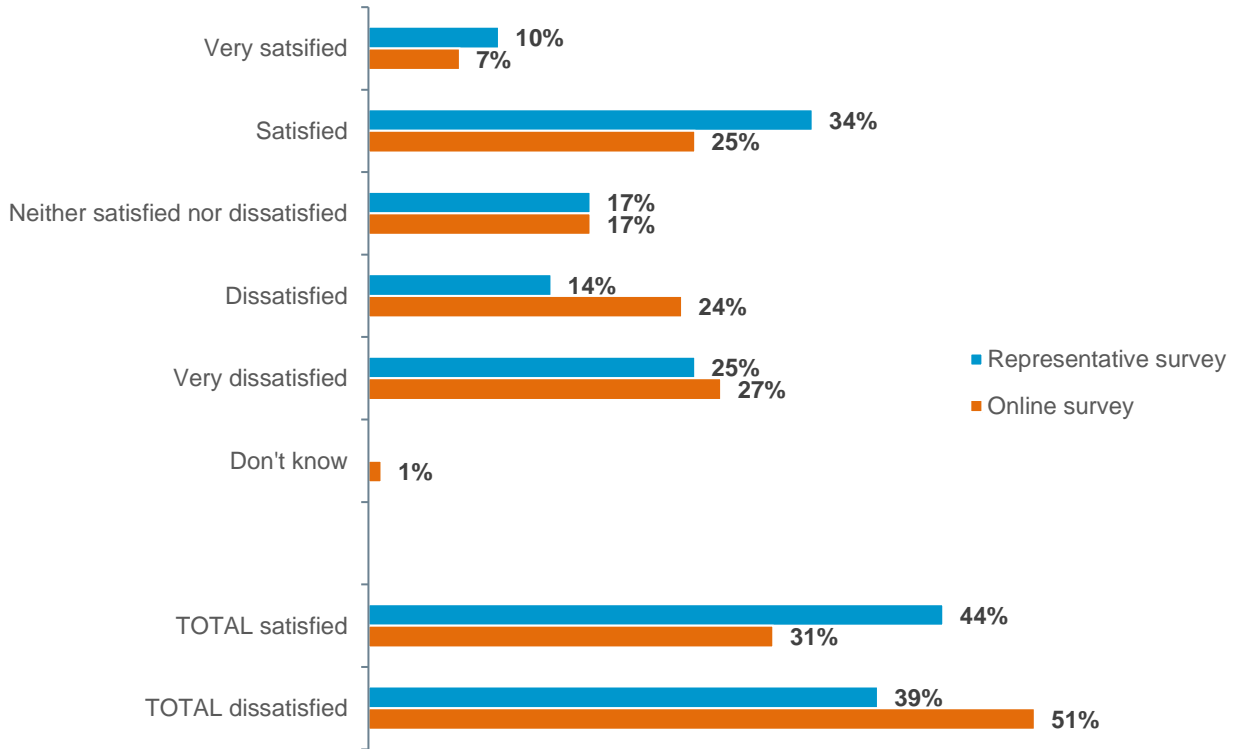
Base: Those who had reported a waste and recycling issue in the last 12 months – representative (77); online (952)



Representative respondents were slightly more likely to indicate that they were satisfied overall with the response they received to their waste and recycling report (44%) than dissatisfied overall (39%). However, online respondents were more likely to be dissatisfied with this overall (51%) than satisfied overall (31%).

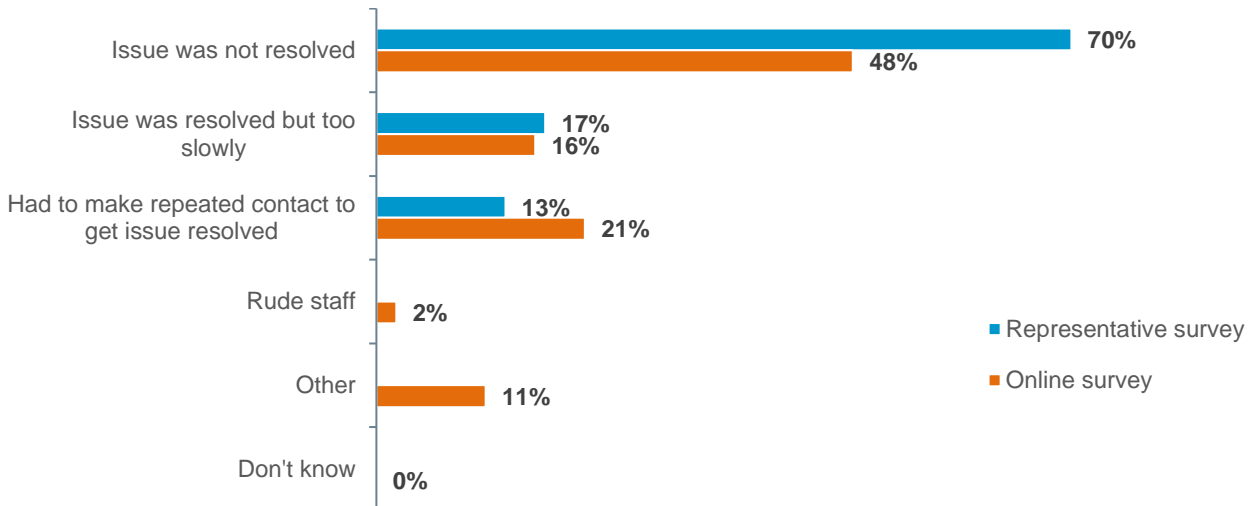
Figure 58 – (Q44) How satisfied or dissatisfied were you with the response you received to your report for waste and recycling?

Base: Those who had reported a waste and recycling issue in the last 12 months – representative (77); online (952)



Those who indicated that they were dissatisfied with the response they received were then asked to identify the main reason for their dissatisfaction. The most common reason across both surveys was that the *issue was not resolved*, selected by 70% of representative respondents (21 respondents) and 48% of online respondents.

Figure 59 – (Q45) What is the main reason for your dissatisfaction for waste and recycling?
 Base: Those who were dissatisfied with the response they received – representative (30); online (481)



'Other' responses

The following points are the main 'other' comments:

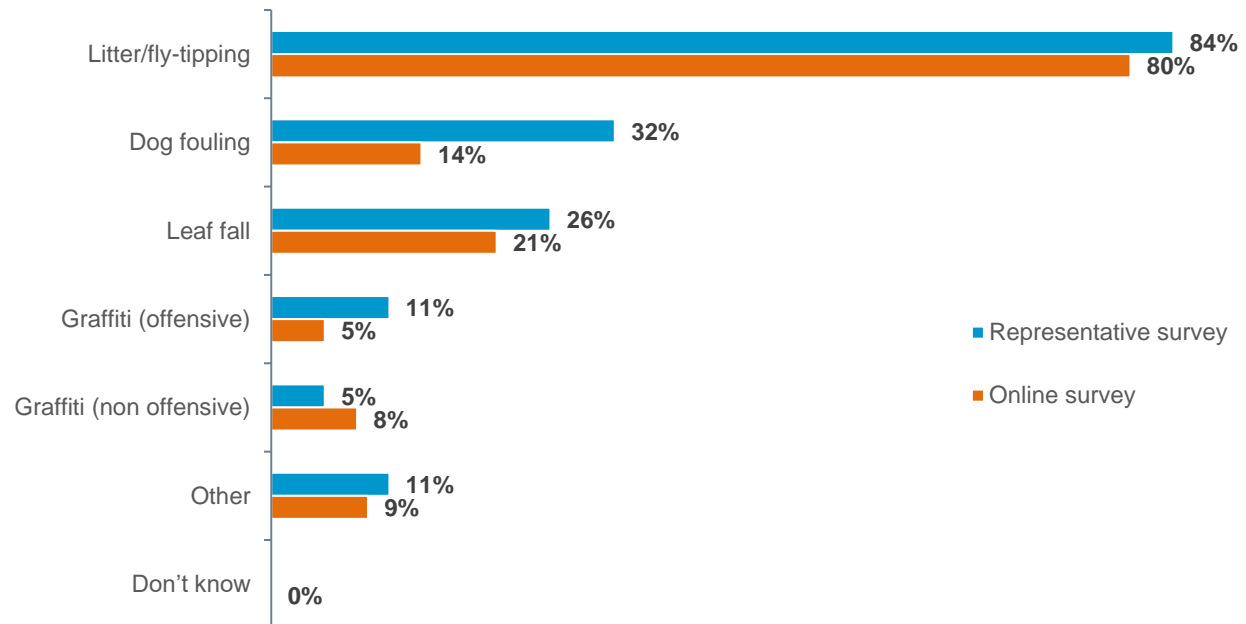
- No response received
- Issue ongoing
- Council provided incorrect information

Reporting a street cleaning issue

Those who indicated that they had reported a street cleaning issue to the council in the last 12 months were asked the same follow up questions as those who had reported a waste and recycling collection issue. When asked what the street cleaning issue related to, the most common response was *litter/fly-tipping*, selected by 84% of representative respondents (16 respondents) and 80% of online respondents.

Figure 60 – (Q46) What did the request or issue you were reporting relate to for street cleaning?

Base: Those who had reported a street cleaning issue in the last 12 months– representative (19); online (488)



'Other' responses

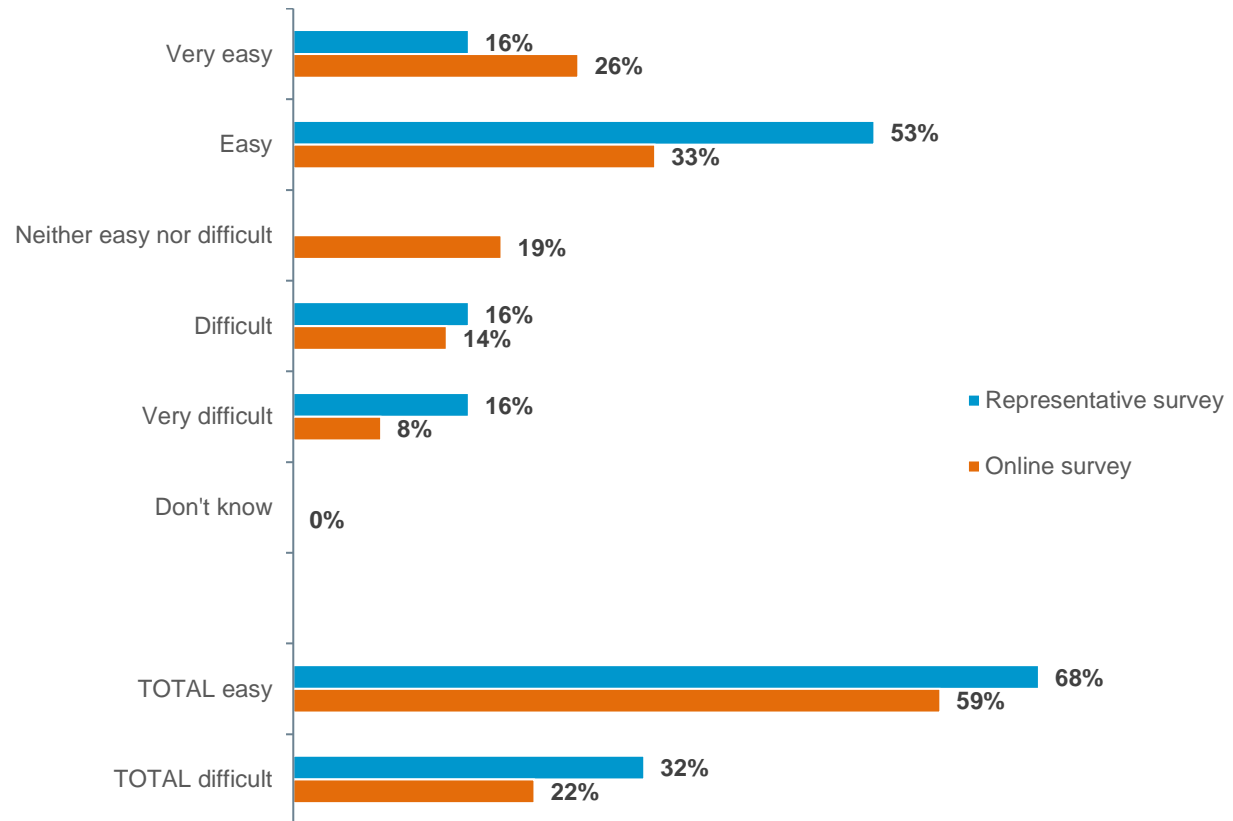
The following points are the main 'other' comments:

- Overgrown trees/foliage
- Blocked drains/flooding
- Lack of/poor street cleaning

Respondents were more likely to think that making the street cleaning report to the council was easy overall (68% representative – 13 respondents, 59% online) than difficult overall (32% representative – 6 respondents, 22% online).

Figure 61 – (Q47) How easy or difficult was it to make the report to the council for street cleaning?

