

Joint Scrutiny Committee Report

Report of Head of Housing and Environment

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To: JOINT SCRUTINY COMMITTEE

DATE: 21 September 2020

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Performance review of Biffa Municipal Ltd – 2019

RECOMMENDATION

That scrutiny committee considers Biffa Municipal Ltd (Biffa) performance in delivering the household waste collection, street cleansing and ancillary services contract for the period 1 January 2019 to 31 December 2019 and makes any comments before a final assessment on performance is made.

PURPOSE OF REPORT

1. To ask scrutiny committee for its views on the performance of Biffa in providing the household waste collection, street cleansing and ancillary services in South Oxfordshire and Vale of White Horse for the period 1 January 2019 to 31 December 2019.

STRATEGIC OBJECTIVES

2. The service contributes to Vale's Corporate Plan (2016 – 2020) of running an efficient council and continue to improve our environment and South's Corporate Plan (2016 – 2020) of delivering services that reflect residents needs and build thriving communities by making communities clean and safe.

BACKGROUND

3. Managing contractor performance is essential for delivering the councils objectives and targets. Since a high proportion of the councils services are outsourced, the councils cannot deliver high quality services to its residents unless its contractors are performing

well. Using an agreed framework and working jointly with contractors to review performance regularly is therefore essential.

4. The councils process for managing contractor performance focuses on continuous improvement and action planning. The councils realise that the success of the framework depends on contractors and the councils working together to set and review realistic, jointly agreed and measurable targets.
5. The overall framework is designed to be:
 - a way for the councils to consistently measure contractor performance, to help highlight and resolve operational issues
 - flexible enough to suit each contract, including smaller contracts which may not require all elements of the framework
 - a step towards managing risk more effectively and improving performance through action planning.

OVERVIEW OF THE REVIEW FRAMEWORK

6. Evaluating contractor performance has four elements:
 1. performance measured against key performance targets (KPT)
 2. customer satisfaction with the total service experience
 3. councils satisfaction as client
 4. a summary of strengths and areas for improvement, feedback from the contractor on the overall assessment plus the contractor's suggestions of ways in which the councils might improve performance.
7. The first three dimensions are assessed, and the head of service makes a judgement of classification. The fourth element is a summary of strengths and areas for improvement and includes contractor feedback. Where some dimensions are not relevant, or difficult to apply fairly to certain types of contract, the framework may be adjusted or simplified at the discretion of the head of service.
8. A summary of officer's assessment in 2019 for each dimension, the overall assessment and a comparison against 2018 can be seen in the following table:

	<i>2018</i>	<i>2019</i>
Key Performance Target	Fair	Good
Customer satisfaction	Good	Good
Councils satisfaction	Fair	Good
Overall officer assessment	Fair	Good

9. Biffa were awarded the joint waste contract in December 2008 with a commencement date in South Oxfordshire of June 2009. The Vale of White Horse element of the contract commenced in October 2010. The councils in 2013 decided, in accordance with the conditions of contract to extend the contract for a seven-year period. The contract is due to end in June 2024.
10. The current value of the contract, as a fixed annual charge is £11,229,924 per annum of which the Vale of White Horse proportion is £5,312,112 per annum and South Oxfordshire is £5,917,812 per annum.
11. The contract includes delivery of the following services:
- weekly collection of household food waste from 23 litre bins
 - fortnightly collection of household recycling from 240 litre wheeled bins or clear sacks, collecting textiles from bags placed next to the recycling bin, collecting batteries placed in a clear bag on top of the recycling bin
 - fortnightly collection of household residual waste from 180 litre wheeled bins or pink sacks this is collected on the alternate week to recycling, collection of small electrical items in bags placed next to the residual bin
 - emptying bulk bins for refuse, recycling and food waste bins provided for flats and communal properties
 - fortnightly collection of household garden waste to residents who have opted into this charged for service. In January 2020, there were 53,665 garden waste bins provided to customers across the two districts
 - collection from Waste Electronic and Electrical Equipment (WEEE) bring banks
 - collection of household bulky waste items for which there is a charge
 - litter collection and cleansing of roads, streets and public areas
 - emptying of litter and dog bins
 - provide a dedicated call centre facility to residents
 - removal of fly-tipping.

