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| <b>REPORT TO:</b>  | <b>Streets Environment and Homes<br/>Scrutiny Sub Committee<br/>1st October 2019</b>              |
| <b>SUBJECT:</b>  | <b>South London Waste Partnership, Annual Review</b>  |
| <b>LEAD OFFICERS:</b>  | <b>Shifa Mustafa, Executive Director – Place<br/>Steve Iles, Director of Streets</b>              |
| <b>CABINET MEMBER:</b>                                       | <b>Councillor Stuart Collins<br/>Deputy Leader and Cabinet Member for Clean<br/>Green Croydon</b> |
| <b>PERSON LEADING AT<br/>SCRUTINY COMMITTEE<br/>MEETING:</b> | <b>Tom Lawrence, Head of Environment</b>  |

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| <b>ORIGIN OF<br/>ITEM:</b>              | This item has been identified by the Streets,<br>Environment and Homes Scrutiny Sub Committee as<br>an area of scrutiny. |
| <b>BRIEF FOR<br/>THE<br/>COMMITTEE:</b> | To note the impact that the SLWP<br>contract will bring to the delivery of<br>services                                   |

## **1. EXECUTIVE SUMMARY**

- 1.1 The report sets out the progress of the South London Waste Partnership (SLWP) Lot 1 contract which commenced for street cleansing in March 2018 and waste and recycling in September 2018.
- 1.2 This report details the arrangements for the South London Waste Contract with Veolia, and provides a service update showing progress to date with each element of the contract.
- 1.3 Veolia's solution delivers significant benefits to Croydon over the course of the contract term. In addition to delivering savings in the region of £5M per annum the new contract is underpinned by a set of performance indicators which set the contractor challenging targets aimed at driving up performance in key areas such as missed collections and street cleanliness. With penalties associated with failure to meet these targets, the contractor has also set out a robust monitoring approach to ensure these standards are upheld.

## 2. BACKGROUND

- 2.1 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.
- 2.2 Officers from the four partner boroughs explored opportunities for future delivery of a range of high quality environmental services. An options analysis was undertaken to assess the merits of procuring services in partnership, as opposed to procuring alone, or retaining existing arrangements. The boroughs made an assessment of delivery, procurement options and modelling savings based on joint procurement by all boroughs. The modelling suggested savings in the region of 10% from procuring jointly with the potential to achieve savings in excess of this if the partner boroughs harmonised these services.
- 2.3 On this basis a business case for a joint procurement exercise for the following services was agreed in each of the boroughs between November 2014 and January 2015:

| Lot 1 (All boroughs)                | Lot 2 (Sutton & Merton only)             |
|-------------------------------------|--|
| Waste collection                    | Parks and grounds maintenance            |
| Street cleaning                     | Cemeteries                               |
| Commercial waste (optional service) | Highway verge maintenance                |
| Winter Maintenance                  | Tree maintenance (excluding inspections) |
| Vehicle maintenance and procurement | Sports and play facilities management    |

- 2.4 Following an endorsement from the Joint Waste Committee on Tuesday 7 June 2016. On 11 July 2016 Cabinet endorsed Veolia as the preferred bidder for the Lot 1 Contract The Contract was signed in March 2017.
- 2.5 Following contract procurement savings are around 20% and are forecast to save the four boroughs £56m over the next eight years (£47.4m on Lot 1 and £8.6m on Lot 2), based on a scenario where service budgets were inflated at 1% each year.
- 2.6 For Croydon the financial implications of the award of this contract to Veolia will result in revenue savings to the council of £5.1m per annum against a revenue budget of £14.069m. For the full initial 8 year period of the contract the council will save £34.297m against a cumulative budget for the duration of

the 8 years of £98.489m.