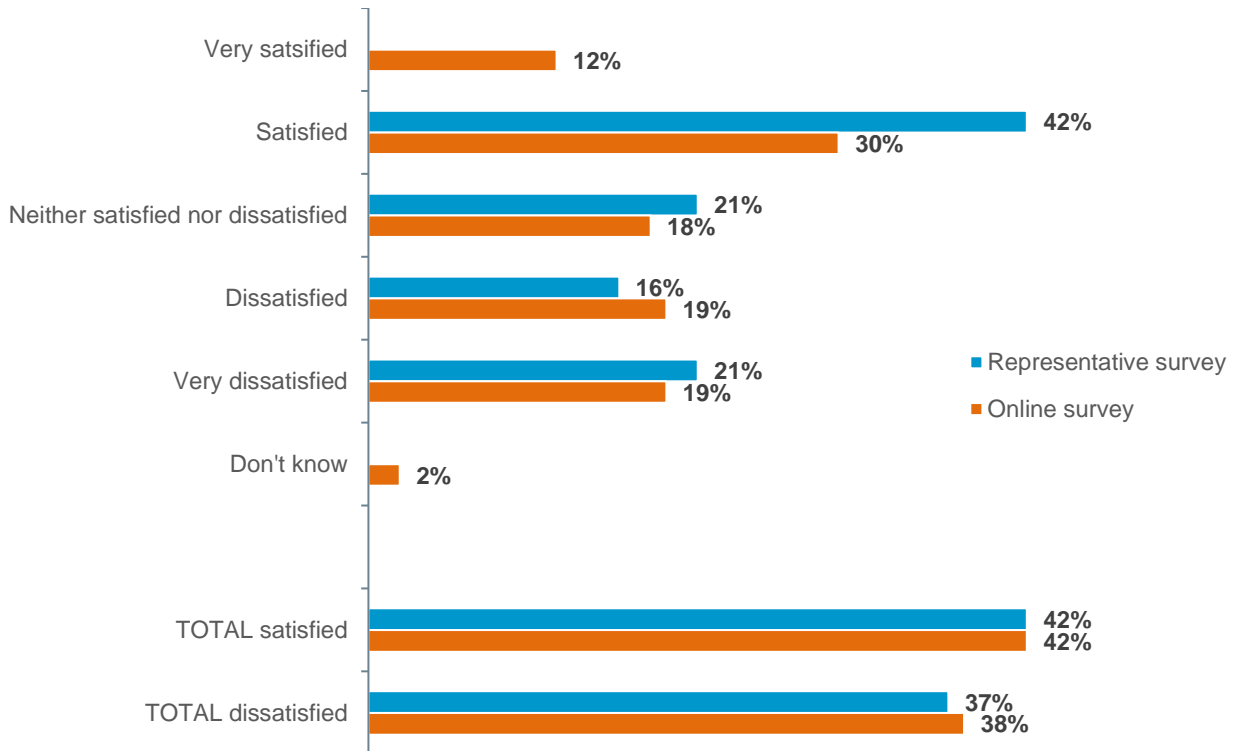
Base: Those who had reported a street cleaning issue in the last 12 months – representative (19); online (488)



When asked how satisfied they were with the response they received for their report for street cleaning, responses across both surveys were almost identical and relatively split. Around four in ten respondents said they were satisfied overall (42% representative – 8 respondents, 42% online). A further 37% of representative respondents (7 respondents) and 38% of online respondents said they were dissatisfied overall.

Figure 62 – (Q48) How satisfied or dissatisfied were you with the response you received to your report for street cleaning?

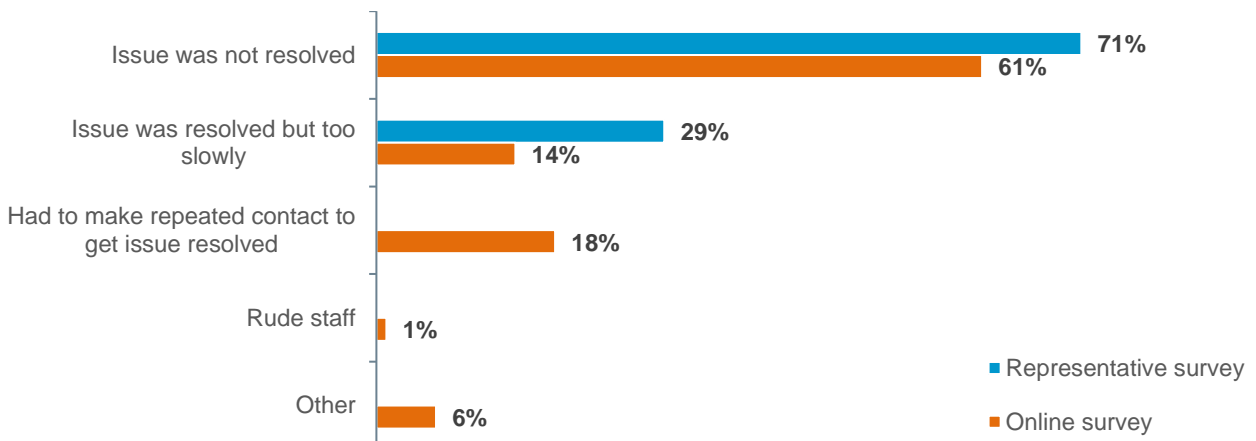
Base: Those who had reported a street cleaning issue in the last 12 months – representative (19); online (488)



Across both surveys, the most common reason for being dissatisfied with the response they received to their street cleaning report was that the *issue was not resolved*, selected by 71% of representative respondents (5 respondents) and 61% of online respondents.

Figure 63 – (Q49) What is the main reason for your dissatisfaction for street cleaning?

Base: Those who were dissatisfied with the response they received – representative (7); online (187)



Response times

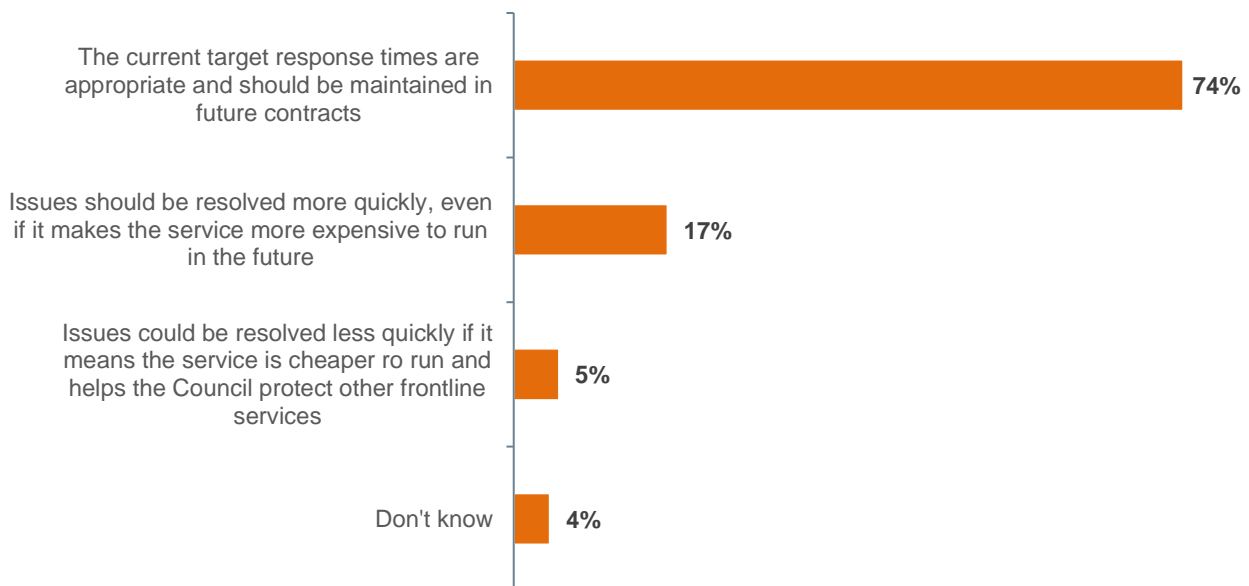
Croydon Council aims to respond promptly to reported issues and has a set of target response times for a range of issues relating to waste and recycling collections and street cleaning. Online respondents were asked whether they thought the response times were appropriate or whether they thought they should change. Three quarters of online respondents said *the current target response times are appropriate* (74%) and a further 17% felt that *issues should be resolved more quickly*. Just 5% said that *issues could be resolved less quickly*.

Figure 64 – (Q50) When a request or problem is reported to the council, we aim to respond promptly. Below are the target response times for a range of issues:

- **Return to rectify a missed collection – 2 working days (1 working day for assisted collections)**
- **Deliver new/replacement bins and containers – 10 working days**
- **Fly tip removal – 1 working day**
- **Empty full litter bins – 2 working days (town centres) or 6 working hours (residential areas)**
- **Clean dirty streets – 2 working hours (town centres) or 4 working hours (residential – dangerous/offensive waste) or 24 hours (residential – other waste)**
- **Graffiti removal from public buildings/spaces – 24 hours (offensive) or 48 hours (non-offensive)**

Which of the following statements do you most agree with?

Base: All respondents – online (2,248)

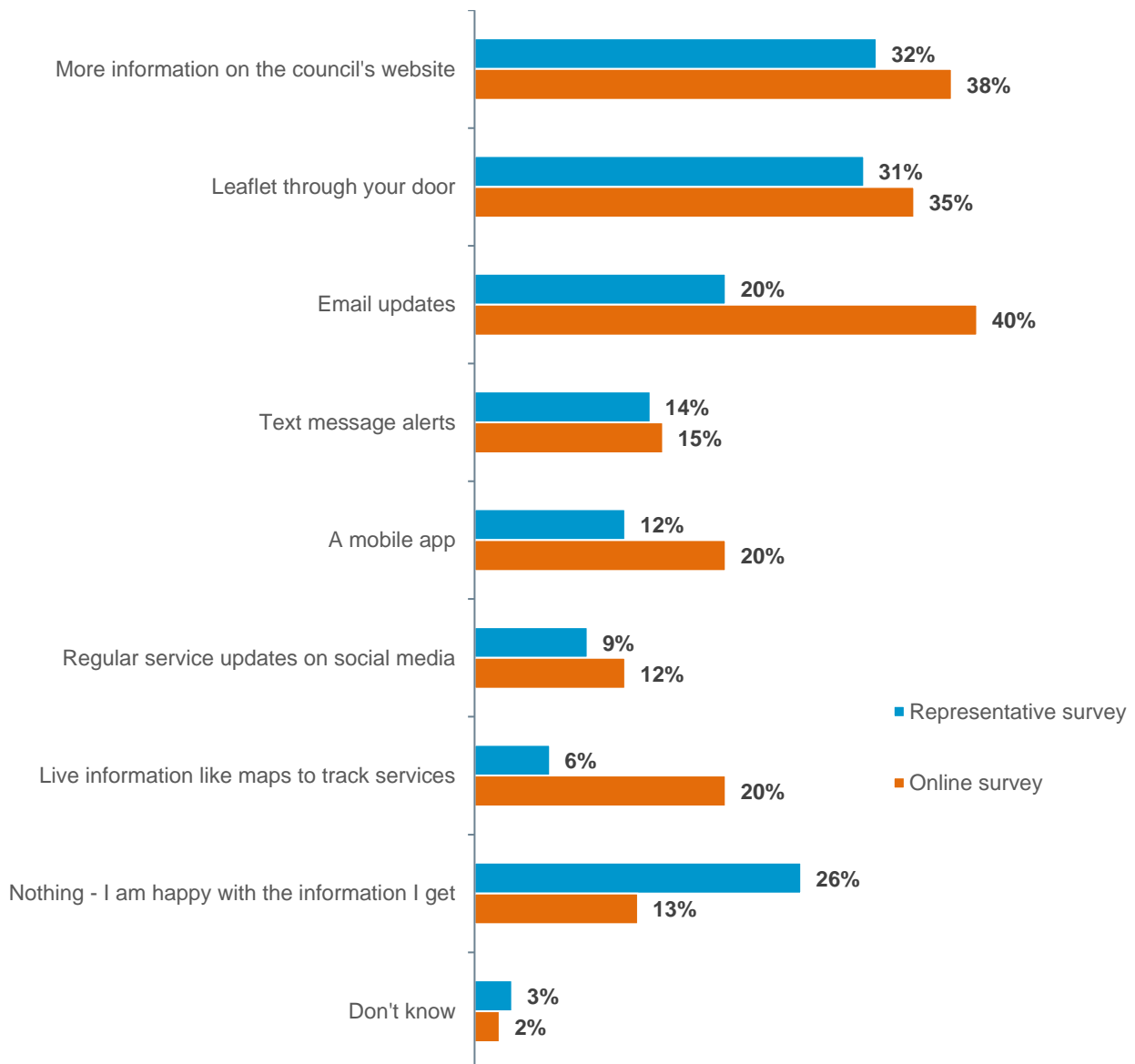


Communicating with residents

Respondents were asked how they would like to be kept informed about recycling, waste collection and street cleaning services in the future. Amongst representative respondents, the most common responses were *more information on the council's website* (32%) and a *leaflet through their door* (31%). Compared with representative respondents, online respondents were more likely to select *email updates* (40% compared with 20%), *a mobile app* (20% compared with 12%) and *live information like maps to track services* (20% compared with 6%). Representative respondents, on the other hand, were twice as likely to say they are *happy with the information they get* (26%) than online respondents (13%).

Figure 65 – (Q51) How would you like to be kept informed about recycling, waste collection and street cleaning services in the future?

Base: All respondents – representative (406); online (2,248)



Subgroup analysis of the representative survey

Croydon Central and Croydon North residents were more likely to select **more information on the council's website** (43% and 30% respectively) when compared with Croydon South residents (17%).

Subgroups more likely to select **leaflet through their door** (31% overall) include:

- Those living in a house (35%) and purpose built flats (33%) vs those living in a house converted to flats (16%)
- Those aged 55+ (40%) vs those aged 18-34 (26%)

Croydon South residents were more likely to select **email updates** (31%) when compared with Croydon North residents (17%).

Subgroups more likely to select **text message alerts** (14% overall) include:

- Those living in purpose built flats (20%) vs those living in a house converted to flats (5%)
- Those from ethnic minority backgrounds (19%) vs those of White ethnicity (10%)

Subgroups more likely to select **regular service updates on social media** (9% overall) include:

- Those living in purpose built flats (14%) vs those living in a house (6%)
- Croydon North residents (13%) vs Croydon South residents (2%)
- Those aged 35-54 (13%) vs those aged 55+ (3%)

Subgroups more likely to select **live information like maps to track services** (6% overall) include:

- Croydon Central residents (7%) vs Croydon North residents (1%)
- Those aged 35-54 (11%) vs those aged 55+ (1%)

Subgroups more likely to say they are **happy with the information they get** (26% overall) include:

- Those living in a house converted to flats (37%) vs those living in a house (23%)
- Male respondents (33%) vs female respondents (21%)

Focus group feedback about resolving problems and keeping residents up to date

The council website

Most would look online to find out information about waste, recycling and street cleaning, but some participants also received council newsletters

When considering how they would find out information about the waste, recycling and street cleaning services, participants generally said that their first port of call would be the council website. Some said they received council newsletters providing information about services and things happening in the local area but explained that they would look online if they had a specific query or issue to report.

Just the council website, but it's only if I need a specific issue sorting. I wouldn't just routinely go on the council website to keep up to date with things.

Croydon focus group participant (flats group)

We have got Open House which has got tips for where to recycle etc...It's a council magazine and they tell you what they're doing. It's delivered with rent statements.

Croydon focus group participant (flats group)

I get an email every week that has the news and what's happening in Croydon, but if I want to know about waste specifically then it would be the council website.

Croydon focus group participant (flats group)

Mixed experiences about finding out information on the council website were reported. Some participants were able to easily find out the information they were looking for online. One participant however, said they struggled to find out what materials can and cannot be recycled on the council website.

