

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF OVERVIEW SELECT COMMITTEE ON TUESDAY 3 SEPTEMBER 2019

SUBJECT: Annual review of Combined Cleansing Services Contract delivery & performance

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DATE: 3 September 2019

EXTN: 37955

EXECUTIVE SUMMARY:

Arun District Council's Combined Cleansing Services Contract commenced on 1 February 2017 and was awarded to Biffa Municipal Ltd. The contract runs until 2023.

This report provides an overview of the scope of operations delivered by Biffa, how the contract is managed and outlines contractual performance during 2018/19

RECOMMENDATIONS: Members are requested to note the contents of this paper.

1. BACKGROUND:

1.0 Introduction & background

- 1.1 On the 1st February 2017 the Council commenced a new three-year Combined Cleansing Services Contract (CCSC) with Biffa Municipal Ltd. Biffa were awarded the contract following a competitive tender process.
- 1.2 The contract was subsequently extended following Cabinet approval in December 2017 for a further three years. This decision was based a number of key factors including;
 - Retention of a high performing and cost-effective service
 - Extension would provide cost certainty until 2023, supporting the Council's Medium-Term Financial Strategy
 - Retention of current service model for refuse/recycling collections
 - Decision allows Council to explore all options for service delivery in depth before next retender
- 1.3 The annual contract value is approximately £4.5m. This delivered an approximate saving of £400,000 on the previous contract, which aligns with the Council's 2020 Vision and supports the Council's Medium-Term Financial Strategy.
- 1.4 This report is intended to provide members of the Overview Select Committee with a summary of how the current contract operates and current contractual performance. It is not a report which considers future service delivery options or wider waste strategy. This will be reviewed with members at an appropriate point as part of the future contract retender process.

2.0 Scope of the Combined Cleansing Services Contract

2.1 Refuse Collection Service

Section 46 of the Environmental Protection Act 1990 allows waste collection authorities to determine their methods and frequency of collection, with which residents must comply.

The current contract provides Arun residents with a weekly refuse collection for approximately 75,000 properties. Residents are free to put their waste out in black sacks, dustbins or a privately-owned wheelie bin. The weekly limit on refuse collected from one household is 5 black sacks which is roughly the equivalent of one 240 litre wheeled bin.

2.2 Recycling Collection Service

The contract provides a fortnightly mixed recycling collection for approximately 75,000 properties. This is a co-mingled collection which includes provision for;

- Yoghurt, cream and soup pots, ice cream and margarine tubs, food and ready meal trays, fruit/vegetable punnets, cosmetic pots and tubs
- Fruit juice cartons, long life milk cartons, smoothie cartons, other cardboard cartons
- Food cans, drink cans, pet food cans, empty aerosol cans
- Coffee jars, drink bottles, sauce bottles, jam jars
- Aluminium foil, foil containers
- Newspapers, magazines, food packaging sleeves, envelopes, junk mail, cards, wrapping paper, telephone directories, catalogues, egg boxes, cereal boxes
- Drink bottles, milk bottles, shampoo bottles, detergent bottles, washing up liquid bottles (not bottle lids)

Each household is supplied a 240-litre recycling bin. In purpose-built flats and for houses of multiple occupation alternative containment options including bulk bins are provided for residents to use. Approximately 500 properties across the District that are unsuitable for a wheeled bin receive a sack collection service, with the majority of these in Arundel.

All kerbside recycling is sent to the West Sussex County Council operated Materials Recycling Facility (MRF) in Ford.

2.3 Street Cleansing

The scope of Street Cleansing Services encompasses;

- Cleansing of 400 miles of road
- Emptying and cleaning of approx. 612 Litter Bins and 450 Dog Waste bins
- Cleansing of specified beaches for which Arun have responsibility, foreshores, promenades and coastal walks
- Cleansing of all Arun District Council Car Parks.

It is a contract requirement that Biffa undertake all operations at a frequency to maintain Cleansing standards based on an output performance standard. All roads are 'zoned' based on priority, which is determined by usage, and type. These are graded and judged as per the Code of Practice for Litter and Refuse (COPLAR).

It is a contract requirement to keep all Town Centre (Zone 1 areas) free of weeds. The responsibility for weed control in all other areas of the district and public highway lies with West Sussex County Council as the Highways Authority.

2.4 Public Conveniences

The contract provides a Cleansing service for all of the Council's public conveniences. A seasonal attended service operating between the 1st June through to 6th September is provided for some public conveniences in Arundel, Bognor Regis and Littlehampton.

2.5 Small Waste Electrical and Electronic Equipment (WEEE) and Textiles collections

The collection of WEEE was introduced as a new service with the current contract. This is a weekly collection with residents invited to leave items out in a small carrier bag next to their refuse. Biffa vehicles have cages fitted to enable the separate collection of these items. To this point approximately 17 tonnes of WEEE have been collected from the kerbside.

The roll out of kerbside textiles collections to households is planned to be phased in around Autumn. This will be for small amounts, taking a maximum of one carrier bag per collection day.