### **3. THE SLWP CONTRACT**

- 3.1 This contract is provided by Veolia and although different boroughs use different waste containment methods, the materials collected are the same, thus harmonising waste collection services across the four boroughs. The new street cleansing service began in March 2018 and the new waste collection service in Croydon began in September 2018. As well as realising substantial cost saving the new contract are underpinned by a robust set of Service Performance Indicators (SPIs).
- 3.2 The objectives agreed prior to the commencement of the procurement exercise sought to ensure that levels of service delivery would be maintained, with a contribution to the required savings targets and to enhance the environmental performance of the services. These were:
- To target optimum savings on the costs of service provision through lower service costs and increasing recycle revenues.
  - To deliver to residents a high performing service, achieving high levels of customer satisfaction.
  - To provide improved environmental and carbon outcomes in the way we deliver environmental services.
- 3.3 Whilst the provider of Lot 1 services is Veolia, who were the incumbent provider of Croydon's waste and street cleansing services, there were key enhancements to the way these services are delivered compared to the previous contract.
- 3.4 The changes to waste collection service are supported by effective contract management and a programme of education focusing on waste prevention and minimisation to help ensure Croydon reaches its ambitious target of recycling over 50% of its household waste. The new service will also contribute to the wider agenda of improving environmental sustainability and promoting the 'circular economy' within Croydon.

### **4. STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS OF THE SLWP CONTRACT**

- 4.1 The table below highlights the key areas of the SWOT for the SLWP Lot 1 contract.
- 4.2 The financial saving of this contract is a major benefit, including guaranteed incomes to the boroughs for the recycle, garden waste and commercial waste, as well as the economies of scale that could be negotiated over four borough. The contract itself demands faster rectifications for missed collections of waste and recycling and higher grades of street cleansing than were being achieved under the previous contract. By pooling communications resources, there has

been a strong reach and consistent messages across the four boroughs, helping to establish the partnership brand. The prominence of the Partnership has helped in co-ordinating responses to Government consultations and leading on initiatives such as promoting the circular economy.

- 4.3 There are also some challenges to the partnership approach. For example, it can take longer to reach consensus than if the boroughs were making these decisions alone. The individual boroughs were all collecting waste in very different ways prior to the start of the partnership, meaning they started off in distinctly different places with regard to their contractual performance. This has meant that the rollout of new services will be more challenging in some boroughs – those making the biggest changes – than others, and the impact felt more acutely. There has also been the challenge of integrating the existing ICT systems to reflect the new service as well as setting up new monitoring approaches for contract performance. Croydon and Kingston are at an advantage in this respect as Veolia were the incumbent contractors for these services prior to the partnership, however, much work has been required, and is continuing, in order to ensure the correct reporting mechanisms are in place and the contractor is held to account in the event of any service failures.
- 4.4 The rollout of the new service provided the platform for Croydon to reconsider its bin configuration with a view to minimising waste, improving the recycling rate and generating further cost savings. The bold new solution centred around reducing the size of landfill bins whilst increasing the capacity available for recycling for kerbside residents. In doing so, Croydon recycled 48% of its waste in 2018/19, an increase of ten percent on the previous year, and is on track to meet the target of recycling 50% of household waste by the end of 2019/20.
- 4.5 Operation National Sword in China, is a campaign design to cut down the illegal shipment of waste into China. This is to address the fact that China has long been a favoured destination for those seeking cheap disposal of waste from abroad, often with general waste being falsely labelled as ‘recycling’. The outcome of this is that China will now only accept a maximum tolerance of 0.5% contamination of imported recyclate. Although Veolia do not export recyclable material from the SLWP to China, the effect of Operation National Sword has had a knock-on effect with reproprocessors across the world insisting on low levels of contamination for recyclate, effectively creating a buyers’ market, with reports of material collected for recycling having to be landfilled. The Partnership is in a better position than most to mitigate this as kerbside recycling is collected ‘twin stream’ rather than co-mingled, meaning that the paper, which is the most valuable element, is kept separately from other materials.
- 4.6 Contamination rates are most pertinent to communal recycling from blocks of flats which typically have a lower level of recycling than kerbside properties. Due to the fact that there is no individual responsibility for communal facilities, the rates of contamination tend to be higher than kerbside properties. In 2018/19 the recycling rate from flats was just 20.5%. To help tackle the ongoing issues with waste and recycling the Council will soon be employing a flats officer to help drive up performance, ensure the communal bins are located in easily accessible places, there is correct signage listing the materials that can be recycled and ensuring the lids are locked.