I went on the website...and you can put your postcode in and download a PDF [about the recycling services] for your area. So I got that, and that's saved on my phone.

Croydon focus group participant (houses group)

I did try and find out about some of the things I didn't know if I could recycle or not. I didn't find anything on Croydon Council's website. There are websites that look at what's recyclable and what isn't. But then, you never know, because every council has a different contract, so you're not 100% certain whether it relates to you or not.

Croydon focus group participant (houses group)

Communication with residents about waste and recycling

In terms of communicating with residents, the council should focus on providing regular information and updates, and target those who do not engage with the service

When discussing the council's communication with residents, participants said they would like to have more regular updates and information about possible initiatives if they were to be developed. It was also suggested that the council could do more to target those who are less engaged and less likely to participate in recycling, but could not think how the council could do so.

I'd just like to hear about more initiatives, but by the sounds of it, the council can't afford them anyway.

Croydon focus group participant (flats group)

Maybe some information about things we can do that are out of the ordinary...new things.
Croydon focus group participant (flats group)

The people that do engage with the council, like signing up to the newsletter, are probably the ones that are wanting to do things anyway. I think it's more about trying to reach the people who aren't engaged, which is probably why PR companies are paid a lot of money.
Croydon focus group participant (flats group)

Not all participants recalled receiving the council's annual recycling newsletter, but were generally positive regarding its contents

Some participants said they had received the council's annual recycling newsletter and that they had found this useful. One participant actually had the newsletter to hand, since they had saved it to refer back to the content. Although not all could recall receiving the newsletter, when shown it on screen almost all felt that it would be practical and beneficial.

Yeah, I remember that...The dates were helpful.
Croydon focus group participant (flats group)

I've actually got it on my fridge here, I'll just quickly look at it. It's okay. It's got like, 'Here's what you put in your food waste, here's what you don't put in'. I like the fact that people need to be told not to put nappies in the food waste!
Croydon focus group participant (houses group)

We haven't got this.
Croydon focus group participant (houses group)

We didn't receive it but I think it would've been good. I'd definitely like to see more of that.
Croydon focus group participant (flats group)

Information provided to residents should be available in a variety of formats so that it is accessible to all

Whilst some participants said they would be happy to receive information from the council such as the annual recycling newsletter via email, it was emphasised that not all residents will be able to access information that is solely provided online. Physical copies of newsletters and other recycling related information will remain important for those who are digitally excluded, such as elderly residents and those who are unable to access the internet. It was highlighted by one participant that sending out physical newsletters containing useful information is worthwhile if it will potentially increase recycling levels.

I think online, to save the environment.
Croydon focus group participant (houses group)

I think there's a lot of value in newsletters, particularly for people who don't access the internet or the council website.
Croydon focus group participant (flats group)

The thing is, not everyone is online. My next door neighbour is 94. He's not much of a surfer on the internet. But I know what you're saying about the environmental cost.
Croydon focus group participant (houses group)

They send them out once a year, usually. So on the scale of things, one piece of paper that then usually lives on people's fridges for a year and actually gives them information that then results in more recycling, is probably a decent use of paper, at that point.
Croydon focus group participant (houses group)

It was suggested that offering the option to opt in to receiving information online would provide choice and environmental benefit by reducing the amount of paper copies the council would need to produce. The council could also provide information about waste and recycling to residents via its existing social media channels.

Maybe people could opt into having it by email or something.

Croydon focus group participant (houses group)

If you want to opt in to have it digitally, then that could be an option, definitely.

Croydon focus group participant (houses group)

For our residents' association we have an Instagram and a Facebook account, and we follow local accounts like Your Croydon, which is like the Croydon Council one. But there isn't that crossover to recycling. I can't even find a single post about it on their social media.

Croydon focus group participant (houses group)

Reporting problems

It can be difficult to report issues to the council, and issues are slow to be resolved

Participants who had needed to contact the council about its services expressed frustration about the reporting process. Some had experienced difficulties when trying to find out how to contact the council in the first instance. One participant suggested that the council should proactively provide contact details to residents, perhaps in the form of a letter, so that they have the information to hand and not have to search for it when they need it.

I think there could be a clearer section for contact. It's nice to know the information, but the council can feel inaccessible if you need to reach out and communicate with the service...There should be a document specifically about contacting the council rather than just including it on documents like this and then trying to find it when you need it.

Croydon focus group participant (flats group)

Residents can struggle to get through to an appropriate person when contacting the council via telephone, and some participants felt there was a lack of accountability with problems being passed from person to person without anyone taking responsibility to resolve them. In some cases, call centre staff can be perceived as rude and unwilling to help.

In the early stages [of an issue] I did actually ring up and speak to the council. That wasn't an easy process, I had to sort of battle through call steering and all the rest of it.

Croydon focus group participant (houses group)

I once raised an issue which has never been resolved, because it went from Councillor, to officer, to management agent, back to officer, back to management agent and back to Councillor. It's a resolvable problem but everyone thinks 'it's not mine'.

Croydon focus group participant (flats group)

I have experienced customer service staff as condescending, offensive, very rude...How many reports do I need to make before I see something happen? I think it's a tick-box exercise where I can say I've reported something but then they will say I have to be patient.

Croydon focus group participant (flats group)

The service is so bad when you're trying to report an issue – it is functionally designed to deter you from reporting issues...I went down the route of threatening the Veolia

compliance department and went to local Councillors, all sorts. That for me is the biggest issue – that when there is a problem, they do not want to resolve the issue.

Croydon focus group participant (flats group)

It was suggested that, when reporting an issue online, residents are provided with a limited range of options which may not allow them to describe the problem appropriately. Furthermore, participants said they had been unable to report some issues online, such as missed collections, as when doing so they are presented with information that they believe to be incorrect. For example, stating that collections have been successfully completed or that bins were obstructed.

When you want to report an issue, you have a list of about four things. If your issue is not one of those four things, then to them, your issue doesn't exist. For example, issues relating to recycling collections, when I look at my account it always says the issue is the gate. I don't know how many times I can tell people that we don't have a gate. It took me five months to resolve that.

Croydon focus group participant (flats group)

Sometimes when I go online to report or chase a missed collection, it says that it has already been collected when it has not.

Croydon focus group participant (flats group)

The issue for me is always missed collections...and it will say that the collection has been successfully completed when it hasn't, or that there has been an obstruction when I know there hasn't.

Croydon focus group participant (flats group)

Further difficulties arise with the automated response system. Those reporting an issue will receive a standard automated response which may not provide information which is useful or relevant to their query, which can be frustrating and extend problems rather than helping to resolve them quickly.

I'm finding it really maddening with the garden waste thing, because you just get this automated email, and then you get another email saying, 'We are now following this up and we will require proof from Veolia as to whether you haven't presented your bin or not'. But then it basically says if they don't provide proof they will ask them to come back, or they will just come on the next time they would be coming anyway. It just feels circular.

Croydon focus group participant (houses group)

Participants felt that it should be easier to contact someone at the council who will understand and respond to their issue, rather than simply receiving what they perceive to be an unhelpful automated response. They emphasised the importance of dealing with a human, whether this is via email, live chat or telephone.

Just writing an email and getting a response. Not an automated response, but a response from some person would be better.

Croydon focus group participant (houses group)

It's not even like you could call up a human, because it's a whole automated thing on their website.

Croydon focus group participant (houses group)

There's an aspect here where it's about the human. I don't really mind if we're doing it by email or live chat or phone. But it's so automated...I don't really care how it happens, but it's more like, is there a brain behind it joining the dots?

Croydon focus group participant (houses group)

Those who had reported waste and recycling or street cleaning issues said that it took a long time for their issue to be resolved, and in some cases, were still waiting for action to be taken. Examples provided included reports of fly-tipping and uncollected Christmas trees.

It is nigh on impossible to resolve an issue when you need something done. To get a padlock off a waste or recycling bin this time round, it took me five months. With a previous issue of fly-tipping in the area, it was nearly nine months. I dread to think how much of my life I've spent trying to report the issues.

Croydon focus group participant (flats group)

I'm still reporting Christmas trees that haven't been collected when I go on my walks around the borough. It says they'll be collected, but I'm not sure which Christmas that will be!

Croydon focus group participant (flats group)

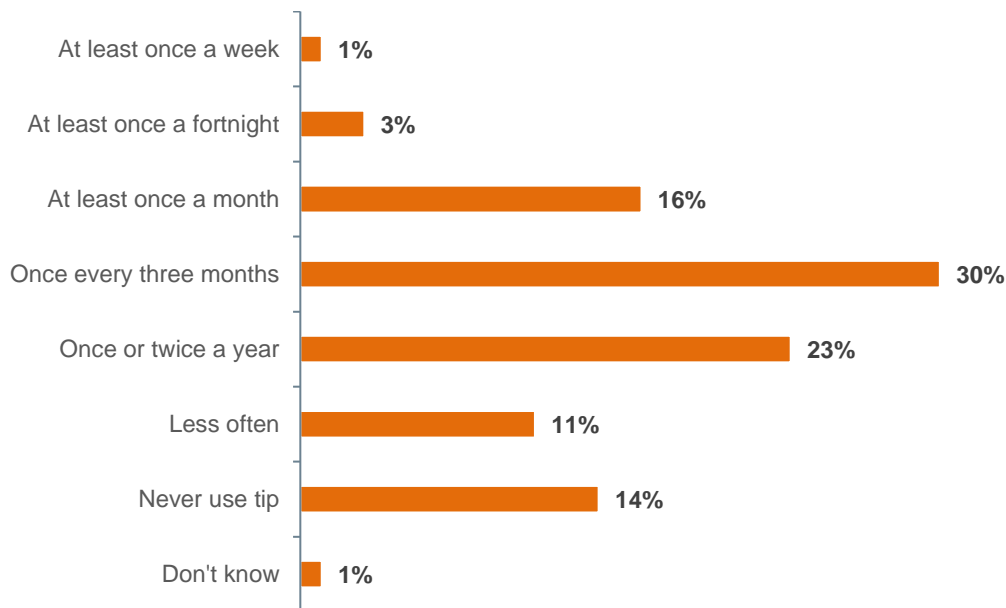
2.4 Household Reuse and Recycling Centres

This section presents the results to the questions relating to the Household Reuse and Recycling Centres in the borough, which were only asked in the online survey.

Online respondents were most likely to say they visit their Household Reuse and Recycling Centre *once every three months* (30%), followed by 23% who said they visit *once or twice a year*. One in seven online respondents said they *never* visit their Household Reuse and Recycling Centre (14%).

Figure 66 – (Q52) How often, if at all, do you make use of your Household Reuse and Recycling Centre (also known as the 'tip')?

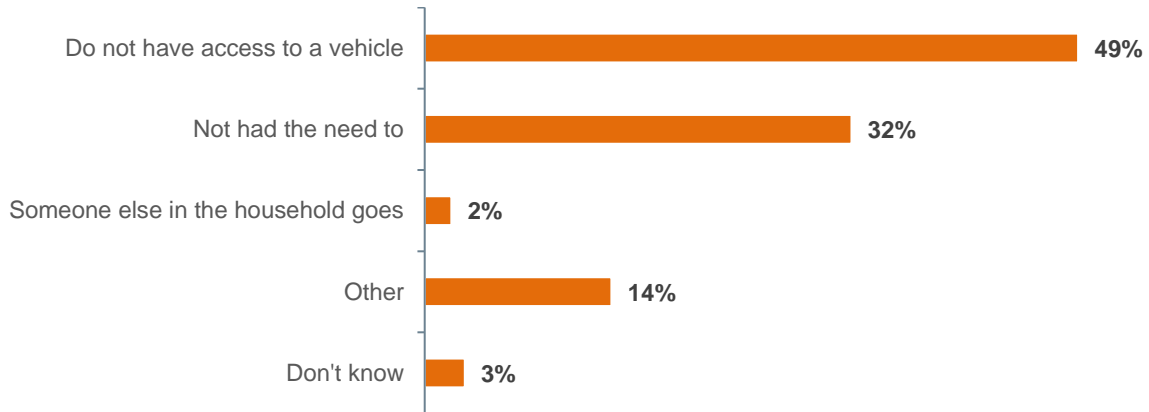
Base: All respondents – online (2,248)



Those who said they visit their Household Reuse and Recycling Centre less often or had never visited were asked why they haven't made use of it recently. The most common response was that they *do not have access to a vehicle* (49%), followed by a third who said they have *not had the need to* (32%).

Figure 67 – (Q53) Why haven't you used a Household Reuse and Recycling Centre recently?

Base: Those who said they visit less often or never – online (563)



'Other' responses

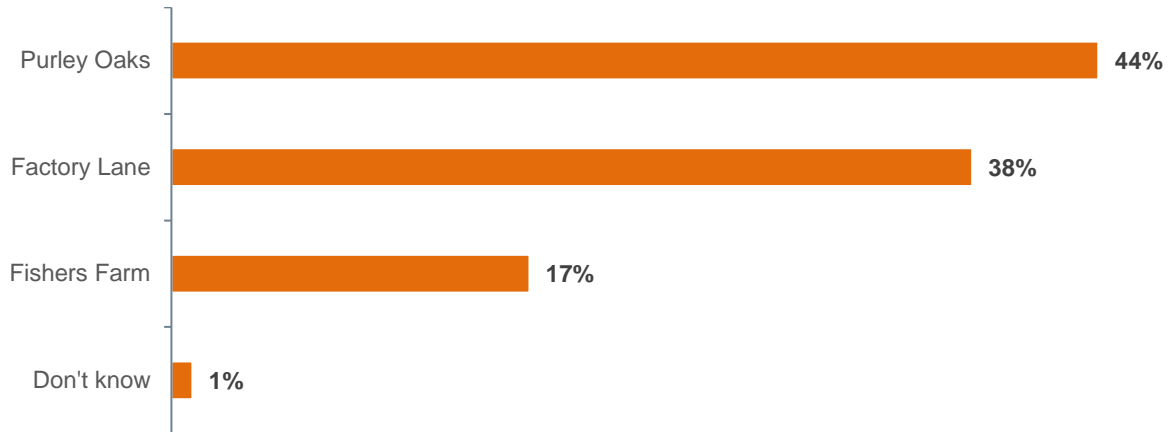
The following points are the main 'other' comments:

- Too busy/long queues
- Too far away/inconvenient location
- Difficult to access site
- Poor mobility/disabled/elderly
- Need help to carry/lift items

When asked to identify which Household Reuse and Recycling Centre they use in the borough, the most common response was *Purley Oaks* (44%), followed by 38% who said *Factory Lane*. A much smaller proportion said they visit the *Fishers Farm* Household Reuse and Recycling Centre (17%).

