



# Public Document Pack

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Committee Manager Carley Lavender (Ext 37547)

24 March 2021

## **OVERVIEW SELECT COMMITTEE**

A meeting of the Overview Select Committee was held virtually via Zoom on the Tuesday 23 March 2021 **at 6.00 pm** and you were requested to attend.

Members: Councillors Northeast (Chairman), English (Vice-Chair), Bennett, Bicknell, B Blanchard-Cooper, Mrs Catterson, Mrs Cooper, Cooper, Dendle, Dixon, Edwards, Elkins, Gunner, Huntley, Miss Needs, Miss Seex, Tilbrook and Ms Thurston

## **A G E N D A**

5. **GREENSPACE MANAGEMENT CONTRACT** (Pages 1 - 12)  
Please find attached the presentation from Tivoli Group Ltd that was delivered to the Committee yesterday evening.
6. **COMBINED CLEANSING SERVICES CONTRACT - BIFFA** (Pages 13 - 32)  
Please find attached the presentation from Biffa Municipal Ltd that was delivered to the Committee yesterday evening.

- Note : Reports are attached for all Members of the Committee only and the press (excluding exempt items). Copies of reports can be obtained on request from the Committee Manager).
- Note : Members are reminded that if they have any detailed questions would they please inform the Chairman and/or relevant Director in advance of the meeting.
- Note : Filming, Photography and Recording at Council Meetings – The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. This meeting may therefore be recorded, filmed, or broadcast by video or audio, by third parties. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and as available via the following link – [Filming Policy](#)



# Tivoli Group Ltd - Update

## Arun District Council - Overview Select Committee Meeting March 2021



# Who Are We?



Page 2



**30 years of grounds  
maintenance experience,  
serving the public &  
private sector**



**1,400 colleagues  
working with over  
650 clients  
UK wide**



**National Footprint,  
with a focus of local  
people working in local  
communities**



**tivoli**

**Tivoli  
came into existence in  
June 2018**

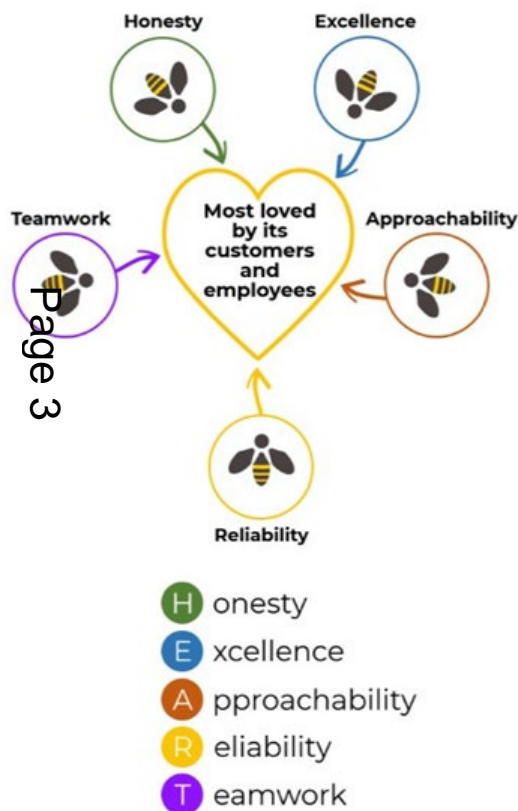


# Our Values



Every day at Tivoli, we try and encourage our staff to live and breathe our core values that sit at the very heart of our culture – they define who we are and what we believe in.

We strive to put HEART into the communities we work with, by taking care of the environment and making a positive contribution to society as both a highly valued service provider and the employer of choice – by staff and by customers.



## HONESTY

We behave with the highest levels of integrity and transparency, always.

## EXCELLENCE

We exceed client and employee expectations at every opportunity.

## APPROACHABILITY

We are easy to communicate with, creating a culture where trust, confidence and ideas can flow.

## RELIABILITY

We always provide a dependable service, holding ourselves accountable for results.