## 5. STREET SERVICES PERFORMANCE UPDATE (new service operational

| Strengths   | Weaknesses   |
|---|--|
| <ul style="list-style-type: none"> <li>• Procuring with through SLWP has led to savings of over £5M per annum in contractual costs.</li> <li>• Harmonised collections across 4 boroughs.</li> <li>• Consistency of branding/communications messages.</li> <li>• Has enabled a reconfiguration of waste containment</li> <li>• Higher standards of street cleansing, fly-tip removal and recycling missed collections.</li> </ul>                      | <ul style="list-style-type: none"> <li>• Decision making processes can take longer as agreement needed by 4 boroughs.</li> <li>• Localised branding could be lost.</li> <li>• Negative publicity in one borough could reflect badly on all boroughs.</li> <li>• Contract termination would rely on agreement from all boroughs.</li> </ul> |
| Opportunities   | Threats  |
| <ul style="list-style-type: none"> <li>• Reducing size of landfill bin and increasing provision of larger bins for recycling has led to higher recycling rates and c£1m p.a. in avoided landfill costs.</li> <li>• Opportunity to lead on projects promoting circular economy, waste minimisation, minimising single use plastics etc.</li> <li>• Potential for boroughs to work with Veolia to expand income from areas such as bin hire.</li> </ul> | <ul style="list-style-type: none"> <li>• The global position re lower tolerances of contamination in recyclates means only high quality recycle is being accepted by reprocessors, may lead to rejection of recycle.</li> </ul>  |

since March 2018)

- 5.1 Fly tips must now be cleared twice as quickly as they were under the previous Croydon contract with Veolia. The new service standard is to clear fly-tipped material within 24 hours of notification, compared to the previous contract's requirement of 48 hours.
- 5.2 Croydon introduced a free bulky waste collection service in May 2018. The impact on this has been that the number of residents booking a bulky waste service has increased from around 1629 per month to 3274 per month, indicating that this is a popular service, particularly for those who don't have access to a vehicle and who can't get to the Household Waste and Recycling Centres (HRRCs). Because a free bulky waste service was not originally part of the SLWP contract, Croydon is still required to pay Veolia the income they would have otherwise received if the service was chargeable. The additional demand for the service has created some logistical issues for the service, which has affected the length of time people booking the service have had to wait for a collection. To tackle this, Veolia have agreed to put in two additional crews

(three in total) between Monday and Friday and three additional crews over the weekend. This has had the effect of reducing the waiting times which are currently 22 working days.

- 5.3 It is difficult to gauge the impact the free bulky waste service has had on fly tipping as in 2018/19 there were 22,184 reported flytips in Croydon compared to 5,977 for Q1 in 2019/20, however there are a number of external factors including a population growth of 3,500. It is equally challenging to accurately compare the number of fly tips across different boroughs as there is a lack of consistency nationally about the way fly tips are reported and recorded. Many local authorities make a distinction between 'abandoned waste' and a fly tip, which Croydon currently do not. As such, the number of fly tips in Croydon is higher than it might otherwise be. That said, over 95% of these fly tips are removed within one working day of being reported.
- 5.4 Street cleansing has changed from being a frequency based service, to being an output based service. Streets are no longer required to be swept on a certain day, they are required to be swept and maintained to a required grade. Streets must be serviced to a grade a standard as detailed in National Indicator 195 (NI195) at the time of sweep and maintained to such a level that they never fall below a grade B. Any reported failure to meet these standards must be rectified within one working day. Whilst the SPI is based on maintaining a service standard, rather than a frequency, there is still a timetable for street cleansing, in each road, based on local knowledge, number of reported issues and known footfall. The idea is that this timetable can be adjusted based on demand, ensuring the service standards are achieved. It is also a contractual obligation for street cleansing sacks to be removed on the same day of production.
- 5.5 In many parts of the borough performance has improved as a result of the new service. Random sampling of streets show that around 85% of streets around the borough are being maintained to the contractual standards. In a borough of Croydon's size, that still represents a lot of streets falling below the standard, and there is work to do, particularly in the known hotspot areas to ensure standards are maintained. With this in mind, instead of all sampling being random, officers will now undertake 50% of their joint inspections in litter hotspot areas, with a view to carry on returning with Veolia to those areas until a sustained improvement has been seen.
- 5.6 Approximately 270-300 street cleansing issues are reported in Croydon each month. Considering the vast size of the borough and the fact that there are over 700 miles of road in the borough, this number is relatively low. 97% of these issues are responded to and rectified within the contractual timeframe of one working day.
- 5.7 Whilst the rate at which street cleansing issues are responded to and rectified is generally high, there is some work to do to ensure consistency of reporting from individual street cleansing operatives. The plan is for Veolia staff and Council officers to take an 'eyes and ears' approach to proactively reporting these issues when they are seen, rather than waiting for residents to report them. Work is underway by the Neighbourhood Safety Officers to produce a dashboard for Veolia's mess rooms showing the number of prosecutions and fixed penalties that have been issued for environmental offences, thereby strengthening the relationship between the two organisations and providing reassurance that the information Veolia's staff are passing on is being put to