Figure 68 – (Q54) There are three Household Reuse and Recycling Centres in the borough. Which one do you usually use?

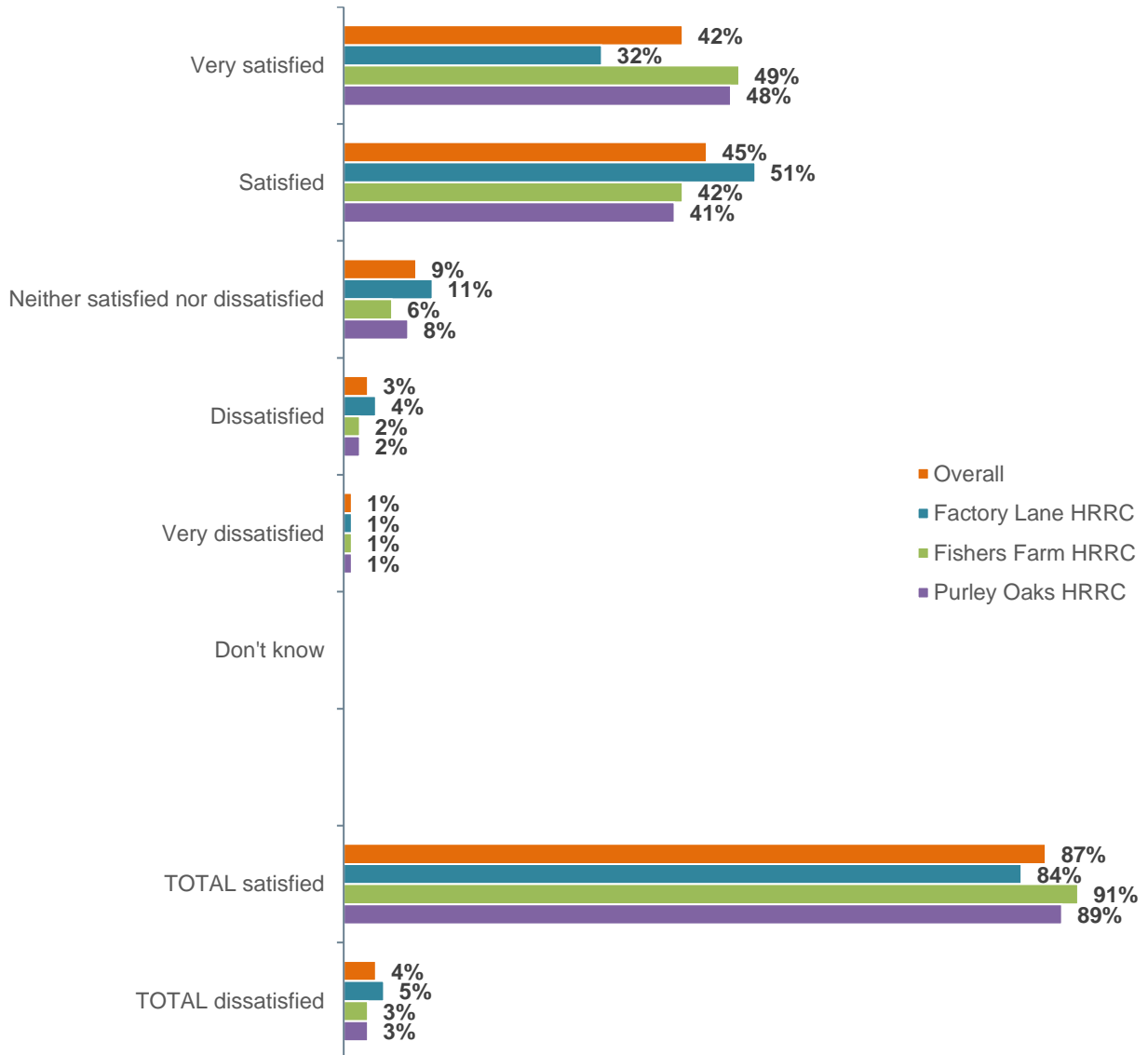
Base: Those who said they do visit their HRRC – online (1,242)



Those who indicated that they do visit a Household Reuse and Recycling Centre were asked how satisfied or dissatisfied they were with the overall service provided there. The chart below shows the results to this question at an overall level and broken down by each Household Reuse and Recycling Centre. Overall satisfaction was high at 87%, and users of Fishers Farm and Purley Oaks Household Reuse and Recycling Centres were more likely to be satisfied overall (91% and 89% respectively) than users of the Factory Lane Household Reuse and Recycling Centre (84%).

Figure 69 – (Q55) How satisfied or dissatisfied are you with the overall service provided at the Household Reuse and Recycling Centre?

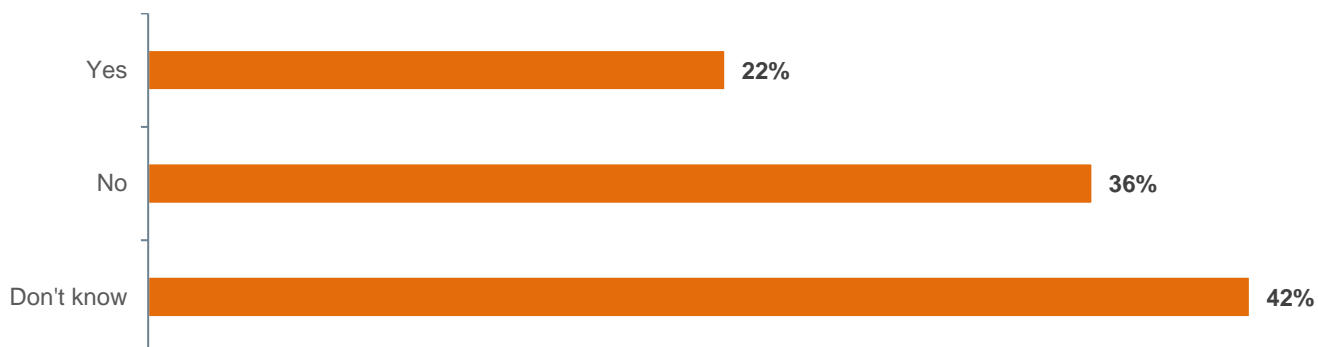
Base: Those who said they do visit their HRRC – overall (1,230); Factory Lane HRRC (472); Fishers Farm HRRC (216); Purley Oaks HRRC (542)



Over a fifth of online respondents said there were specific items that are not currently accepted at the Household Reuse and Recycling Centre that they would like to be able to take there in the future (22%).

Figure 70 – (Q56) Are there any specific items that are not currently accepted at the Household Reuse and Recycling Centre that you would like to be able to take there in the future?

Base: Those who said they visit at least once or twice a year – online (1,667)



Online respondents were then given the opportunity to suggest any specific items they would like to bring to the Household Reuse and Recycling Centre in the future. These open ended responses have been thematically coded and are presented in the table below.

By far the most common response was *paint/decorating waste* (75%). Significantly smaller proportions of online respondents suggested other materials, such as *soft plastics* (5%), *chemicals/cleaning products* (5%) and a *wider range of textiles* (5%).

Figure 71 – (Q56a) Please write your suggestions here

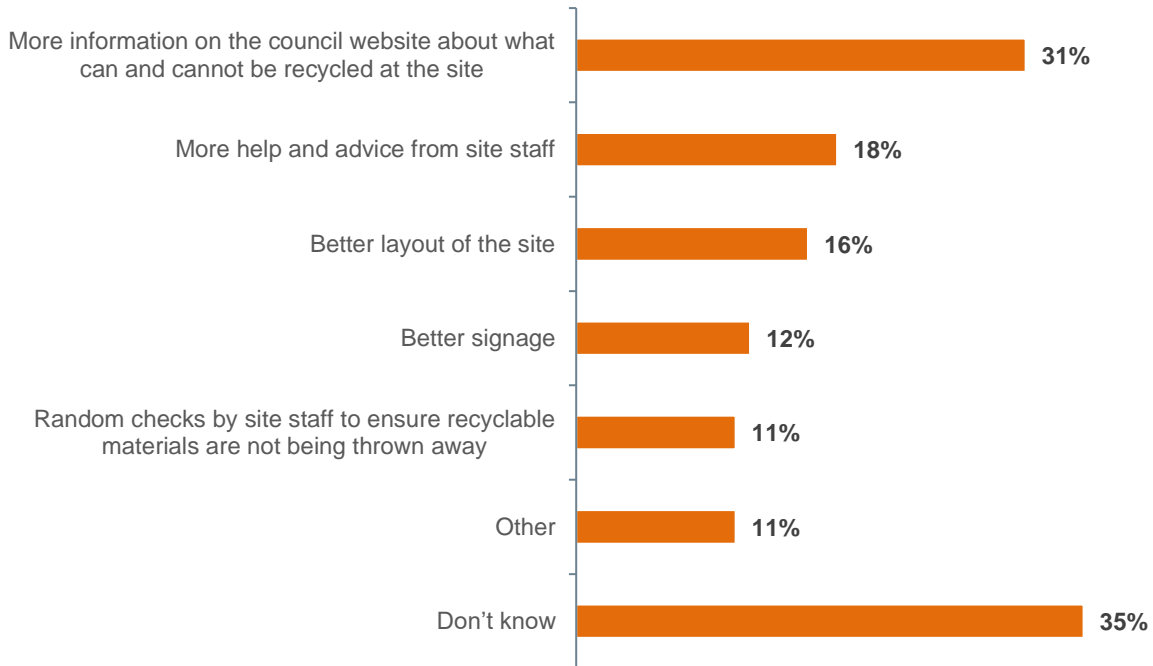
Base: Those who provided a comment – online (369)

Comment	%
Paint/decorating waste	75%
Soft plastics	5%
Chemicals/cleaning products	5%
Wider range of textiles	5%
Tyres	4%
Gas canisters	2%
Other household items/waste	2%
Mattresses	1%
Polystyrene	1%
Sheet glass	1%
Rubble/bricks	1%
Asbestos	1%
Used oil	1%
White goods	1%
Electrical items	1%
Items which can be reused	1%
Carpet	1%
Water filters	1%
Furniture	1%
Video tapes	1%
Other comment	1%

When asked what would encourage them to recycle more of the waste they take to the Household Recycling Centre, three in ten online respondents suggested *more information on the council website about what can and cannot be recycled at the site* (31%). A further 18% said *more help and advice from site staff* and 16% said *better layout of the site*. However, *don't know* was the most common response (35%).

Figure 72 – (Q57) What, if anything, would encourage you to recycle more of the waste you take to the Household Reuse and Recycling Centre?

Base: Those who said they visit at least once or twice a year – online (1,665)



'Other' responses

The following points are the main 'other' comments:

- Less queuing/less busy/faster service
- Better/longer opening hours
- Pedestrian access/access without a car
- Nothing/do as much as possible/good already

A fifth of online respondents indicated that they had further suggestions related to improvements that could be made to any of the Household Reuse and Recycling Centres.

Figure 73 – (Q58) Do you have any other suggestions about improvements that could be made to the Household Reuse and Recycling Centre?

Base: Those who said they do visit their HRRC – online (1,238)



Online respondents were then given the opportunity to suggest improvements that could be made to the Household Reuse and Recycling Centre. These open ended responses have been thematically coded and are presented in the table below, split by the overall results and by each Household Reuse and Recycling Centre.

Overall, the most common suggestion was *less queuing/less busy/faster service* (14%), which was also the most common response for those who visit the Purley Oaks Household Reuse and Recycling Centre (18%). The most common response for those who visit the Factory Lane and Fishers Farm Household Reuse and Recycling Centres was the suggestion to introduce *ground level skips/no steps* (16% and 30% respectively).

Figure 74 – (Q59) Please write your suggestions here

Base: Those who provided a comment – overall (222); Factory Lane HRRC (77); Fishers Farm (33); Purley Oaks (112)

Comment	Overall %	Factory Lane %	Fishers Farm %	Purley Oaks %
Less queuing/less busy/faster service	14%	10%	6%	18%
Ground level skips/no steps	12%	16%	30%	4%
More helpful staff/assistance with lifting	11%	13%	18%	8%
Better/longer opening hours	9%	5%	12%	12%
Better kerbside collection service	9%	13%	6%	8%
Better road access	8%	9%	-	9%
Shop/area for reusable items	7%	9%	3%	7%
Improved layout/better parking	7%	9%	-	7%
Reintroduction of Croypost	6%	1%	12%	9%
Don't close sites	5%	-	6%	10%
Being able to use vans/trailers	5%	6%	12%	2%
Information about how to use/what can be recycled	4%	5%	3%	5%
Fewer skip changes/don't close during skip changes	4%	-	3%	9%
Live feed showing if site is busy	4%	3%	3%	5%
Pedestrian access/access without a car	4%	4%	-	4%
Friendlier/more polite staff	4%	5%	-	4%
Collection service	4%	6%	6%	1%

Comment	Overall %	Factory Lane %	Fishers Farm %	Purley Oaks %
Local recycling points/access to closest site	3%	6%	-	2%
Cleaner/tidier site	3%	6%	-	2%
Bigger site/more capacity	3%	1%	-	4%
Better street cleaning	3%	4%	-	3%
Enforcement action/deal with problems	3%	5%	-	2%
Other comment	4%	3%	9%	2%

The topic of Household Reuse and Recycling Centres was not covered in the focus groups.

2.5 Respondent profile

Figures 75 to 80 present the profile of those who took part in the representative and online surveys.

Figure 75 – Housing type

Base: All respondents – representative (406); online (2,248)

Housing type	Representative survey	Online survey
House	51% (207)	87% (1,948)
House (converted to flats)	20% (81)	5% (112)
Purpose built flats	27% (109)	7% (152)
Flats above shops	1% (6)	0% (7)
Other	1% (3)	1% (29)

Figure 76 – Gender

Base: All respondents – representative (406); online (2,248)

Gender	Representative survey	Online survey
Male	41% (166)	39% (875)
Female	57% (231)	55% (1,235)
I prefer to describe by gender in another way	1% (4)	1% (14)
Prefer not to say	1% (5)	6% (124)

Figure 77 – Age

Base: All respondents – representative (406); online (2,248)

Age	Representative survey	Online survey
18-24	4% (15)	0% (6)
25-34	19% (79)	5% (108)
35-44	27% (110)	16% (358)
45-54	19% (79)	18% (400)
55-64	14% (55)	26% (585)
65-74	8% (33)	21% (472)
75+	6% (25)	11% (240)
Prefer not to say	2% (10)	4% (79)

Figure 78 – Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?