## TEAMWORK

We build positive and motivated teams with family spirit, that are empowered, diverse and inclusive.

# COVID-19 – challenges/lessons



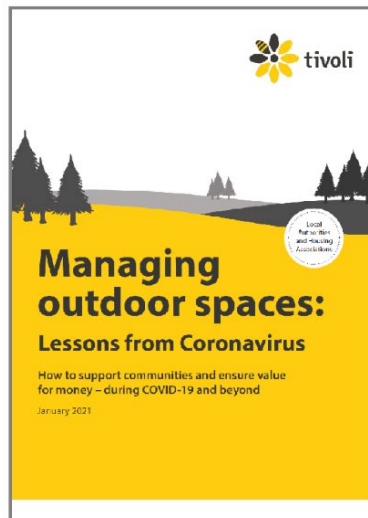
The COVID-19 pandemic has presented unique and unprecedented challenges over the last 12 months. We've worked closely with our clients to ensure we adapt and adjust our services to support wherever we can.

## White paper – launched January 2021

- reflects on the COVID-19 pandemic so far & challenges/lessons Tivoli has faced/learnt
- Shares our learnings and some of the steps we & our clients have taken with grounds maintenance

A number of the actions featured in the guide were put forward by the team on the Arun DC contract.

Feedback to-date has been extremely positive - we're planning to produce more of this type of content to assist our clients and the industry, and share best practice.



# COVID-19 – safety & communication



## Critical Employee Safety & Communication

The first few weeks of the pandemic were so confusing and worrying for all, in particular our front line staff.

Our approach to ensure everyone was informed, listened to, and kept safe so that we could maintain critical services included:

Page 5



Daily business update guidance & team briefings



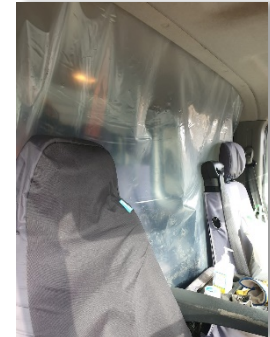
Out-of-hours social group support



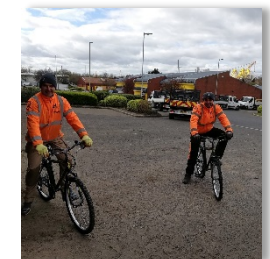
Hygiene supply stockpiles



Extra PPE – face coverings & 2m high-vis messaging



Vehicle safety measures & alternative transport



# COVID-19 – ongoing support



The health and wellbeing of our employees and safeguarding our clients are key priorities at Tivoli, and this has been at the forefront of our minds over the last 12 months.

We already had a number of platforms and initiatives in place to support our employees throughout their career and in retirement, as well as a number of safeguarding policies. However we recognise that everyone needs some extra support during these difficult times, so we've introduced:

- **Westfield Health 24-hr helpline** - As part of Tivoli's partnership with Westfield Health our employees have access to Westfield's Health's 24 hour advice and information line. The service gives guidance on medical, legal or domestic issues.
- We are a proud partner with **Perennial**, a charity that supports those working in or retired from the horticultural sector, providing support in times of hardship, counselling, financial advice, mental health awareness and support, childcare advice etc.
- As part of Tivoli's partnership with Perennial our employees have access to an online health and wellbeing platform called **Together All**. It provides different types of support in the form of online forums, self-help courses and useful articles on a range of topics.
- **Occupational health support** is available to all
- Increased **business updates** have been circulated focussing on wellbeing, work/life balance, seasonal guides, support resources available etc





# COVID-19 – local feedback



"I just wanted to write and thank all of the local Tivoli team for your considerable efforts in maintaining service levels at this challenging time. We fully acknowledge the sacrifices made by you and your staff and the difficulties you all face. You achieve an excellent standard of maintenance and our parks and open spaces are truly inspiring.

You are, in a very real sense, part of the front line public services, and especially valued in these times. The tireless work of you and your teams to ensure our parks and open spaces are maintained and available to support the health, wellbeing and spirits of our residents is highly appreciated by all at Arun District Council. Please do pass on our sincere appreciation to all of your staff involved in the Arun contract.