good use by the Council.

## **6.0 WASTE & RECYCLING COLLECTION SERVICES AND PERFORMANCE UPDATE (new services operational since September 2018)**

- 6.1 Before moving into the new collection arrangements, Croydon recycled 38% of its household waste. Whilst this was above the London average, it was felt that, given the comprehensive range of materials are collected by Croydon's kerbside recycling scheme, where over 70% of household waste could be recycled, there was scope for further improvement and that further savings could be made due to the considerable difference between the cost of recycling vs the cost of disposing of residual waste.
- 6.2 One of the explanations for Croydon's recycling rate not being as high as it might have been was that the wheeled bin for landfill equated to 60% of the total fortnightly waste capacity. This means the size of the landfill bins was far larger than most households should need if they recycle correctly. At the same time, dry recycling capacity was limited to two 55L boxes. Whilst some residents ordered additional boxes or presented excess recycling in plastic bags, the reality for many was that when the recycling boxes become full, any excess recycling simply went into the landfill bin, which had enough spare capacity for this not to be a problem. An additional problem of the recycling boxes was that the lids often became damaged or went missing after being emptied, meaning that material from these boxes often blew down the streets on windy days, meaning the material wasn't captured for recycling and the streets looked untidy.
- 6.3 The disparity between the capacity offered for landfill waste and recycling each fortnight was driving the wrong behaviours, limiting the amount of recycling being collected and in some cases, giving some people the option not to recycle at all. In order to help realise the goal of Croydon being one of London's cleanest, greenest boroughs, a change was needed.
- 6.4 The rollout of the new collection services under the SLWP represented an opportunity to think more holistically about the way in which we collected waste and to reduce the environmental impact of sending large amounts of waste to disposal. Disposing of residual waste is waste is not only more harmful to the environment than recycling, it is also a far more expensive option. By reducing the size of the landfill bins and increasing the capacity for recycling it was anticipated that Croydon's recycling rate would increase to over 50% by 2019/20, making it one of London's top performers and the data so far indicates that we are on track to do so.

In summary the changes were:

- 240L residual waste bin – replaced by a 180L bin
- 55L paper and card recycling box – replaced by a 240L bin
- 55L dry mixed recycling box – replaced by a 240L bin (this will be the existing landfill bin which will be restickered for its new use following the final collection)

- Food bins/caddies – remained the same.