Base: All respondents – representative (406); online (2,248)

Physical or mental health condition	Representative survey	Online survey
Yes	12% (50)	17% (388)
No	85% (345)	74% (1,665)
Prefer not to say	3% (11)	9% (195)

Figure 79 – Area of Croydon (based on full postcode)

Base: All respondents – representative (406); online (2,248)

Area of Croydon	Representative survey	Online survey
Croydon Central	33% (134)	22% (500)
Croydon North	28% (115)	10% (228)
Croydon South	24% (99)	29% (651)
Did not provide postcode/unable to match	14% (58)	39% (869)

Figure 80 – Ethnicity

Base: All respondents – representative (406); online (2,248)

Ethnic group	Representative survey	Online survey
White – English/Welsh/Scottish/Northern Irish/British	47% (191)	66% (1,485)
White – Irish	1% (5)	2% (43)
White – Gypsy or Traveller	0% (1)	-
White – Other	6% (23)	8% (172)
Mixed/multiple ethnic group – Black Caribbean & White	3% (14)	1% (21)
Mixed/multiple ethnic group – Black African & White	2% (7)	1% (15)
Mixed/multiple ethnic group – Asian & White	1% (4)	1% (20)
Mixed/multiple ethnic group – Other	1% (6)	0% (6)
Asian/Asian British – Indian	5% (19)	3% (76)
Asian/Asian British – Pakistani	3% (13)	0% (8)
Asian/Asian British – Bangladeshi	1% (5)	-
Asian/Asian British – Chinese	2% (7)	1% (19)
Asian/Asian British – Tamil	0% (2)	0% (3)
Asian/Asian British – Korean	0% (2)	0% (1)
Asian/Asian British – Other	1% (6)	1% (16)
Black/Black British – Caribbean	10% (42)	3% (72)
Black/Black British – African	8% (32)	1% (24)
Black/Black British – Other	0% (1)	1% (13)
Other ethnic group – Arab	1% (3)	0% (1)
Any other ethnic group	1% (6)	1% (19)
Prefer not to say	4% (17)	10% (234)

3. Key Findings

Recycling and waste collection services

Opinion was mixed regarding satisfaction with the recycling and waste collection services, with common complaints being reported in the surveys and focus groups

Over half of respondents across both surveys reported that they were satisfied with the recycling and waste collection service provided by the council. Further to this, satisfaction was high amongst those who said they subscribe to the garden waste collection service and those who have used the bulky waste collection service in the last three years.

However, significant proportions of respondents across both surveys reported dissatisfaction with the recycling and waste collection services, and those who use the assisted collection service were significantly more likely to be dissatisfied than satisfied with this. For those who said they were dissatisfied with the overall service, the most common reason provided across both surveys was missed collections. This was corroborated by focus group participants, who also reported issues with bins being broken and litter being left in the street after collections, which they said happened frequently. Another key issue reported by focus group participants was the perception that replacement bins are not delivered quickly enough.

Further to this, feedback was varied when asked to agree or disagree with a series of statements about their recycling and waste collection services. The majority of respondents agreed that they have enough space to recycle everything they want, that their rubbish bin is large enough and that they have enough information to recycle correctly. However, responses were mixed in relation to being confident that what they place in their recycling containers actually gets recycled.

The convenience of the recycling and waste collection service is just as important as the environmental benefits

For representative respondents, the environmental benefits of the recycling and waste collection service is their highest priority, whereas equal proportions of online respondents felt that the environmental benefits and convenience and ease of use were most important to them.

When explored during the focus groups, participants typically agreed that the service must be convenient to reap the environmental benefits, as more residents are likely to participate and recycle more if the service is easy to use.

More should be done to encourage residents to recycle more and waste less, such as enabling more items to be recycled and introducing initiatives

Most online respondents agreed that more needs to be done in the future to recycle more and waste less in Croydon. When asked what potential changes would encourage them and their household to recycle more in the future, the most common response across both surveys was the addition of more items to be collected for recycling. Soft plastics and small electrical items were identified as the items that respondents would most like to be able to recycle from home in the future, and nearly two thirds of online respondents said they would use a free bookable collection service for textiles.

The topic of wasting less and recycling more was also explored in the focus groups. Participants felt that whilst it is not always easy or possible for residents to reduce their waste, more could be done to encourage them to repurpose and reuse items. Despite most being unaware of the textile repair café in the Whitgift Centre, this was seen as positive. It was also felt by some participants that Croydon Council could adopt similar approaches to other local authorities in London and offer alternative methods of disposing of items, such as having skips in local locations that are periodically available to residents, which would be of particular use to those who do not have a car to travel to a Household Reuse and Recycling Centre.

Mixed feedback was received on the suggested rules for recycling and waste collections

The majority of respondents felt it was reasonable for the council to enforce that containers must be presented on time, that containers must be presented to the front of the property (or other pre-agreed collection point) and that bins will not be collected if they have been used for the wrong items. However, opinion was split regarding whether respondents felt it was reasonable for the council to enforce that extra waste (not in the bins) will not be collected and that there will be a maximum of one rubbish bin per property.

Collections on Bank Holidays are not as important as the continuation of the Christmas tree collection service

Online respondents were asked how important it is to them that the council continues to provide collections on Bank Holidays in the future, and that the council continues to provide the Christmas tree collection service in the future. Online respondents were more likely to say that Bank Holiday collections are unimportant than important but were more likely to say that providing the Christmas tree collection service was important than unimportant.

Street cleaning

Street cleaning has been identified as an area for improvement in Croydon, and the main issues are litter and fly-tipping

Although representative respondents were more likely to agree that residential streets in their local area are cleaned frequently than disagree, it was less than half who agreed. Online respondents, on the other hand, were more likely to disagree than agree. Respondents across both surveys were more likely to disagree that streets in their local town centre are cleaned frequently enough than agree. Focus group participants felt that street cleaning had got worse in recent years, with some describing it as non-existent in particular areas.

Survey results show that the key street cleaning issues in Croydon are street litter and fly-tipping, which was supported by feedback from the focus groups. Participants said that fly-tipping was particularly bad across the borough, and was generally found on roadsides, in parks and communal bin areas, which was a frustration for those living in flats. Focus group participants perceived there to be a lack of consequences for fly-tipping and argued that an improvement in general street cleaning could deter fly-tipping from taking place as residents could be more inclined to keep the borough tidy if it already is.

Support is high for the Street Champion Programme

Almost half of online respondents said they supported the idea of the Street Champion Programme but wouldn't get involved themselves, and a quarter said they had already volunteered their time or would volunteer their time to help.

One participant commented that they would like to get involved with the programme, but they received the information about the next meeting too late and so would welcome more timely information about this in the future.

Fines would only be appropriate for issues relating to street cleaning, but no fines or fees should be incurred for issues relating to recycling and waste collections

Nearly all online respondents agreed that people should be fined for fly-tipping and for not cleaning up after their dog, and over eight in ten agreed that people should be fined for dropping litter.

However, online respondents were more likely to disagree that people should be fined for behaviours relating to waste and recycling collections, such as blocking pavements with wheelie bins and boxes, not recycling everything they can or placing incorrect items in the recycling and putting rubbish and recycling out on the wrong day for collection. Further to this, respondents across both surveys were more likely to disagree that it is reasonable for the council to charge a fee for replacement recycling and rubbish containers.

Leaf fall is an issue in Croydon and should be cleared quicker

Two thirds of online respondents said that leaves on the road and pavement in autumn and winter are a problem in their local area. When asked for their opinion on the leaf clearing service, almost half of online respondents said that leaves should be cleared quicker, even if it makes the service more expensive to run in the future.

During the focus groups, participants felt that leaf fall was less problematic than other street cleaning issues, but still believed that the council could do more to target areas known for this to prevent possible hazards such as residents slipping on wet leaves.

Resolving problems and keeping residents up to date

Reporting an issue to the council is easy for most, but the issue being unresolved or dealt with too slowly can cause dissatisfaction

According to those who had made a report to the council for a recycling and waste collection or street cleaning issue in the last 12 months, making the report itself is more likely to be easy than difficult. However, there were mixed opinions regarding satisfaction with the response. For those who said they were dissatisfied with the response they received to their report, the most common reason given was that their issue was not resolved, which was echoed by focus group participants.

Focus group participants also expressed some dissatisfaction when contacting the council via telephone as it can be difficult to speak with the relevant or appropriate person to deal with their issue. It was also felt that reporting issues online can be too restrictive and automated, and it was therefore suggested that residents should be able to communicate with a human when reporting issues, whether this is via email, live chat or telephone.

The council website is commonly used for seeking information and reporting issues, but communications via traditional methods should still be used

Across both surveys, the most common method of reporting an issue was via the council website, and the representative respondents would most like to be kept informed about recycling, waste collection and street services in the future through more information on the council's website.

However, large proportions of respondents said they reported their issue via telephone, and around three in ten respondents across both surveys said they would like to see more leaflets through their door. This shows that there is still appetite for traditional methods of communication from the council.

Further to this, focus group participants believed that it was important for the council to communicate with residents in a variety of ways to suit all residents' needs and to ensure that nobody was excluded or missed information.

The current response times are appropriate

When shown a list of the council's current target response times for dealing with reported issues, three quarters of online respondents said they felt the current target response times are appropriate and should be maintained in future contracts.

Household Reuse and Recycling Centres

Satisfaction with the Household Reuse and Recycling Centres in the borough is high amongst visitors

Those who visit their Household Reuse and Recycling Centre are most likely to use it once every three months and are most likely to visit the Purley Oaks or Factory Lane HRRCs over the Fishers Farm HRRC. Overall satisfaction with the HRRCs was very high, with almost nine in ten online

respondents saying they were satisfied with the service provided at the centre they visit. Satisfaction was slightly higher for those who visit the Fishers Farm and Purley Oaks HRRCs.

Experience of visiting the centres could be improved by providing more information about what can and cannot be taken there, keeping the centres less busy and providing ground level skips

When asked what would encourage them to recycle more of the waste they take to the Household Reuse and Recycling Centre, the most common response was to provide more information on the council website about what can and cannot be recycled at the site.

Online respondents also provided suggestions about improvements that could be made to the Household Reuse and Recycling Centres. For those who visit the Purley Oaks HRRC, the most common response related to improving the queuing time, ensuring the centres are less busy and providing a faster service. The most common response amongst those who visit the Factory Lane and Fishers Farm HRRCs was the suggestion to include ground level skips or to have no steps.

4. Appendices

Appendix A

Representative questionnaire

London Borough of Croydon

Waste Collection Services and Street Cleaning Services

Good morning/afternoon/evening. My name is and I am calling from Enventure Research on behalf of Croydon Council.

The council is planning new waste collection and street cleaning services which are due to start in 2025. There is an opportunity for resident feedback to influence the design of these vital services and we would like to hear your views.

The survey will take around 15 minutes to complete. Your individual responses will be treated in the strictest confidence and will not be passed on to Croydon Council or any third parties and Enventure Research will abide by the Market Research Society Code of Conduct at all times.

Are you happy to take part?

How we will use your information and confidentiality

This survey is being conducted by Enventure Research, an independent research agency, on behalf of Croydon Council. Enventure Research is registered with the Data Controller and is a Market Research Society Company Partner. For more information about Enventure Research, please refer to the company website. All information provided by you will be analysed by Enventure Research, and treated in accordance with General Data Protection Regulations and the Market Research Society's Code of Conduct. Enventure Research will only use information you provide to inform the research.

Q1 Please confirm you live in the London Borough of Croydon

- Yes, I confirm I live in the London Borough of Croydon
- No, I don't live in the London Borough of Croydon (thank and close)

Q2 Please enter your postcode (e.g. CR0 1EA) - If you do not want to enter your full postcode, please enter the first four digits (e.g. CR0 1). The postcode will not be used to identify individual households.

Last year we collected 141,980 tonnes of recycling and rubbish from households across the borough - that is a 3% reduction over the last six years; a significant achievement at a time when our population is growing. We currently recycle 41.3% of that waste making us the 6th best borough for recycling in London.

Q3 We offer four key collection services to suit different property types across the borough. Please select the type of recycling and waste collection service you currently use:

- Wheelie bins and boxes that only my household uses
- Wheelie bins and boxes that I share with my neighbours
- Large communal bins that I share with my neighbours
- Bags that I place out at a specific collection point
- Other

Q3 Other (please specify)

Q4 How satisfied or dissatisfied are you with the recycling and waste collection service provided by the council?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q5 Why have you said you are 'dissatisfied' or 'very dissatisfied' with the recycling and waste collection service? (Tick all that apply)

- Missed collections
- Non delivery of new/replacement bins
- Lack of space for bins
- Bins too small
- Bins too large
- Collections not frequent enough
- Bins not returned to collection point
- Crew behaviour
- Difficulty reporting issues to the council
- Uncertainty what to put out and when
- Other

Q5 Other (please specify)

Q6 When you think about your recycling and waste collection service in the future, what matters most? *(Please rank from 1 to 3, where 1 is the highest priority and 3 is the lowest priority, by dragging the options from the list on the left into the box on the right)*

	1	2	3
Environmental benefits (carbon reduction, waste minimisation, recycling)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q6 Convenience or ease of use (simplicity of service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q6 Affordability (to help make sure money is available to fund other council services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recycling and waste collection services

Croydon Council recently carried out a detailed study looking at what is inside the average rubbish bin in the borough. It showed that more than half (52.8%) could have been recycled using the council's kerbside recycling collection service. The majority of this (32.4%) was food waste.

Q8 Which of the following changes would encourage you and those in your household to recycle more in the future? *(Please pick your top three)*

- Addition of more items that are collected for recycling
- More/better information about what can/cannot be recycled
- Larger or more recycling containers
- Rubbish collected less frequently (i.e. every three weeks)
- Smaller rubbish bin
- Compulsory recycling
- If the council responded and fixed problems more efficiently
- Not collecting waste if it's not been sorted correctly
- Rewards / incentives for recycling more
- None of the above
- Other

Q8 Other (please specify)

Q9 Do you currently recycle your food waste?