Once again thank you from all of us and we wish you and all of your families well."

"I would like to take this opportunity to thank you all for your kindness and generosity during this time of crisis. Thanks to your kind donation of compost/topsoil, we can continue to support people in Recovery in the Arun District from substance misuse and associated mental health issues.

We appreciate your community involvement and your efforts to maintain stability of services. The Compost/topsoil will be used as part of an outreach service we are developing, to enable our service users to isolate themselves constructively by developing their own indoor/outdoor garden space.

On behalf of the directors, volunteers and clientele, A VERY BIG THANK YOU TIVOLI!!"

"Pam who is one of the old friends of Marine Park Gardens spoke to me earlier and wanted me to know what a great job the two staff in MPG were doing. She said the park has never been better and they work really hard. I believe she has spoken directly to them but please also pass this on from our side – it's always nice when a MOP takes the time to praise the Tivoli workforce.

Pam and a number of others who overlook the gardens are obviously keen observers of the staff working in there - so full credit to them."

# COVID-19 – local feedback



"In this day and age when it is seemingly easier to moan than praise, can I just say a very big thank you to you and all your staff at Tivoli who have done such a magnificent job clearing our garden waste from the churchyard.

Because of the lockdown and subsequent effect of COVID19, together with the not so normal 'new normal', our pile had seriously mushroomed. The lads have been splendid clearing all the loads in a cheery, efficient way (my guess was way out!), yet still maintaining access on the footpath and coping with the awkward way the pile had degenerated.

Thanks again!"

"I just wanted to send a quick email to pass on some positive feedback in relation to Chalcraft Lane Cemetery.

The son of somebody interred in the cemetery rang me to obtain a map after visiting yesterday having been unable to locate his Father's grave (no memorial headstone). He requested a map which I have forwarded, but he told me that it is one of the nicest places he has visited and it was very peaceful and serene.

I think it's good to share nice feedback when we can, so well done to all!!!"

"We would like to congratulate your staff, Dave O'Hare, Gary and Carl who have given us fantastic customer service over the years and still continues today – they have never let us down!

We receive lots of very positive feedback from the public regarding the look of our flowerbeds and other amenity areas, which is a reflection of how dedicated your team is. They work as if these areas were their own and they take so much pride in what they do.

"I have just seen the Village Green after its first cut under the new arrangements. It looks really good. I don't think I can remember it looking so good.

If it carries on like that we will be very happy. Just such a shame that it can't be used to its fullest at the moment due to social distancing but the time will come again when the children can play at will again.

Thank you."

# Biodiversity & Conservation



With the challenges that COVID-19 has presented over the last 12 months, we are conscious that our sustainability and biodiversity plans have not had the focus they deserve.

Now that we have a Roadmap out of lockdown and COVID-19 restrictions, we plan to bring our initiatives back into priority focus in 2021 wherever we can.

We have also seen a shift in global awareness and appreciation of green space since the start of the pandemic, and we are hoping that this new-found attention will drive further plans that we can be involved with from additional community groups.

We are committed to partnering with Arun District Council on their Tree Planting Strategy and any other local plans for Carbon offsetting.



# Key initiative to be carbon neutral



Page 10



## Company Cars

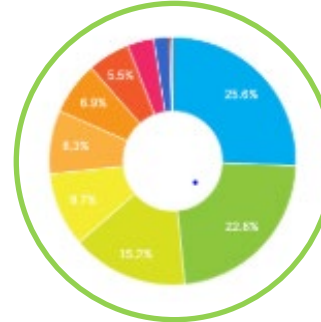
EV trial commenced 2020

- EV only option
- Option to Trade up & down
- Maximise PICG incentives
- Support installation of home charge points



## Commercials

- EV only < 50 miles per day for standard vans
- Depot based EV charging
- JV with key clients to achieve CSR targets
- 'Eco Driver' award scheme