- 6.5 Giving residents larger wheeled bins for recycling, whilst at the same time reducing the size of the residual waste bins encourages recycling and gives residents the incentive to reduce the amount of landfill waste they create, especially as side waste (residual waste that is not contained within the wheeled bin) will not be taken.
- 6.6 There are certain circumstances where residents can apply for a larger bin (240L) for residual waste. For example, households with five or more people or where medical conditions dictate that there is a larger than usual volume of waste being produced.
- 6.7 An added advantage of putting the dry recycling items into wheeled bins is that this has greatly reduced the amount of spillage and windblown litter from the recycling boxes, resulting in cleaner streets and more recycling being captured. Many of the boxes were previously presented for collection without lids, meaning that on windy days, recyclable items were blown out of the boxes and onto the street, causing problems for the street sweepers. During the collection operation the contents of the boxes used to be decanted into larger wheeled 'transfer bins' which in turn, created further spillages. Fortunately such issues have been considerably reduced due to the containment offered by the wheeled bins.
- 6.8 Although the footprint of the new containers is extremely similar to the existing boxes, there were some properties that were not suitable for the new bins. Survey work was carried out to identify these properties and alternative arrangements were made, dependent on property type. Despite not being part of Veolia's contractual requirement, a collection service was arranged for any unwanted recycling boxes. Operationally this proved more challenging than anticipated due to the fact that Veolia were rolling out a similar service change to Croydon in Merton at the time and there was conflicting demand for resources.
- 6.9 In addition to the changes in waste containers, for the majority of households there was a change to their collection day. 78% of residents' collection day changed as the rounds were reorganised in order to make them more efficient and ensure there was a saturation of resource in the same area on any given day and minimise the effect of vehicle breakdowns.
- 6.10 The change in waste containerisation was a bold decision by the Council and was one which went beyond the original plan for the rollout of waste services under the SLWP Lot 1 contract. These changes were necessary in order to help achieve the ambition for Croydon to become one of the top recycling boroughs in London and to reduce the financial burden of sending waste that could have been recycled to be disposed either in landfill or an Energy from Waste facility.
- 6.11 A change of this magnitude which required the delivery of over 250,000 new waste receptacles, the rescheduling of rounds and a change of collection day for over 75% of households in the borough was far from a simple task. It was inevitable that there would be considerable disruption to the services as a result. However, officers worked with Veolia to ensure that the extent of this disruption was minimised and that there was a robust communication plan in place to engage with residents about the service changes before they were rolled out and that alternative arrangements were available for non-suitable properties.



The communication plan included extensive details on the councils website, FAQs, letters and leaflets to all residents, frequent messaging via “Your Croydon”, a series of Roadshows around the borough and a dedicated contact number and email address set up specifically for the new service. These were widely communicated to residents and elected members.

- 6.12 Built into the cost savings in waste disposal has been the employment of six officers who will be based within the Environment and Leisure service area. These officers will work closely with residents and Veolia to assist residents who have questions about the new service and will give support to residents on how to do the right thing with the new service.
- 6.13 Whilst the rollout of the new kerbside brought a number of operational challenges, the level of disruption was kept to a minimum and the hard work of officers and Veolia ensured that a business as usual situation was reached more quickly than anticipated. Communications to residents have reflected this, with the emphasis on the long term benefits the new service will bring. Additional staff were employed to help deal with the extra demand and officers worked intensively with Veolia to ensure operational difficulties were minimised. The success of the new service was recognised nationally and resulted in the team receiving a Special Recognition Award at the Croydon Awards and in Croydon being shortlisted for ‘Best New Service’ at the MRW Awards.
- 6.14 The number of missed collections missed across the borough is less than one percent of all collections made. However, the level of missed collections per 100,000 households is higher than anticipated which is something officers are working with the SLWP and Veolia to resolve.
- 6.15 One area of the service where missed collections has been a particular challenge has been the communal ‘bulk’ collection of refuse from blocks of flats. Whereas the kerbside collection service was rescheduled in September 2018 to a ‘wave approach’ which ensured vehicles and crews were all in one geographical area, the flats collections were strategically not changed at the same time in order to manage the level of disruption. However, commercial waste, which used to be co-collected with communal waste, moved to a self-contained service and was removed from the flats rounds along with some of the vehicles used for the service. The result of this was that the flats rounds were now sparsely packed, meaning that the crews had longer distance to travel between each pickup and struggled to complete their work. In July 2019 these rounds were reconfigured to reflect the ‘wave approach’ of kerbside properties and ensure resource is in similar geographic zones, giving additional resilience and improving service continuity. The rescheduled service for communal properties is still very much in its ‘bedding in’ period, with crews having to learn about the nuances of the new rounds such as access arrangements, bin store locations, keys and fobs etc., however, the signs are encouraging and officers from the service have been working with colleagues in Housing and in the private sector to ensure that residents are aware of the changes and any missed collections are correctly logged.
- 6.16 As yet, there have been no changes for residents living in flats above shops, however, in the coming months plans are in place to provide these residents with different coloured bags for waste and recycling. As commercial waste customers will also be using coloured bags, it will be easy to identify those who are presenting waste illegally –e.g. in black sacks- and Veolia’s staff will be trained in evidence gathering in order to assist the council’s enforcement team

in identifying and bringing the perpetrators to justice.