DIMENSION 1 – KEY PERFORMANCE TARGETS (KPT)

12. KPT are included in the Biffa contract to provide a benchmark against which performance can be measured. The KPT cover those aspects of the service which are considered to be of most concern to our residents and are measured on an ongoing basis and reported monthly by Biffa. The current KPT for this contract are:
- KPT 1 - missed collections – number of missed collections per 100,000 collections.
Target - no more than 50.

- KPT 2 - rectification of missed collections – percentage of reported missed household collections rectified within 48 hours of the scheduled collection day. **Target - 100 per cent.**
- KPT 3 - percentage of household waste sent for re-use, recycling and composting. Although it was agreed that KPT 3 would be removed from the contract when the promotion's role was transferred to the councils (2016) and Biffa can no longer directly influence this, it is still a key outcome from the contract and performance is driven in part by the proficiency of the collection service. **Performance is measured against the official UK waste from recycling rate. For 2018 this was 45.0 per cent.**
- KPT 4 - NI 195 - improved street and environmental cleanliness – levels of litter and detritus. Since April 2011 national indicator for waste NI 195 is no longer used as national measure, however the councils have continued to use these as a measure of the contractor's performance. **Targets - litter 4 per cent, detritus 7 per cent.**
- KPT 5 – Incomplete rounds – the number of properties affected as a result of incomplete rounds. **Target – fewer than 1,000 per month.**
- KPT 6 – Call centre – average time residents spend on hold before the call is answered. **Target – 35 seconds.**
- KPT 7 – Deliveries – New properties, Percentage of bins delivered within ten working days of the request being logged. **Target – 85 per cent.**
- KPT 8 – Deliveries – Replacement bins, Percentage of bins delivered within ten working days of the request being logged. **Target – 85 per cent.**
- KPT 9 – Fly tipping – percentage of fly tips cleared from high intensity areas within 12 working hours of a report received. **Target – 90 per cent.**
- KPT 10 – Fly tipping – Percentage of fly tips under three cubic metres, not in high intensity areas cleared within 24 hours of a report being received. **Target – 90 per cent.**

KPT 1 – Missed Collections

13. Performance is calculated as the number of reported missed collections per 100,000 collections for the period 1 January 2019 to 31 December 2019.
14. During this review period the average number of missed collections across the two districts was 90 per 100,000 collections. In 2018 the number was 102 per 100,000. A combined total of 12,320 collections were logged as missed throughout the review period across the two districts, this is out of a total of 13,740,452 potential collections (each bin type is recorded as a separate collection) and equates to 99.9 per cent of bins being collected on time. Despite the high percentage of bins collected on time the overall rating for this KPT is “weak” because the target is no more than 50 per 100,000 collections.

15. Out of all the missed collection's food bins are the most frequently missed, 5,422 (44 per cent) throughout the review period, although this is not unsurprising as these bins are collected weekly compared to the other types of bins which are collected fortnightly.
16. All crews now have access to an electronic device in their cab (PDA) which includes details of all roads they need to collect from and allows crews to actively report back issues with individual collections – for example to highlight where a bin was not out for collection at the time the crew attended; issues with contamination of recycling bins and where there are access problems preventing a collection being made.
17. During the review period uptake and usage of the PDA system by the crews was sporadic, reflecting the challenge Biffa's supervisors have in persuading operational staff of the wider benefits of what may seem like an additional and unnecessary administrative process.

KPT 2 – Rectification of missed collections

18. This measure is the percentage of reported missed collections rectified within 48 hours of the scheduled collection day. The target is 100 per cent. During this review period out of the 12,320 reported missed bins 98.47 per cent were rectified within the 48-hour target, compared to last year's figure of 84 per cent.
19. This results in a "good" rating for this review period.

KPT 3 – Percentage of household waste sent for re-use, recycling and composting

20. Table one below shows that the combined performance of both councils for KPT 3 was 63.13 per cent an increase on last year's figure of 62.90 per cent, for information the previous five years' figures are also shown.
21. The figures show an increase of 1,883 tonnes of total recycling collected in 2019, compared to the previous year. This included an increase in the amount of garden waste and food waste collected but a reduction in the dry recycling tonnage. There was an increase of 763 tonnes of refuse collected. It should be noted that during the review period there was an increase of 2,500 properties added to the collection rounds which would explain the majority of additional tonnage collected.
22. Although KPT 3 does not have a formal target, it continues to be measured against the official UK waste from households recycling rate which for 2018 was 45 per cent. This is the official recycling measure which is used as the basis for reporting at UK level against the waste Framework Directive which set a target to recycle 50 per cent of household waste by 2020. The overall rating for this KPT is "excellent"