## Data Analysis

- Base vehicles at depot
- Maximum commute distance within policy
- Payload – review equipment
- Regional League tables
- Costs attached to P&L



## Carbon Footprint

- Offset fuel consumption
- Set specific % CO2 reduction targets for next 5 years
- Engagement in Manufacturer / Leasco schemes



# Key initiative to be carbon neutral

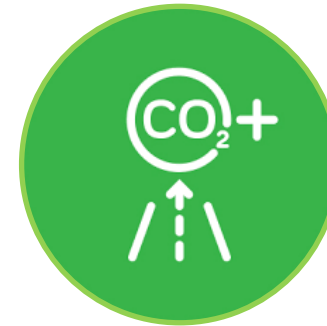


Page 11



## Battery Operated Equipment

- Various client trials underway
- Investigating cost, quality, sustainability & time management factors
- Identifying impact & fit for purpose



## Carbon Positive

- Tree planting schemes
- Interior planting
- We are committed to partnering with Arun District Council on their Tree Planting Strategy





tivoli

[www.tivoliservices.com](http://www.tivoliservices.com)

# Contract Overview Arun

Damien O'Neill

Senior Business Manager



# Contents

- ▶ Introduction.
- ▶ COVID Impact.
- ▶ Contract Performance.
- ▶ Partnership Initiatives.

Page 14



# We are the leader in UK sustainable waste management



**~8,000**  
Employees



**2,800**  
Vehicles



**> 190**  
Locations



**11.1m**  
Tonnes waste  
handled

**With a diverse range of capabilities, supporting sustainable waste management.**

## Collections



**Industrial &  
Commercial**



**Municipal**



**Specialist  
Services**

## Resources & Energy



**Recycling**



**Organics**



**Inerts**



**Landfill Gas**

- ▶ Contract originated 1<sup>st</sup> Feb 2005.
- ▶ Currently in a 3 year extension due to end February 2023.
- ▶ 131 staff with seasonal variation.
  - ▶ 12 Support / Management
  - ▶ 74 Collections Staff
  - ▶ 41 Street Cleansing (+11 seasonal)
  - ▶ 4 Workshop Technicians



- ▶ Biffa responded quickly to the pandemic, implementing new ways of working, supporting our employees and supporting the wider community.
- ▶ Locally we have fared well with few positive cases and no evidence of workplace transmission.
- ▶ Working with ADC, a contingency plan was devised and issued in March 2020
- ▶ Our working practices are in line Waste Industry Safety & Health (WISH) forum guidelines. (Coordinating body for waste industry Health & Safety).



- ▶ Impact on services due to the pandemic was minimal.
  - ▶ Residual – No impact
  - ▶ Recycling – Paused for 2 days.
  - ▶ Garden – Paused for 2 weeks.
  - ▶ Bulky Collections – Stopped for 4 weeks.
  - ▶ Street Cleansing – Minor disruption to mechanical street sweeping.





# Biffa Pandemic Response



- ▶ Biffa Arun has performed well compared to other local authorities:
  - ▶ 17% Reported disruption to residual waste collection.
  - ▶ 33% Stopped garden waste collections
  - ▶ 38% Reported moderate or severe disruption to street cleansing.
- ▶ This was despite significant challenges presented by levels of staff self isolation / absence.
- ▶ Absence levels peaked 03/04/20 at 28%.

Page 19

	Residual	Recycling	Garden	Food	Bulky	Clinical	Street Sweeping/Litter
Operating Normally	83%	73%	41%	63%	19%	88%	20%
Minor Disruption	15%	20%	12%	18%	12%	9%	42%
Moderate Disruption	2%	4%	8%	8%	3%	3%	30%
Severely Disrupted	0%	2%	1%	1%	2%	0%	7%
Withdrawn	0%	1%	38%	9%	65%	0%	1%



Survey of 200 local Authorities  
(Service level data, survey 3 April 2020 (source: ADEPT))

- ▶ Demand on our service has been record breaking.
- ▶ Summer footfall placed toilet cleansing & litter collections under significant strain.
- ▶ In 2020 we absorbed a 3264 ton increase in volume - equivalent to an additional crew & vehicle.