- Yes, all of it
- Yes, some of it
- No, none of it
- Don't know

Q10 **What stops you from recycling your food waste? (Tick all that apply)**

- It's smelly
- It's dirty
- Cost of liners
- Don't have containers
- Don't want container in the house
- Animals breaking into containers and creating mess
- Compost food waste at home
- Use a sink disposal machine
- Don't have any food waste
- Don't know
- Other

Q10 **Other (please specify)**

Q11 **Which of these items would you like to be able to recycle from home in the future? (Tick all that apply)**

- Soft plastics
- Small electrical items
- Textiles
- Household batteries
- Gas canisters
- None of the above

Q14 To what extent do you agree or disagree with the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
	I recycle everything I can using my council's collection service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	I have enough space in my recycling bins/boxes to recycle all items I want to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	The rubbish bin provided by the council is large enough for the non-recyclable waste my household produces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	I feel I have enough information to recycle correctly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	I'm confident that what I put in my recycling containers actually gets recycled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	The council encourages me to recycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	I regularly recycle/reuse items not collected by the council in other schemes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14	It is reasonable for my council to charge a fee for replacement recycling and rubbish containers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15 There are things we already do, and could in the future, to help the recycling and waste collection service run more efficiently. To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

		Very reasonable	Reasonable	Neither reasonable nor unreasonable	Unreasonable	Very unreasonable	Don't know
	Containers must be presented on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15	Containers must be presented to the front of the property (or other pre-agree collection point, e.g. rear service road)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15	Extra waste (not in the bins) will not be collected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15	Bins will not be collected if they have been used for the wrong items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15	Maximum of one rubbish bin per property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Assisted collection service

Q16 **Do you use the assisted collection service (for residents who are not able to move their bins on collection day)?**

- Yes
- No
- Don't know

Garden waste collection service

Q23 **Do you subscribe to the garden waste collection service?**

- Yes
- No
- Don't know

Q24 **Why do you not subscribe to the garden waste collection service? (Tick all that apply)**

- No garden
- Do not produce enough garden waste
- Did not know about it
- Too expensive
- Easier alternatives
- Other

Q24 **Other (please specify)**

Q25 **How satisfied or dissatisfied are you with the garden waste collection service?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q26 **What, if anything, would make the garden waste collection service better? (Tick all that apply)**

- Nothing
- More reliable collections
- Reduce the cost
- Make it easier to report problems (e.g missed collections)
- Staff could be more friendly or helpful
- Wider range of items accepted for collection
- More options around the type of bin / containers
- Other

Q26 **Other (please specify)**

Street cleaning

Q29 **To what extent do you agree or disagree that residential streets in your local area are cleaned frequently enough?**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree
- Don't know

Q30 **To what extent do you agree or disagree that streets in your local town centre are cleaned frequently enough?**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree
- Don't know

Q31 To what extent are the following a problem in your local area?

	Not a problem at all	Minor problem	Moderate problem	Serious problem	Don't know
Street litter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q31 Dog fouling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q31 Graffiti / fly-posting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q31 Fly-tipping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q31 Weeds on the public highway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q31 Full public litter bins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q32 Which areas in your neighbourhood tend to get dirtiest and would benefit from more attention in the future? (DO NOT PROMPT - Tick all that apply)

- Roads
- Pavements
- Car parks
- Paths (public rights of way)
- Grass verges next to the public highway
- Parks and open spaces
- Transport hubs (e.g. bus stops, tram stops, train stations, taxi ranks)
- Private land (e.g. garages, railway embankments)
- Other

Q32 Other (please specify)

Q35 Some councils have stopped using chemicals like glyphosate to control weeds on the public highway. There are environmental benefits using pesticide-free approaches to weed control, but they are slightly less effective and means some public spaces can look a bit 'less neat'. To what extent would you support or oppose the council adopting a pesticide-free approach to weed control?

- Strongly support
- Support
- Neither support nor oppose
- Oppose
- Strongly oppose
- Don't know

Q38 **Have you contacted the council in the last 12 months to report an issue or make a request relating to street cleaning or your recycling and waste collections?**

- Yes
- No
- Don't know

Q39 **Why have you not reported any issues to the council recently?**

- Not felt the need to
- Didn't realise I could
- Too difficult to contact the council
- Don't know
- Other

Q39 **Other (please specify)**

Q40 **How did you report the most recent issue to the council?**

- Council website
- Fix My Street app
- Telephone (council contact centre)
- Council social media channels
- Local Councillor
- Don't know
- Other

Q40 **Other (please specify)**

Q41 **Did the request or issue relate to your recycling and waste collections or street cleaning? (*Tick one or both*)**

- Recycling and waste collections
- Street cleaning

Q42 **What did the request or issue you were reporting relate to for recycling and waste collections? (Tick all that apply)**

- Missed collection
- Replacement container / box / bin
- Container not put back correctly
- Complaint about crew behaviour
- Don't know
- Other

Q42 **Other (please specify)**

Q43 **How easy or difficult was it to make the report to the council (for waste and recycling)?**

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- Don't know

Q44 **How satisfied or dissatisfied were you with the response you received to your report (for waste and recycling)?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q45 **You answered 'dissatisfied' or 'very dissatisfied'. What is the main reason for this (for waste and recycling)?**

- Issue was not resolved
- Issue was resolved but too slowly
- Had to make repeated contact to get issue resolved
- Rude staff
- Don't know
- Other

Q45 **Other (please specify)**

Q46 **What did the request or issue you were reporting relate to for street cleaning? (Tick all that apply)**

- Litter / fly-tipping
- Dog fouling
- Leaf fall
- Graffiti (offensive)
- Graffiti (non offensive)
- Don't know
- Other

Q46 **Other (please specify)**

Q47 **How easy or difficult was it to make the report to the council (for street cleaning)?**

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- Don't know

Q48 **How satisfied or dissatisfied were you with the response you received to your report (for street cleaning)?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q49 **You answered 'dissatisfied' or 'very dissatisfied'. What is the main reason for this (for street cleaning)?**

- Issue was not resolved
- Issue was resolved but too slowly
- Had to make repeated contact to get issue resolved
- Rude staff
- Don't know
- Other

Q49 **Other (please specify)**

Q51 **We are keen to improve the way we communicate and keep residents up to date. How would you most like to be kept informed about recycling, waste collection and street cleaning services in the future? (Please choose your top three)**

- Nothing - I am happy with the information I get
- More information on the council's website
- Live information like maps to track services
- Text message alerts
- Email updates
- A mobile app
- Regular service updates on social media
- Leaflet through your door
- Don't know

About you

This last set of questions relate to your own circumstances and help us monitor that we are speaking to a wide range of residents. Your answers will be strictly anonymous and confidential.

Age **Which age band do you fall into?**

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65-74 years
- 75-84 years
- 85+
- Prefer not to say

Gender **What is your gender?**

- Male
- Female
- I prefer to describe my gender in another way
- Prefer not to say
- Other

Q59 **Other (please specify)**

Disability **Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?**

- Yes
- No
- Prefer not to say

Q60 **Do you have any health conditions which affect you in the following areas? (Tick all that apply)**

- Vision
- Hearing
- Mobility/Physical
- Learning Disability
- Mental Health
- Health Diagnosis
- Prefer not to say
- Other

Q60 **Other (please specify)**

Ethnicity **What is your ethnic origin?**

ty

- | | |
|---|--|
| <input type="radio"/> White - English/Welsh/Scottish/Northern Irish/British | <input type="radio"/> Asian or Asian British - Chinese |
| <input type="radio"/> White - Irish | <input type="radio"/> Asian or Asian British - Tamil |
| <input type="radio"/> White - Gypsy or Traveller | <input type="radio"/> Asian or Asian British - Korean |
| <input type="radio"/> White - Any other White background | <input type="radio"/> Asian or Asian British - Any other Asian background |
| <input type="radio"/> Mixed / Multiple ethnic group - Black Caribbean & White | <input type="radio"/> Black / African / Caribbean / Black British - Caribbean |
| <input type="radio"/> Mixed / Multiple ethnic group - Black African & White | <input type="radio"/> Black / African / Caribbean / Black British - African |
| <input type="radio"/> Mixed / Multiple ethnic group - Asian & White | <input type="radio"/> Black / African / Caribbean / Black British - Any other background |
| <input type="radio"/> Mixed / Multiple ethnic group - Any other | <input type="radio"/> Other ethnic group - Arab |
| <input type="radio"/> Asian or Asian British - Indian | <input type="radio"/> Any other ethnic group |
| <input type="radio"/> Asian or Asian British - Pakistani | <input type="radio"/> Prefer not to say |
| <input type="radio"/> Asian or Asian British - Bangladeshi | |

Q60 **Other (please specify)**

Further research

Q62 Would you be interested in taking part in a focus group to discuss some of the issues around waste collection and street cleaning? The focus group will be held with six to eight other residents, will last approximately 75 minutes and will be held online (via Zoom). Focus groups will take place in March.

If you are invited to participate and attend a focus group, you will receive a **payment of £40** in the form of an online voucher.

By answering yes, you are agreeing to be contacted by Enventure Research concerning this research. Your contact details will only be used for this purpose and will be deleted after six months.

Yes

No

RN	Name	<input type="text"/>
TEL	Telephone number	<input type="text"/>
EMAIL	Email address	<input type="text"/>

Appendix B

Online questionnaire

Waste Collection Services and Street Cleaning Services

The council's waste collection and street cleansing contract will come to an end in 2025, and this is your chance to tell us about your experiences with the service and what matters most for a new contract.

This consultation will last for six weeks, closing on 25 February at midnight, and feedback will be used to help design a proposal for what services the council will be looking for from potential bidders.

The current service includes recycling, general rubbish collection, garden waste, food waste, bulky waste collections, street cleansing and fly-tip removal. This survey will ask about your experience with these services up to now, any areas for improvement, and what priorities we should focus on while seeking the best contract we can get for our residents.

Thank you for taking part.

Completing the survey

Your answers will be anonymous and confidential unless you wish to provide your contact details to take part in further research. Further details will be provided later in the questionnaire.

Instructions are used throughout the questionnaire and are shown in *italics*. It is very important that you follow the question instructions to ensure you complete the questionnaire correctly. For example, some questions are single choice while others are multiple choice. Please make sure you answer each question unless otherwise stated in the instructions. If you need to skip any questions, it will be clearly marked that you go to a different question instead.

Please make sure you take part before **25 February**. You can return your completed questionnaire by using the pre-paid envelope which has been supplied with this questionnaire.

If you have any questions about taking part, please email helpline@enventure.co.uk

How we will use your information and confidentiality

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All information provided by you will be analysed by Enventure Research, and treated in accordance with General Data Protection Regulations and the Market Research Society's Code of Conduct. Enventure Research will only use information you provide to inform the research.

Please complete this survey by **25 February 2023**.

Please turn over the page to begin the questionnaire.

Q1 We are only looking to hear from Croydon residents. Please confirm you live in the London Borough of Croydon

Please tick one option

- Yes, I confirm I live in the London Borough of Croydon
- No, I don't live in the London Borough of Croydon

Q2 Please provide your postcode (e.g. CR0 1EA). If you do not want to enter your full postcode, please enter the first four digits (e.g. CR0 1). The postcode will not be used to identify individual households.

Please write your postcode in the box below

Recycling and waste collection services

Last year we collected 141,980 tonnes of recycling and rubbish from households across the borough - that is a 3% reduction over the last six years; a significant achievement at a time when our population is growing. We currently recycle 41.3% of that waste making us the 6th best borough for recycling in London.

Q3 We offer four key collection services to suit different property types across the borough. Please select the type of recycling and waste collection service you currently use

Please tick one option

- Wheelie bins and boxes that only my household uses (used by the majority of detached, semi-detached and terraced homes in the borough)
- Wheelie bins and boxes that I share with my neighbours (used by the majority of properties that have been converted into flats and some low-rise blocks of purpose-built flats)
- Large communal bins that I share with my neighbours (used by the majority of larger blocks of purpose-built flats)
- Bags that I place out at a specific collection point (used by the majority of flats above shops and some houses with no front gardens)
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Q4 How satisfied or dissatisfied are you with the recycling and waste collection service provided by the council?

Please tick one option

- Very satisfied [go to Q6]
- Satisfied [go to Q6]
- Neither satisfied nor dissatisfied [go to Q6]
- Dissatisfied [go to Q5]
- Very dissatisfied [go to Q5]
- Don't know [go to Q6]

Q5 Why have you said you are 'dissatisfied' or 'very dissatisfied' with the recycling and waste collection service?

Please tick all that apply

- | | |
|---|---|
| <input type="checkbox"/> Missed collections | <input type="checkbox"/> Bins not returned to collection point |
| <input type="checkbox"/> Non delivery of new/replacement bins | <input type="checkbox"/> Crew behaviour |
| <input type="checkbox"/> Lack of space for bins | <input type="checkbox"/> Difficulty reporting issues to the council |
| <input type="checkbox"/> Bins too small | <input type="checkbox"/> Uncertainty what to put out and when |
| <input type="checkbox"/> Bins too large | <input type="checkbox"/> Other (please specify in the box below) |
| <input type="checkbox"/> Collections not frequent enough | |

Other (please only write something in the box below if you have ticked 'other')

Q6 When you think about your recycling and waste collection service in the future, what matters most?

Please tick 1, 2 or 3 for each row based on what matters most to you, where 1 is the highest priority and 3 is the lowest priority. Please ensure each number (1, 2 or 3) is only ticked once

	1	2	3
Environmental benefits (carbon reduction, waste minimisation, recycling)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenience or ease of use (simplicity of service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordability (to help make sure money is available to fund other council services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Croydon Council recently carried out a detailed study looking at what is inside the average rubbish bin in the borough. It showed that more than half (52.8%) could have been recycled using the council's kerbside recycling collection service. The majority of this (32.4%) was food waste.

Q7 To what extent do you agree or disagree that more needs to be done in the future to recycle more and waste less in the London Borough of Croydon?

Please tick one option

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know

Q8 Which of the following changes would encourage you and those in your household to recycle more in the future?

Please tick up to three options

- Addition of more items that are collected for recycling (e.g. soft plastics, plastics bags and film)
- More/better information provided about what can and cannot be recycled
- Larger or more recycling containers
- Rubbish collected less frequently (i.e. every three weeks)
- Smaller rubbish bin
- Compulsory recycling (e.g. fines / penalties for not recycling things that could be recycled)
- If the council responded and fixed problems more efficiently
- Not collecting waste if it's not been sorted correctly
- Rewards / incentives for recycling more
- None of the above
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Q9 Do you currently recycle your food waste?