- 6.17 The Commercial Waste Service is now run and administered in its entirety by Veolia. Businesses are required to have a commercial waste agreement in place, but are not obligated to use Veolia as their service provider
- 6.18 Croydon offers an assisted collection service to residents who are physically unable to move their bins to the edge of the property and have no other person living at the property who could do so on their behalf. Currently 14,140 residents' properties receive an assisted collection, meaning they have their waste collected from their doorstep rather than at the usual point of collection, which is at the boundary of the property. This is a huge number of properties receiving assisted collections and the process of Veolia having to enter each of these properties and pull containers out to the vehicle and then return them to the doorstep is one which adds considerably to the working day. Of course, where people genuinely need this service, the council is more than happy to continue to provide it, however, the extremely high number of assisted collections highlights the fact that these lists have never been reviewed, meaning there are likely to be a lot of people currently receiving the service who no longer live in the borough, possibly because they have moved or have passed away. As such, a survey of all assisted service users is planned in order to gauge the number of people still requiring the service, with an expectation that the numbers will be significantly reduced.
- 6.19 There are currently 14 Neighbourhood Recycling Centres in Croydon where residents can bring their materials for recycling. Due to the comprehensive range of materials that can now be recycled at the kerbside, the future of these sites, which are often hotspots for litter and fly tipping are being reviewed with a view to removing sites in areas with kerbside recycling and carrying out works to reinstate the sites where necessary.
- 6.20 In 2018/19 Croydon undertook 18 educational visits, visiting 7347 primary and secondary school children and delivering educational assemblies. Plans are in place for a further series of visits in 2019/20.
- 6.21 The Street Champions Scheme, whereby residents can commit to helping report environmental issues and organising litter picks and other community clean-ups has 360 Champions. In 2018/19 139 clean up events took place, with 1,189 volunteers collecting over 1,679 bags of waste for recycling which would have otherwise been disposed of. The Street Champions scheme was also recognised nationally when Croydon was awarded a golden litter picker at Keep Britain Tidy's Volunteer Awards, acknowledging that in one month 381 street champions organised 21 litter picks and collected 300 bags of litter.

## **7.0 SERVICE STANDARDS AND REPORTING UNDER THE NEW CONTRACT**

- 7.1 The contractor has a ratcheted set of targets based on reducing the number of missed collections per 100,000 properties for each material stream.
- 7.2 Garden waste is now an all-year round service instead of stopping in the winter as it has previously done. This means that instead of receiving approximately 13 collections each year, residents now get 26 collections per year, only paying

£1.50 extra than they did previously. Currently the service has 19,897 subscribers', showing it is a popular service amongst residents.

- 7.3 Every year, for a two week period at the beginning of January, Veolia will arrange for the free collection of Christmas trees from kerbside residents, for composting.
- 7.4 It is envisaged that some of these service standards will change over time as the contract evolves. There is currently a review of the SPIs underway as part of the contract's Annual Review process in order to ensure they drive the right behaviours, having now had sufficient time to look at performance data.
- 7.5 In order to ensure that the performance of the contract can be managed effectively, it is essential that service users report these issues via the correct channels. Veolia have very specific timeframes with which to respond to rectify service issues such as missed collections, streets below grade and the removal of flytips, however, these are only enforceable if these issues are reported correctly via the Don't Mess With Croydon App and My Account.
- 7.6 Unfortunately many service users currently do not use these reporting channels, choosing instead to direct service issues to individual officers or councillors. In a borough the size of Croydon, the quantity of issues being reported this way makes it impossible for officers to pick these up within the contractual timeframes, meaning that often there is no contractual requirement for Veolia to return and rectify. It also means that the contractor cannot be held to account for these service failures and financial penalties cannot be applied.
- 7.7 Finally, not reporting through the correct channels means that the contract cannot be managed in a proactive way as data which could have otherwise been used to build up an accurate picture of hotspot areas and identify trends is lost. It is therefore of utmost importance that officers and councillors refer service users to the correct reporting mechanisms for these issues.