Material	Percentage increase	Tonnage increase
Comingled Recycling	8.3%	922.51
Black bag waste	10%	2342
Green waste	6%	503.99
Litter	14%	38.45

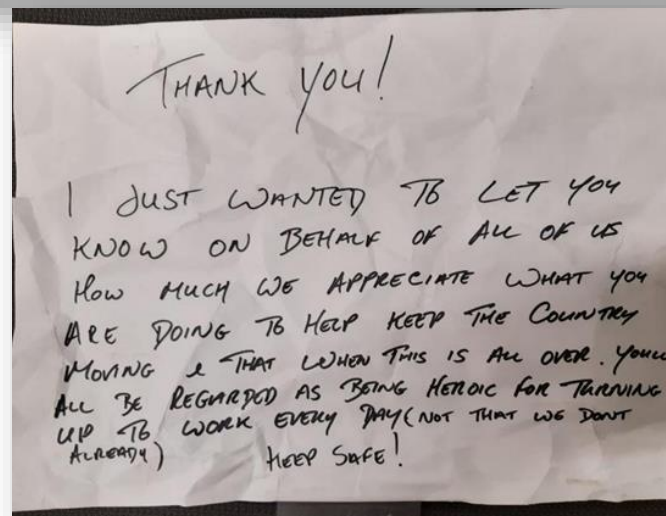
Tonnage Data 2019 vs 2020. (Source: Waste Trend Report March 2021)



Littlehampton Beach 24<sup>th</sup> June 2020. (Source: Alamy.com)

# Recognition.

- ▶ It has been wonderful to see the level of recognition we have received during the pandemic.
- ▶ The crews have really appreciated the support of residents – notes on bins, a wave as we pass by or the drinks & snacks.
- ▶ We are particularly proud to have received an Arundel Town Council 2020 Community Award.



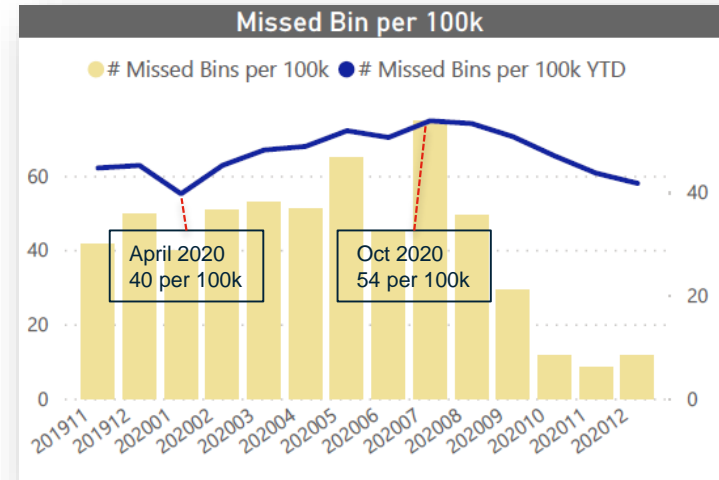
# Contract Performance – Missed Bins

- ▶ Missed Bins Per 100k collections climbed from April 2020 (40), peaking in Oct 2020 (54).

Page 22 ▶ This is primarily caused by staff churn and unfamiliarity with rounds.

▶ This trend has been reversing since October and is now sitting at 42.

- ▶ Industry standard (pre-covid) is 50 missed bins per 100k collection – indicating a high standard of performance despite the pandemic.





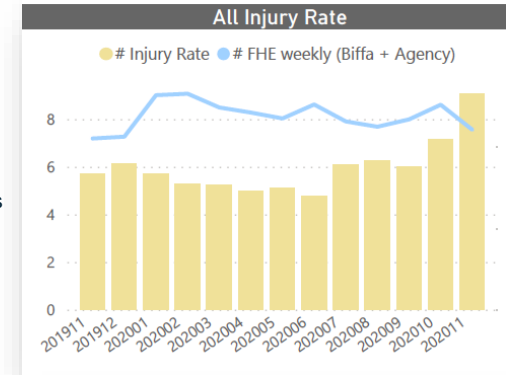
# Contract Performance – Safety Performance

- ▶ Lagging indicators (Injuries and Lost time injuries) are above where we would want them.
- ▶ Leading indicators – Near Miss & Hazard reports and CCTV monitoring are all showing positive trends.
- ▶ We are seeing an overall increase in Staff sickness due to fatigue and mental health related conditions.