Please tick one option

- Yes, all of it *[go to Q11]*
- Yes, some of it *[go to Q11]*
- No, none of it *[go to Q10]*
- Don't know *[go to Q11]*

Q10 What stops you from recycling your food waste?

Please tick all that apply

- | | |
|---|--|
| <input type="checkbox"/> It's smelly | <input type="checkbox"/> Compost food waste at home |
| <input type="checkbox"/> It's dirty | <input type="checkbox"/> Use a sink disposal machine |
| <input type="checkbox"/> Cost of liners | <input type="checkbox"/> Don't have any food waste |
| <input type="checkbox"/> Don't have containers | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Don't want container in the house | <input type="checkbox"/> Other (please specify in the box below) |
| <input type="checkbox"/> Animals breaking into containers and creating mess | |

Other (please only write something in the box below if you have ticked 'other')

Recycling and waste collection services

Q11 Which of these items would you like to be able to recycle from home in the future?

Please tick all that apply

- Soft plastics (plastic films, plastic bags, plastic wrapping - e.g. carrier bags, bread bags, crisp bags, flexible plastic lids)
- Small electrical items (e.g. toys, phones and chargers, irons, toasters, Wi-Fi routers)
- Textiles
- Household batteries
- Gas canisters (e.g. nitrous oxide canisters, BBQ/camping gas canisters etc.)
- None of the above

Q12 If it is not possible to include these items in your standard recycling collection service, would you use a free bookable collection service (via an online form) for these items?

Please tick one option for each row

	Yes	No	Don't know
Soft plastics (plastic film, plastic bags, plastic wrapping - e.g. carrier bags, bread bags, crisp bags, flexible plastic lids)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small electrical items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Textiles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Household batteries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gas canisters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 What do you currently do with the following items?

Please tick one option for each row

	Put them in my rubbish bin	Put them in or next to my recycling bin	Take them to my house hold recycling centre	Take them to a local store	Donate to charity shop	Sell or donate via internet (e.g. freecycle or Gumtree)	Don't have them / N/A
Soft plastics (e.g. plastic film, bags & wrapping)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			<input type="radio"/>
Small electrical items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Textiles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Household batteries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			<input type="radio"/>
Gas canisters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			<input type="radio"/>

Recycling and waste collection services

Q14 To what extent do you agree or disagree with the following statements?

Please tick one option for each row

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
I recycle everything I can using my council's collection service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have enough space in my recycling bins/boxes to recycle all items I want to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The rubbish bin provided by the council is large enough for the non-recyclable waste my household produces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have enough information to recycle correctly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm confident that what I put in my recycling containers actually gets recycled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The council encourages me to recycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly recycle/reuse items not collected by the council in other schemes e.g. local supermarket collection points, Household Waste and Recycling Centre, donating to charity shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is reasonable for my council to charge a fee for replacement recycling and rubbish containers in order to encourage responsible use and reduce the cost of running the service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15 There are things we already do, and could in the future, to help the recycling and waste collection service run more efficiently. To what extent do you think it is reasonable or unreasonable for us to strictly enforce the following rules?

Please tick one option for each row

	Very reasonable	Reasonable	Neither reasonable nor unreasonable	Unreasonable	Very unreasonable	Don't know
Containers must be presented on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Containers must be presented to the front of the property (or other pre-agree collection point, e.g. rear service road)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extra waste (not in the bins) will not be collected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bins will not be collected if they have been used for the wrong items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximum of one rubbish bin per property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Assisted collection service

Q16 Do you use the assisted collection service (for residents who are not able to move their bins on collection day)?

Please tick one option

- Yes [go to Q17]
- No [go to Q19]
- Don't know [go to Q19]

Q17 How satisfied or dissatisfied are you with the service?

Please tick one option

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q18 What, if anything, would make the assisted collection service better?

Please tick all that apply

- Nothing
- Staff could be more friendly or helpful
- Crews could do better in returning bins and boxes to their collection point
- Fewer missed collections
- Make it easier to report problems (e.g. missed collections)
- Other

Other (please specify)

Bulky waste collection service

Q19 Have you used our bulky waste collection service (which allows larger items like fridges, furniture and mattresses to be collected for a fee) in the last three years?

Please tick one option

- Yes [go to Q21]
- No [go to Q20]
- Don't know [go to Q23]

Q20 Why have you not used the bulky waste collection service in the last three years?

Please tick all that apply

- Did not know about it *[go to Q23]*
- Too expensive *[go to Q23]*
- Not had the need to *[go to Q23]*
- Took items to the local household recycling centre *[go to Q23]*
- Used the services of an alternative commercial waste carrier *[go to Q23]*
- Other (please specify in the box below) *[go to Q23]*

Other (please only write something in the box below if you have ticked 'other')

Q21 How satisfied or dissatisfied were you with the service you received?

Please tick one option

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q22 What, if anything, would make the bulky waste collection service better?

Please tick all that apply

- Nothing
- Make the booking process easier
- Reduce the cost
- More booking slots
- Staff could be more friendly or helpful
- 'Live' information about my collection on the day (e.g. estimated time of arrival / confirmation when collection has been completed)
- Wider range of items accepted for collection
- Don't know
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Q23 Do you subscribe to the garden waste collection service?

Please tick one option

- Yes [go to Q25]
- No [go to Q24]
- Don't know [go to Q27]

Q24 Why do you not subscribe to the garden waste collection service?

Please tick all that apply

- No garden [go to Q27]
- Do not produce enough garden waste [go to Q27]
- Did not know about it [go to Q27]
- Too expensive [go to Q27]
- Easier alternatives [go to Q27]
- Other (please specify in the box below) [go to Q27]

Other (please only write something in the box below if you have ticked 'other')

Q25 How satisfied or dissatisfied are you with the garden waste collection service?

Please tick one option

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Q26 What, if anything, would make the garden waste collection service better?

Please tick all that apply

- Nothing
- More reliable collections
- Reduce the cost
- Make it easier to report problems (e.g missed collections)
- Staff could be more friendly or helpful
- Wider range of items accepted for collection
- More options around the type of bin / containers
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Garden waste collection service

- Q27 **For the last few years, recycling and waste collections have taken place on Bank Holidays (with the exception of Christmas and New Year). The alternative (cheaper) option is to push collections back by a day or two and for the crews to catch up over the next couple of weeks.**

How important is it that the council continues to provide collections on Bank Holidays in the future?

Please tick one option

- Very important
- Important
- Neither important nor unimportant
- Unimportant
- Very unimportant
- Don't know

- Q28 **For the last few years, the council has offered a Christmas tree collection service. The alternative is to ask residents to bring trees to one of the council's Household Reuse and Recycling Centres or to deal with them at home.**

How important is it that the council continues to provide the Christmas tree collection service in the future?

Please tick one option

- Very important
- Important
- Neither important nor unimportant
- Unimportant
- Very unimportant
- Don't know

Street cleaning

- Q29 **To what extent do you agree or disagree that residential streets in your local area are cleaned frequently enough?**

Please tick one option

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree
- Don't know

Q30 To what extent do you agree or disagree that streets in your local town centre are cleaned frequently enough?

Please tick one option

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree
- Don't know

Q31 To what extent are the following a problem in your local area?

Please tick one option for each row

	Not a problem at all	Minor problem	Moderate problem	Serious problem	Don't know
Street litter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog fouling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Graffiti / fly-posting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fly-tipping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weeds on the public highway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Full public litter bins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q32 Which areas in your neighbourhood tend to get dirtiest and would benefit from more attention in the future?

Please tick all that apply

- Roads
- Pavements
- Car parks
- Paths (public rights of way)
- Grass verges next to the public highway
- Parks and open spaces
- Transport hubs (e.g. bus stops, tram stops, train stations, taxi ranks)
- Private land (e.g. garages, railway embankments)
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Q33 Street Champions is a network of residents, coordinated by Croydon Council, who volunteer to improve the environment and street scene across the borough. Which of these statements best reflects your view about the Street Champion Programme?

Please tick one option

- I have volunteered (or currently volunteer) my time to support the Street Champions
- I wasn't aware of Street Champions but I would like to get involved
- I support the idea but I wouldn't get involved myself
- I don't support the idea - street cleaning is not something residents should have to help out with
- Don't know

Q34 To what extent do you agree or disagree that people should receive fixed penalty notices for the following?

Please tick one option for each row

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
Dropping litter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fly-tipping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not cleaning up after their dog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blocking the pavement with wheelie bins and recycling boxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Putting rubbish and recycling out on the wrong day for collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not recycling everything they can, or placing incorrect items in the recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 Some councils have stopped using chemicals like glyphosate to control weeds on the public highway. There are environmental benefits using pesticide-free approaches to weed control, but they are slightly less effective and means some public spaces can look a bit 'less neat'.

To what extent would you support or oppose the council adopting a pesticide-free approach to weed control?

Please tick one option

- Strongly support
- Support
- Neither support nor oppose
- Oppose
- Strongly oppose
- Don't know

Street cleaning

Q36 To what extent are leaves on the road and pavement in autumn / winter a problem in your local area?

Please tick one option

- Not at all a problem
- Minor problem
- Moderate problem
- Serious problem
- Don't know

Q37 Which of these statements do you most agree with?

Please tick one option

- The current leaf clearing service is appropriate and should be maintained in future contracts
- Leaves should be cleared quicker, even if it makes the service more expensive to run in the future
- Leaves could be left on the ground for a little longer if it means the service is cheaper to run and helps the council protect other frontline services
- Don't know

Resolving problems and keeping you up to date

Q38 Have you contacted the council in the last 12 months to report an issue or make a request relating to street cleaning or your recycling and waste collections?

Please tick one option

- Yes [go to Q40]
- No [go to Q39]
- Don't know [go to Q50]

Q39 Why have you not reported any issues to the council recently?

Please tick one option

- Not felt the need to [go to Q50]
- Didn't realise I could [go to Q50]
- Too difficult to contact the council [go to Q50]
- Don't know [go to Q50]
- Other (please specify in the box below) [go to Q50]

Other (please only write something in the box below if you have ticked 'other')

Q40 How did you report the most recent issue to the council?

Please tick one option

- Council website
- Fix My Street app
- Telephone (council contact centre)
- Council social media channels
- Local Councillor
- Don't know
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Q41 Did the request or issue relate to your recycling and waste collections or street cleaning?

Please tick one or both

- Recycling and waste collections *[go to Q42]*
- Street cleaning *[go to Q46]*

Reporting in relation to recycling and waste collections

Q42 What did the request or issue you were reporting relate to for recycling and waste collections?

Please tick all that apply

- Missed collection
- Replacement container / box / bin
- Container not put back correctly
- Complaint about crew behaviour
- Don't know
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

Reporting in relation to recycling and waste collections

Q43 How easy or difficult was it to make the report to the council (for waste and recycling)?

Please tick one option

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- Don't know

Q44 How satisfied or dissatisfied were you with the response you received to your report (for waste and recycling)?

Please tick one option

- Very satisfied *[go to Q46 if you have reported a street cleaning issue or Q50 if you have not]*
- Satisfied *[go to Q46 if you have reported a street cleaning issue or Q50 if you have not]*
- Neither satisfied nor dissatisfied *[go to Q46 if you have reported a street cleaning issue or Q50 if you have not]*
- Dissatisfied *[go to Q45]*
- Very dissatisfied *[go to Q45]*
- Don't know *[go to Q46 if you have reported a street cleaning issue or Q50 if you have not]*

Q45 You answered 'dissatisfied' or 'very dissatisfied'. What is the main reason for this (for waste and recycling)?

Please tick one option

- Issue was not resolved
- Issue was resolved but too slowly
- Had to make repeated contact to get issue resolved
- Rude staff
- Don't know
- Other (please specify in the box below)

Other (please only write something in the box below if you have ticked 'other')

[go to Q46 if you have reported a street cleaning issue or go to Q50 if you have not]

Reporting in relation to street cleaning

Q46 **What did the request or issue you were reporting relate to for street cleaning?**
Please tick all that apply

- | | |
|---|--|
| <input type="checkbox"/> Litter / fly-tipping | <input type="checkbox"/> Graffiti (non offensive) |
| <input type="checkbox"/> Dog fouling | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Leaf fall | <input type="checkbox"/> Other (please specify in the box below) |
| <input type="checkbox"/> Graffiti (offensive) | |

Other (please only write something in the box below if you have ticked 'other')

Q47 **How easy or difficult was it to make the report to the council (for street cleaning)?**
Please tick one option

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- Don't know

Q48 **How satisfied or dissatisfied were you with the response you received to your report (for street cleaning)?**
Please tick one option

- Very satisfied *[go to Q50]*
- Satisfied *[go to Q50]*
- Neither satisfied nor dissatisfied *[go to Q50]*
- Dissatisfied *[go to Q49]*
- Very dissatisfied *[go to Q49]*
- Don't know *[go to Q50]*

Q49 **You answered 'dissatisfied' or 'very dissatisfied'. What is the main reason for this (for street cleaning)?**
Please tick one option

- | | |
|--|---|
| <input type="radio"/> Issue was not resolved | <input type="radio"/> Rude staff |
| <input type="radio"/> Issue was resolved but too slowly | <input type="radio"/> Don't know |
| <input type="radio"/> Had to make repeated contact to get issue resolved | <input type="radio"/> Other (please specify in the box below) |

Other (please only write something in the box below if you have ticked 'other')

Q50 The current contract sets the following target response times once a report of a service issue has been received:

- Return to rectify a missed collection - 2 working days (1 working day for assisted collections)
- Deliver new/replacement containers - 10 working days
- Fly-tip removal - 1 working day
- Empty full litter bins - 2 working hours (town centres) / 6 working hours (residential - dangerous and offensive waste) / 24 hours (residential - other waste)
- Clean dirty streets - 2 working hours (town centres) / 4 working hours (residential - dangerous and offensive waste) / 24 hours (residents - other waste)

Which of the following statements do you most agree with?

Please tick one option

- The current target response times are appropriate and should be maintained in future contracts
- Issues should be resolved more quickly, even if it makes the service more expensive to run in the future
- Issues could be resolved less quickly if it means the service is cheaper to run and helps the council protect other frontline services
- Don't know

Q51 We are keen to improve the way we communicate and keep residents up to date. How would you most like to be kept informed about recycling, waste collection and street cleaning services in the future?