2.6 Green Waste Services

A fortnightly collection of garden waste operates throughout the year, Biffa established and provide this service on behalf of the Council. The scheme known as the 'Green Waste Club' begun in 2005 and continues to grow in popularity with over 21,000 subscribers currently.

The green waste collected is taken to the Woodhorn Group in Tangmere and can be purchased as part of the Earth Cycle range of composting products available to buy locally.

2.7 Clinical waste

The Council provides a weekly clinical waste collection service for residents. This includes the support and registration and is for collection of needles and syringes, offensive and infectious waste and is in line with all relevant laws and legislation.

This service is carried out by specialist clinical waste contractor Medisort, who are based in Littlehampton, on behalf of the Council. It was awarded as part of a West Sussex County wide framework agreement.

This service undertakes approximately 1500 collections every week.

2.8 Street Washing Service

A new street washing service was introduced as part of the contract. This operates five days a week and focusses on public realm areas within Bognor Regis and the seafront areas of Littlehampton, including Riverside Walk.

2.9 Bulky Waste Collection Service

A chargeable on-demand separate collection of bulky waste takes place. This service has been rebranded and advertised to residents through Biffa.

2.10 Fly tipping

Biffa remove fly tipping through the contract as part of the Street Cleansing requirements. This allows for an efficient and reactive service when instances of fly tipping are reported to the Council.

3.0 Contract Management

3.1 Arun District Council Cleansing Team Structure

The contract is managed by the Cleansing Service. The Cleansing Operations Manager (Daniel Cox) has overall responsibility for liaising with Biffa over the day to day running of the contract including agreeing variations to work.

Monitoring of contract standards and troubleshooting for street cleansing is predominantly undertaken by the two Street Scene Officers. The District is split in two (East/West) with each Inspector responsible for the proactive monitoring of contract standards and to resolve and investigate all enquiries in relation to street cleansing, litter and fly tipping. The Inspectors also undertake monitoring at weekends in order to ensure standards are maintained throughout the busiest times.

The service has a dedicated Customer Liaison Officer that deals with enquiries relating to collections. In addition to this, the Waste Education & Project Officer has a focus on improving recycling performance and deals with promotion and education issues and county-wide partnership communications.

The team is supported by the Street Scene Co-ordinator to ensure all customer complaints are sent to the relevant Officer to deal with and provides a link with the Contact Centre.

There is one dedicated Enforcement Officer that resolves both collection and Street Cleansing Enforcement issues. This includes serving notices on individuals and landowners to help keep the area clean and tidy.

3.2 Contract meeting structure

The Council requires that the Contractor attends the following meetings with the Council to ensure smooth service delivery and effective management of the Contract.

- Monthly Contract Valuation Meeting to agree Contract payments and Contract performance.
- Monthly Contract Operations Review between the Cleansing Operations Manager at Arun and the Business and Operations Manager at Biffa. Resolve operational issues and plan joint initiatives/projects.
- Monthly Waste collections meeting;
- Monthly Street Scene Meeting
- Monthly Health and Safety Meeting that includes workforce and Trade Union representatives

- An annual review to evaluate overall performance, service proposals, initiatives and health and safety and environmental standards;
- A 6-monthly review of operations and strategic planning between the Group Head of Neighbourhoods, Environmental Services & Strategy Manager, Cleansing Operations Manager and representatives from Biffa up to regional director level.

3.3 Dealing with resident enquiries & complaints

All resident enquiries & complaints are managed through the Council's Contract Management System, with the majority of these being dealt with at the first stage through Arun Direct. This provides a log of all complaints relating to the Cleansing service. Customer enquiries are managed through this system with a record of actions taken, including when issues have been rectified.

The system is used to run off monthly reports on the number of enquiries and key performance indicators such as missed bins.

4.0 **Performance measurements including Key Performance Indicators (KPI's)**

4.1 Corporate plan & Service Delivery Plan indicators

A number of indicators which link with the performance of contractual operations are included within the Council's Corporate Plan and Service Delivery Plans

4.1.1 **Corporate Plan - Household waste sent for recycling and composting** **Target 40% Actual 42.01%**

This is an improvement overall on the combined recycling and composting rate of almost 1% over the previous year. This is made up of a dry recycling rate of 26.36% and composting rate of 15.65%.

The main improvement has been down to West Sussex County Council's introduction of the street sweepings recycling plant that has diverted over 1000 tonnes from the residual waste stream.

The Green waste club continues to grow with over 21,000 subscribers and 600 extra tonnes being composted in comparison with the previous year, which contributes towards this rate.

4.1.2 **Service Delivery Plan - Residual waste per household (KG)** **Target 466kg Actual 445.87**

This figure is a positive improvement with overall waste reducing from 450.09 kg/hh to 445.87 kg/hh.

During the year there have been successful campaigns aimed at improving recycling quality and provision to flats within the District and encouraging residents to 'Think Before You Throw' with a high-profile campaign around reducing food waste, including vehicle livery on Biffa vehicles.