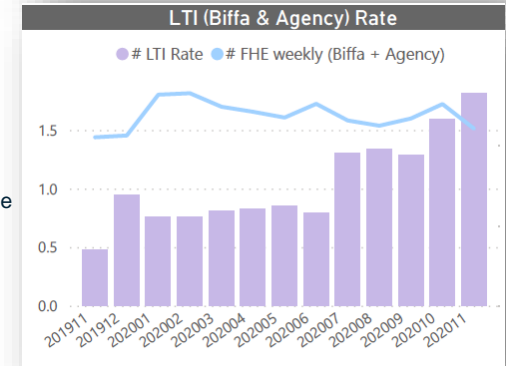
Near Miss & Hazard Reporting.

Fiscal Period ID	# NM+H
201911	80
201912	65
202001	16
202002	80
202003	102
202004	25
202005	28
202006	47
202007	39
202008	96
202009	96
202010	66
202011	97

No of Injuries



No of Lost time Injuries



## ▶ CCTV safety monitoring

- ▶ April 2020 saw the Arun contract as one of the first in the country to implement remote crew monitoring.

Page 24

A Biffa control centre located in Manchester undertakes regular safety observations on our crews.

- ▶ This is an industry first safety initiative, unique to Biffa.
- ▶ Over the last 12 months we have seen a 32% reduction in the number of hazards identified per observation.



## ▶ 123 – Food Waste Trial

- ▶ Working in Partnership with ADC & WSCC for delivery of the 123 Trial in 2021.
- ▶ Biffa have supported with service design, vehicle selection, training and knowledge sharing visit to Biffa Portsmouth.
- ▶ This is a key project for Biffa in 2021, helping to shape future service design.



## ► Rapid Improvement Events

- A number of events have been held across the district, jointly organised and managed with the ADC cleansing team.
- The aim is to demonstrate an ADC/Biffa presence, engage with residents and provide a visible impact to these areas – going above and beyond & adding value.
- These have been very successful with great resident involvement and recognition.



- ▶ Support for Stonepillow
  - ▶ Biffa have provided a Green Waste Club subscription for 11 Stonepillow housing locations within the district for 2020/21.



Page 27

## Sponsorship of Rustington Otters

- ▶ The GWC has also sponsored the Rustington Otters football club with Kits and Trophies – Hopefully these will get more use during 2021!





- ▶ Trussell Trust Foodbank
  - ▶ Biffa have supported the Foodbank with over 100Kg of food donated by our staff.



Page 28

## ▶ Littlehampton Community Fridge

- ▶ We have helped the community fridge through advice on waste management and increasing their recycling rates.



- ▶ Biffa Arun are working with the New Futures Network to support offender rehabilitation through work.
- ▶ Earning allows prisoners to save money to support them on release – predominately housing costs.
- ▶ We currently have 2 individuals working with us.
- ▶ Our long term aim would see the transfer of ex-offenders to other Biffa locations when they return home.



- Page 30
- ▶ During the 6<sup>th</sup>-8<sup>th</sup> April Biffa will be trialling an electric 26t RCV in Arun.
  - ▶ The e-One is the result of a joint initiative with Dutch electric conversion experts EMOSS to convert diesel vehicles into electric vehicles.
  - ▶ Data from the trial will be used to help shape the design of services and the fleet for the future.



- ▶ Biffa have committed to supporting ADC Initiatives during 2021.
- ▶ Tree-Planting & Community litter picks will both be supported with equipment and manpower from the Biffa team.



Thank you.

Page 32