Please tick up to three options

- Nothing - I am happy with the information I get
- More information on the council's website
- Live information like maps to track services
- Text message alerts
- Email updates
- A mobile app
- Regular service updates on social media
- Leaflet through your door
- Don't know

Q52 How often, if at all, do you make use of your Household Reuse and Recycling Centre (also known as 'the tip')?

Please tick one option

- At least once a week *[go to Q54]*
- At least once a fortnight *[go to Q54]*
- At least once a month *[go to Q54]*
- Once every three months *[go to Q54]*
- Once or twice a year *[go to Q54]*
- Less often *[go to Q53]*
- Never use the Household Reuse and Recycling Centre *[go to Q53]*
- Don't know *[go to Q60]*

Q53 Why haven't you used a Household Reuse and Recycling Centre recently?

Please tick one option

- Do not have access to a vehicle *[go to Q60]*
- Not had the need to *[go to Q60]*
- Someone else in the household goes *[go to Q60]*
- Don't know *[go to Q60]*
- Other (please specify in the box below) *[go to Q60]*

Other (please only write something in the box below if you have ticked 'other')

Q54 There are three Household Reuse and Recycling Centres in the borough. Which one do you usually use?

Please tick one option

- Factory Lane
- Purley Oaks
- Fishers Farm
- Don't know

Q55 How satisfied or dissatisfied are you with the overall service provided at the Household Reuse and Recycling Centre?

Please tick one option

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Don't know

Household Reuse and Recycling Centres

Q56 Are there any specific items that are not currently accepted at the Household Reuse and Recycling Centre that you would like to be able to take there in the future?
Please tick one option

- Yes (please specify)
 No
 Don't know

Please briefly tell us what you would like to be accepted at your Household Reuse and Recycling Centre in the future (please only write something in the box below if you have ticked 'yes')

Q57 What, if anything, would encourage you to recycle more of the waste you take to the Household Reuse and Recycling Centre?
Please tick all that apply

- Better layout of the site
 Better signage
 More help and advice from site staff
 More information on the council website about what can and cannot be recycle at the site
 Random checks by site staff to ensure recyclable materials are not being thrown away
 Don't know
 Other (please specify)

Other (please only write something in the box below if you have ticked 'other')

Q58 Do you have any other suggestions about improvements that could be made to the Household Reuse and Recycling Centre?
Please tick one option

- Yes [go to Q59]
 No [go to Q60]
 Don't know [go to Q60]

Q59 Please briefly summarise your suggestions in the box below

About you

This last set of questions relate to your own circumstances and help us monitor that we are speaking to a wide range of residents. Your answers will be strictly anonymous and confidential. If you do not wish to disclose any information, please make sure you tick 'prefer not to say' for each question.

Q60 Which age band do you fall into?

Please tick one option

- | | |
|-----------------------------------|---|
| <input type="radio"/> 18-24 years | <input type="radio"/> 65-74 years |
| <input type="radio"/> 25-34 years | <input type="radio"/> 75-84 years |
| <input type="radio"/> 35-44 years | <input type="radio"/> 85+ |
| <input type="radio"/> 45-54 years | <input type="radio"/> Prefer not to say |
| <input type="radio"/> 55-64 years | |

Q61 What is your gender?

Please tick one option

- Male
- Female
- I prefer to describe my gender in another way
- Prefer not to say
- Other (please specify)

Other (please only write something in the box below if you have ticked 'other')

Q62 Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

Please tick one option

- Yes [go to Q63]
- No [go to Q64]
- Prefer not to say [go to Q64]

Q63 Do you have any health conditions which affect you in the following areas?

Please tick all that apply

- | | |
|--|---|
| <input type="checkbox"/> Vision | <input type="checkbox"/> Mental Health |
| <input type="checkbox"/> Hearing | <input type="checkbox"/> Health Diagnosis |
| <input type="checkbox"/> Mobility/Physical | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Learning Disability | <input type="checkbox"/> Other (please specify) |

Other (please only write something in the box below if you have ticked 'other')

About you

Q64 What is your ethnic origin?

Please tick one option

- | | |
|---|--|
| <input type="radio"/> White - English/Welsh/Scottish/Northern Irish/British | <input type="radio"/> Asian or Asian British - Chinese |
| <input type="radio"/> White - Irish | <input type="radio"/> Asian or Asian British - Tamil |
| <input type="radio"/> White - Gypsy or Traveller | <input type="radio"/> Asian or Asian British - Korean |
| <input type="radio"/> White - Any other White background | <input type="radio"/> Asian or Asian British - Any other Asian background |
| <input type="radio"/> Mixed / Multiple ethnic group - Black Caribbean & White | <input type="radio"/> Black / African / Caribbean / Black British - Caribbean |
| <input type="radio"/> Mixed / Multiple ethnic group - Black African & White | <input type="radio"/> Black / African / Caribbean / Black British - African |
| <input type="radio"/> Mixed / Multiple ethnic group - Asian & White | <input type="radio"/> Black / African / Caribbean / Black British - Any other background |
| <input type="radio"/> Mixed / Multiple ethnic group - Any other | <input type="radio"/> Other ethnic group - Arab |
| <input type="radio"/> Asian or Asian British - Indian | <input type="radio"/> Any other ethnic group (please specify) |
| <input type="radio"/> Asian or Asian British - Pakistani | <input type="radio"/> Prefer not to say |
| <input type="radio"/> Asian or Asian British - Bangladeshi | |

Other (please only write something in the box below if you have ticked 'other')

Further research

Q65 Would you be interested in taking part in a focus group to discuss some of the issues around waste collection and street cleaning? The focus group will be held with six to eight other residents, will last approximately 75 minutes and will be held online (via Zoom). Focus groups will take place in March. If you are invited to participate and attend a focus group, you will receive a **payment of £40** in the form of an online voucher.

By answering yes, you are agreeing to be contacted by Enventure Research concerning this research. Your contact details will only be used for this purpose and will be deleted after six months.

- Yes *[please provide your contact details below]*
- No

Name

Telephone number

Email address

Thank you for taking part in this important survey. Your feedback will help Croydon Council design the best possible services for the borough and ensure that they meet the needs of local people.

Please return your completed questionnaire by using the pre-paid return envelope you received with this questionnaire. Please ensure we receive your response by 25 February.

Appendix C

Focus group discussion guide

SLWP Waste Services and Street Cleaning Focus Group Discussion Guide

Croydon Council

Please note this discussion guide is intended as a guide to the moderator only. Sections may be subject to change during the course of the focus groups if, for example, certain questions do not elicit useful responses. Wording and explanations may change to suit the audience.

BEFORE GROUP START TIME

- Participants asked to join five minutes early and wait in waiting room to allow the group to start on time
- All participants asked to review the joining instructions
- All participants will have completed the online or telephone survey

Introduction (10 mins)

- Moderator introduction
- Background to the research:
 - The Council is planning a new waste collection and street cleaning service, due to start in 2025, so it has asked Enventure Research to undertake research to help them understand residents' thoughts on waste services and street cleaning
 - They want to find out what improvements you think could be made in the future and learn what priorities matter most to you in order to help shape a new contract
 - We recently conducted an online survey which was open to all Croydon residents and promoted through a number of channels. To support this, we are also conducting a representative telephone survey
- This group is your opportunity to give us your thoughts and opinions about the waste and recycling collection service and the street cleaning service.
- Confidentiality:
 - Everything said during this discussion is confidential. There are no right or wrong answers
 - Enventure Research is an independent research agency, not part of Croydon Council – we have been commissioned to deliver this research independently
 - We may use quotes from this discussion within the report, but these will remain anonymous and any identifying information will be removed.
 - Market Research Society Code of Conduct and GDPR – ensure confidentiality.
 - All views and opinions of all present are important and valid.
- The group will be recorded – thank you for completing the online consent form. The recording will only be used to listen back to and write up notes. It is not passed to anyone else, including Croydon Council, and will be securely deleted once the research project has finished. Please don't talk over each other.
- **Moderator to start recording and ask everyone to confirm again that this is OK.**

START RECORDING

- The session will last approximately 1 hour 15 minutes. Do you have any questions before we begin?

Just so we can get to know each other a bit, I'd like you to introduce yourself with your:

- First name
- Where you live

I'll call people's names out in the order I see you on my screen.

Waste and Recycling Services (25 mins)

Satisfaction with waste and recycling collection

As I mentioned at the start of the group, the council is currently undertaking a review and redesign of the waste and recycling services.

- What are your thoughts about the current services? Why do you say that?
- What aspects of the services are most important to you? *Moderator to probe if participants unsure: frequency of collections, size of containers, materials collected, that everything gets recycled etc*
- What do you like about it? What do you dislike about it?

Garden waste recycling (HOUSES GROUP ONLY)

- Do you use the garden waste recycling service? What has your experience of using the service been like?
- If you have a garden but do not use the garden waste recycling service, why is this? What would encourage you to use it?

Ranking of what matters the most

- In the survey, we asked respondents to rank three things in order of importance:
 - Environmental benefits (carbon reduction, waste minimisation, recycling)
 - Convenience or ease of use (simplicity of service)
 - Affordability (to help make sure money is available to fund other Council services)
- What is the most important thing to you? Why do you say that?

Show survey results

- In the representative survey, the most important thing was environmental benefit – 55% said it was the most important, with convenience or ease of use being the second most important (33%) and then affordability the least important (12%) – What do you think to these results?
Moderator to note that results are based on survey that is yet to finish but are unlikely to change due to almost being completed

Producing less waste and recycling more

- The saying goes 'Reduce, reuse, recycle' and reduce comes first because reducing waste is the most important thing. What do you think people could do to reduce the waste they make?
- There is a textile repair café at the Whitgift centre which offers workshops to teach residents how to repair and upcycle textiles and clothes. Has anyone been? What did you think of it? If you haven't been, would you? Why / why not?
- Do you think the council does everything it can to help residents recycle as much as they can?
- What can the council do to help residents recycle more?
 - *Moderator to probe if necessary using most common responses from representative survey results so far:*
 - Adding more items to be collected for recycling such as soft plastics (40%)
 - Larger/more recycling containers (37%)
 - More/better information provided about what can/cannot be recycled (34%)

Average bin composition

- Croydon Council recently undertook a waste composition analysis (basically looking through residents' bins to see what materials were in them). I'm going to show you an image of an average bin and what materials are in it.

Show Croydon average bin graphic

- Over half (52.8%) of what is in the average Croydon bin could have been recycled using the recycling collection service and other material – plastic film/plastic bags and wood/scrap metal could also be recycled using local stores and the Recycling Centre (another 15.7%).
- What are your thoughts about the different percentages and amount that could be recycled but isn't being recycled? Is it what you thought? Do any of it surprise you? How do you think your bin compares to this?
- What do you think residents themselves need to do to increase recycling, given what we've just talked about?
- What do you think the barriers to increase recycling could be? How can these barriers be overcome? Lack of information / knowledge? Apathy? Physical barriers?

Containers – HOUSES ONLY

Currently, the containers that houses have are:

- Black wheelie bin (blue lid) / blue box – paper and card
 - Black wheelie bin (green lid) / green box – dry mixed recycling such as plastic bottles, glass bottles, metal tins, cartons
 - Black wheelie bin (black lid) – general rubbish
 - Caddy (brown outdoor and smaller brown caddy for indoor) – food waste
-
- How has this been working for you? Any issues? Any improvements?
 - The council has a lot of requests for replacement containers. Do you think there is a specific reason for this? Poor quality containers that get broken, containers mishandled by crew, lost/stolen?
 - How long is a reasonable time to wait for delivery?
 - Would you be willing to collect a new bin or caddy? Why? Why not?
 - If yes: where would you be willing to collect this from?

Shared bins – FLATS ONLY

- What is your experience of using the communal bins?
- Are there any issues regarding location of bins, misuse (residents putting the general waste into recycling bins for example), condition of bins etc? *Moderator to probe on council specific issues only*
- Do these issues put you off from using the bins correctly and recycling as much as possible?
- How do you think residents could be encouraged to use the bins responsibly?

Street cleaning (20 mins)

Street cleaning includes a range of services – sweeping roads, pavements and public land, clearing weeds, pavement gritting, dealing with fly-tipping, dog fouling, drain and sewer problems, fly-posting, graffiti, dead animals and to help with the service, co-ordinating the Street Champion volunteers.

- What do you think about street cleaning in town and district centres, as well as in your local area?
 - Where do you think the problems are particularly? In your own street/local area, the local shopping parade, main town centre, or elsewhere?
 - What are the main issues?
- Survey results showed that 47% of respondents thought their local residential streets were cleaned frequently enough, and 35% thought the streets in the local town centre were cleaned frequently enough. What do you think of these results?
- Do you see any fly tipping? Is there a particular area that is worse than others?
 - 32% of survey respondents said fly tipping was a serious problem and 24% said it was a moderate problem – that is over half (56%). What do you think to these results?
- What about dog fouling, graffiti and leaf fall in the autumn? How are these dealt with, are they an issue? If so, are they dealt with quickly?

- How would you improve the street cleaning service (all the things we've spoken about)? What would you concentrate on if you were responsible for street cleaning?

Communication with Croydon Council (15 mins)

- Have you had to find information about the waste, recycling and street cleaning services? Where did you go for it? Did you get the answers you needed?
- Is there anything else Croydon Council needs to do in terms of communicating with residents about waste, recycling and street cleaning services? Different / additional information, different ways of communicating?
- Is there any specific information that you need, or you think residents need, to help understand the services better? Is there anything missing?

Show newsletter (in separate PDF to other stimulus)

- Do you recall seeing the council's annual recycling newsletter, which was sent in December? What did you think of it? *Moderator to probe helpfulness*
- Have you had to contact the council about the services, for example, to report an issue with bins or street cleaning, missed collection, request replacement container, complaint about the service/crew etc.?
- How was it resolved? Timely? Satisfactorily? How did you make contact?
- How do you prefer to engage with the council? Do you prefer to seek out information, or do you prefer to be updated? Which communication channel do you prefer? *Moderator to probe email, social media, newsletter/leaflet, website etc*

If you would like to find out more information about council services and stay connected with the council, you can sign up to their e-newsletter online or follow them on social media.

Summary and close (5 mins)

Based on everything we have discussed today:

- What are the most important points we have discussed today?
- Is there anything else that Croydon Council needs to consider in terms of improving the services and/or encouraging residents to recycle more?

Moderator to:

- **Thank everyone for their time and input**
- **Any other questions/points to raise?**
- **Explain how incentives will be administered - £40**
- **Thank & close**



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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