The Cleansing team has also had a greater presence on social media including introducing a dedicated Facebook page, with over 350 followers.

4.1.3 Service Delivery Plan - Number of missed bins (refuse) per 100,000

Performance Measurement 46.35 (year 2)

This is a slight increase over the previous year yet is still high performing and within the contractual performance tolerances detailed in 4.2 below. It should be noted that a missed bins rate of less than 0.0005% or 1 in every 2,157 bins is an extremely high performing service

4.1.4 Service Delivery Plan - Missed bins (recycling) per 100,000

Performance Measurement 29.01 (year 2)

This is a slight increase over the previous year yet is still high performing and well within the contractual performance tolerances detailed in 4.2 below. It should be noted that a missed bins rate of less than 0.0003% or one in every 3,447 bins is an extremely high performing service.

4.2 It should be noted that the targets for recycling, composting and residual waste per household are influenced by factors beyond the direct performance of Biffa. Major factors include waste disposal and processing streams introduced by West Sussex County Council, and the waste collection model operated by the authority which in turn influences resident's behaviour.

4.3 Through the contract the Council is able to apply financial penalties to Biffa if KPIs are not met and performance standards do not meet expectation.

4.4 Contractual Key Performance Indicators

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|--------------------------------|----------------|
| Missed Bin Targets - Refuse | |
| Year 1 (2017/18) | 60 per 100,000 |
| Year 2 (2018/19) | 50 per 100,000 |
| Year 3 (2019/20) | 40 per 100,000 |
| Missed Bin Targets - Recycling | |
| Year 1 (2017) | 50 per 100,000 |
| Year 2 (2018/19) | 40 per 100,000 |
| Year 3 (2019/20) | 30 per 100,000 |

4.5 Biffa routinely maintain the following statistics for the contract that are reviewed regularly;

- Bins to be delivered (Green Waste Club)
- KGs per Bin (Green Waste Club)
- Missed Bins (Green Waste Club)
- Bins Issued (Green Waste Club)
- Active Customers (Green Waste Club)
- Customer Churn (Green Waste Club)
- Standards of Cleanliness - % of Rectification periods met
- Bulky collections within target time period
- Crew Monitoring Reports
- Tonnages Collected by material stream
- Total Collections

5.0 H&S management & review

- 5.1 Health and Safety compliance and monitoring is both a Council and Biffa priority. This is reviewed on a monthly basis, at the Health and Safety at Work meeting with the workforce and Trade Union representatives.
- 5.2 A full annual Health & Safety compliance review is undertaken by the Cleansing Operations Manager.
- 5.3 To assist with Health and Safety monitoring the whole collections fleet is currently being fitted with 360-degree cameras.

6.0 Biffa Operational Structure

- 6.1 Laura Parker from Biffa will present a PowerPoint presentation to members outlining the service structure in place at Biffa to deliver the Arun contract and provide an overview of Biffa as a company.

7.0 Partnership initiatives, good news stories (presented by Laura Parker, Arun Contract Business Manager from Biffa)

- 7.1 Whilst there is a contractual relationship between the Council and Biffa it is important that both organisations work in partnership together to promote and celebrate the positive delivery of services.

The following are examples of successful partnership initiatives and good service delivery;

- Increase in membership of the Green Waste Club, increasing tonnages which is crucial to improving our overall composting and recycling rate.
- Successful introduction of Small WEEE collections from the kerbside with approximately 17 tonnes collected thus far.
- Street Washing Service leading to an enhanced Cleansing regime for the public realm and Riverside Walk. This has included areas not in the original contract specification such as the Bognor sea wall and Hotham Park providing added value.
- Electric vehicles provided for supervisors on the contract
- Introduction of a static cleaner for Fittleton Car Park.
- Segregation of recycling from general rubbish for litter pickers in Town Centre and seafront areas.
- Longer seasonal resource litter picking available for Bognor Regis and Littlehampton seafront areas running from Easter Holidays until the end of September.

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| 2. PROPOSAL(S): Members to note the contents of the paper. | | |
| 3. OPTIONS: n/a | | |
| 4. CONSULTATION: | | |
| Has consultation been undertaken with: | YES | NO |
| Relevant Town/Parish Council | n/a | n/a |
| Relevant District Ward Councillors | n/a | n/a |
| Other groups/persons (please specify) | n/a | n/a |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: | YES | NO |
| Financial | n/a | n/a |
| Legal | n/a | n/a |
| Human Rights/Equality Impact Assessment | n/a | n/a |
| Community Safety including Section 17 of Crime & Disorder Act | n/a | n/a |
| Sustainability | n/a | n/a |
| Asset Management/Property/Land | n/a | n/a |
| Technology | n/a | n/a |
| Other (please explain) | n/a | n/a |
| 6. IMPLICATIONS: n/a | | |
| 7. REASON FOR THE DECISION: n/a | | |
| 8. BACKGROUND PAPERS: None | | |