Table One

	Dry recycling (tonnes)	Food waste (tonnes)	Garden waste (tonnes)	Total recycling (tonnes)	Refuse to ERF & Landfill (tonnes)	Total recycling plus refuse (tonnes)	% Recycled
1 January – 31 December 2014	32,404	9,770	18,806	60,980	30,835	91,815	66.41%
1 January – 31 December 2015	32,265	9,455	18,637	60,357	31,056	91,413	66.03%
1 January – 31 December 2016	28,948	9,942	19,888	58,778	34,045	92,823	63.32%
1 January – 31 December 2017	26,854	9,972	20,896	57,722	34,206	91,928	62.79%
1 January – 31 December 2018	28,052	11,015	19,921	58,988	34,781	93,768	62.90%
1 January – 31 December 2019	27,340	11,526	22,006	60,871	35,544	96,415	63.13%

KPT 4 – National Indicator (NI) 195 Improved street and environmental cleanliness – levels of litter and detritus

23. At the commencement of the contract, the councils and Biffa agreed targets for the levels of litter and detritus. These targets were as follows:

- No more than four per cent of relevant land to have unacceptable levels of litter.
- No more than seven per cent of relevant land to have unacceptable levels of detritus.

24. The councils are no longer required to report nationally on NI 195, however for consistency contract performance for street cleanliness continues to be monitored using the same methodology. Inspections are carried out by an independent company

specialising in this type of work who assess the levels of litter and detritus using Defra's Code of Practice on Litter and Refuse. It is reported as percentage of relevant land that is assessed as having levels of litter and detritus that fall below an acceptable level.

25. The combined scores achieved in this review period were 1 per cent for litter and 15 per cent for detritus. Both the litter score and detritus levels have improved from last year when litter was 4 per cent and detritus 17 per cent. Despite this improvement the overall rating for this KPT remains the same at "fair".

KPT 5 – Incomplete rounds – the number of properties affected as a result of incomplete rounds This KPT was introduced in 2017 to quantify the impacts of reliability issues with Biffa's fleet which caused collection rounds to be incomplete on the correct day. These were not measured as part of the missed collection KPT.

27. The target for this KPT is fewer than 1,000 per month. The average number of properties affected by incomplete rounds in this review period was only 50 per month. This compares to 1,289 per month in 2017. The overall assessment against this KPT is "excellent".

KPT 6 – Call centre – average time residents spend on hold before the call is answered The average time residents spent on hold before their call was answered is measured and reported monthly.

29. During this review period the average time residents spent on hold was 18 seconds. This exceeds the target of 35 seconds and a significant improvement on last year's figure of 54 seconds. The overall rating for this KPT is "excellent".

KPT 7 – Deliveries – New properties, Percentage of bins delivered within ten working days of the request being logged The percentage of bins delivered to new properties within ten working days of the request being logged is measured and reported monthly.

31. During this review period 8,081 out of a total of 8,222 bins were delivered within ten working days this equates to 98 per cent compared to 54 per cent in the previous year. The number of orders for bins are very high due to the amount of new housing in both districts and the increase in garden waste customers. The overall assessment against this KPT is "excellent".

KPT 8 – Deliveries – Replacement bins, Percentage of bins delivered within ten working days of the request being logged

32. The percentage of replacement bins delivered within ten working days of the request being logged is measured and reported monthly.
33. During this review period 10,321 out of a total of 10,458 replacement bins were delivered within ten working days this equates to 99 per cent compared to 56 per cent in the previous year. The overall assessment against this KPT is "excellent".

KPT 9 – Fly tipping - percentage of fly tips cleared from high intensity areas within 12 working hours of a report being received 100 per cent of fly-tips were cleared in high intensity areas within 12 hours of a report being received

during this review period. There were 94 fly-tips in high intensity areas, there are some occasions when the time being measured is paused for a short period to allow our Envirocrime team time to investigate a fly tip to obtain evidence. Once any evidence is collected, we instruct Biffa to proceed with the clearance.