## **8.0 LOOKING AHEAD FOR A SUSTAINABLE CROYDON**

- 8.1 In May 2019 a small delegation of officers and Cllrs visited the City of Ingolstadt in Germany, meeting with Johannes Volhalls, Head of Waste Services. Ingolstadt currently recycles close to 70% of its household waste, with almost all of the remainder being used to generate energy through thermal treatment.
- 8.2 The service model in Ingolstadt differed to Croydon in that the Waste Services department, whilst still being a council-based service, is run as a separate not for profit company. At the end of the year if the company makes a profit, this is fed back into the Council and, if it makes a loss, the deficit is funded by the Council. Rather than waste services being part of the wider 'council tax', the service is kept separately and residents are charged annually on a sliding scale based on the size of their refuse bin. There is no charge for the collection of recycling. The result of this is that the majority of households opt for a ninety litre bin, collected fortnightly. Comparably this is much smaller than what local authorities in the UK are offering and forces people who don't want to pay extra for a larger container for their rubbish, to recycle as much as possible.8.4One of points of note was that with the right recycling facilities in place, the majority of households were able to get by with just ninety litres of residual waste capacity per fortnight.

- 8.3 The visit to Ingolstadt also included a visit to an anaerobic digestion plant, used by the City treat their compostable waste, an underground communal waste and recycling area in a block of flats, a supermarket reverse vending facility and a reuse shop run by the City in partnership with the charity xxxx and used to provide training opportunities for the long-term unemployed. The delegation also met with the Heads of Audi's Environmental Sustainability Team with a view to Croydon tapping into some wider opportunities for match funding via their Environmental Fund.
- 8.4 The Council is particularly keen to implement some of these ideas back to Croydon, particularly having a reuse shop in the borough where residents can access good quality furniture and clothing. To this effect, officers are looking into the possibility of working with local charities to facilitate the diversion of high quality white goods and furniture from the bulky waste stream and into service for the homes of care leavers and other vulnerable residents.
- 8.5 Also, with the number of new properties being built in the borough and space at a premium, underground recycling could play a part of creating a space saving solution which allows greater volumes of waste and recycling to be stored on site.
- 8.6 Other areas that the Council are currently investigating include:
- Installation of water fountains at key hubs across the borough, and linking the borough with the 'Refill' App so residents can find their nearest free refill site.
  - Supporting the 'Plastic Free City' initiative by phasing out the use of disposable coffee cups in Council buildings and beyond
  - Ensuring all council staff are using reusable coffee cups and phasing out the use of disposable cups in Council buildings and working with local businesses to do the same.
  - Working with supermarkets and manufacturers to introduce refill stations for cleaning products such as washing liquids, fabric conditioners

## 9.0 ADDITIONAL SLWP CONTRACTS

| Contract                                | Contracting parties     | Annual contract value | Contract length (and date of termination/potential extension if applicable) | Description  |
|---|-------------------------|-----------------------|---|--|
| Waste disposal - Beddington ERF         | LB Croydon and Viridor  | £21.5m                | 25 years (2044)   | 25 year contract for waste disposal, including construction of an Energy Recovery Facility in Beddington |
| Household Reuse and Recycling Centres   | LB Croydon and Veolia   | £3.5m                 | 7 years (2022)  | Operation and management of the boroughs' six Household Reuse and Recycling centres                      |
| Transport and Residual Waste management | RB Kingston and Viridor | £1.6m                 | 15 years (2022)   | The two contracts were linked through a 2014 DoV and cover:  |

|   |                         |       |                 |   |
|---|-------------------------|-------|-----------------|---|
| Marketing of recyclates and treatment of green and food waste | RB Kingston and Viridor | £2.7m | 15 years (2022) | <p>Residual - (now historic) use of waste disposal via landfill,</p> <p>Recycling - Receipt, haulage and recycling of commingled dry recycling.</p> <p>Garden waste - Receipt, haulage and composting of garden waste.</p> <p>Food waste - Receipt, haulage and composting of food waste.</p> |
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**BACKGROUND DOCUMENTS:**

NONE

**APPENDICES:**

Appendix A, Definition of litter grades  
Appendix B, Map of New Collection days