35. The overall assessment against this KPT is “excellent”.

KPT 10 – Fly tipping - Percentage of fly tips under three cubic metres, not in high intensity areas cleared within 24 hours of a report being received

36. 99.5 per cent of fly-tips outside high intensity areas were cleared within 24 hours of a report received during this review period. There were 1066 fly-tips within this review period, an increase from 953 last year, there are some occasions when the time being measured is paused for a short period to allow our Envirocrime team time to investigate a fly tip to obtain evidence. Once any evidence is collected, we instruct Biffa to proceed with the clearance

37. The overall assessment against this KPT is “excellent”.

Average rating score – KPT 1 – 10

38. Based on Biffa’s performance an overall KPT performance rating score of 4.4 has been achieved, the previous satisfaction rating score was 2.6. An analysis of performance against the KPTs can be found in Annex A.

39. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a guide to the assessment of Biffa against all KPT:

Score	1 – 1.4999	1.5 – 2.499	2.5 – 3.499	3.5 – 4.499	4.5 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

40. The head of service has made a judgement on KPT performance as follows:

KPT judgement

Previous KPT judgement for comparison

DIMENSION 2 – CUSTOMER SATISFACTION

41. Customer satisfaction for this report has been measured using the results of the most recent residents survey available which was carried out in December 2017. Please note there was no residents survey in 2019 and therefore the figures here are the same as they were in 2017 and 2018 scrutiny report. M-E-L Research were commissioned to undertake a door stepping survey. In total 1,100 responses were received in each district.
42. The main areas of questioning regarding satisfaction with the waste service were:
- Satisfaction with the waste and recycling collection service.
 - Satisfaction with street cleaning and keeping the area clean and litter free.
43. In terms of satisfaction with the waste and recycling collection service 85 per cent of South residents and 83 per cent of Vale residents are either satisfied or very satisfied.
44. In terms of satisfaction with street cleansing 72 per cent of Vale residents are either satisfied or very satisfied with the cleanliness of the streets and pavements in their local area. In South 77 per cent said they were either satisfied or very satisfied.
45. We acknowledge that the data is three years old and are working with our engagement team to address this for the next review
46. Based on Biffa’s performance a combined overall customer satisfaction rating score of 3.89 has been achieved. An analysis of customer satisfaction can be found in Annex B.
47. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a guide to the assessment of Biffa on overall customer satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

48. Taking into account that 84 per cent of residents are satisfied or very satisfied with the waste collection service, the relatively small number of complaints received and that the combined overall satisfaction rating score is only 0.01 point away from a good rating the head of service has made a judgement on customer satisfaction as follows:

Overall assessment Good

Previous customer satisfaction judgement for comparison Good

DIMENSION 3 – COUNCILS SATISFACTION

49. As part of the performance review officers with direct knowledge and who frequently interact with the contractor were asked to complete a short questionnaire, this included the head of service, services manager, team leader, recycling officers, technical monitoring officers, enforcement officer and business support team. In total ten questionnaires were sent out and returned.
50. Operationally, key relationships with supervisors and depot managers has been good. There were some persistent repeat missed collections which resulted in ten remediation notices being issued. The councils also issued nine default notices during the review period. A default notice results in a financial deduction from the Biffa's monthly invoice.
51. Based on Biffa's performance an overall councils satisfaction rating score of 4.05 has been achieved moving it into the "good" classification. Last year's overall rating score was 3.85. An analysis of councils satisfaction can be found in Annex C.
52. For reasons of consistency with previous assessments, and for fairness between contractors, the following is a guide to the assessment of Biffa on councils satisfaction:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

53. The head of service has made a judgement on councils satisfaction as follows:

Councils satisfaction judgement **Good**

Previous councils satisfaction judgement for comparison **Fair**

OVERALL ASSESSMENT

54. Other areas of note within this review period are:

- South confirmed by DEFRA as the second highest English recycling authority for 2018/19 with a rate of 63.3 per cent
- Vale confirmed by DEFRA as the fourth highest English recycling authority for 2018/19 with a rate of 62.5 per cent.
- driver recruitment and retention within the waste sector is a nationally recognised challenge which has continued to be a factor in this review
- KPT 1, KPT 2 and KPT 4 have bonus payments linked to them. As a result of not achieving these targets in 2018/19, £120,432 was deducted from Biffa's invoices.

55. Considering the performance of the contractor against KPT, customer satisfaction, councils satisfaction and the other areas of note above the head of service has made an overall assessment as follows:

Overall assessment **Good**

Previous overall assessment for comparison **Fair**

STRENGTHS AND AREAS FOR IMPROVEMENT

56. Annex C records strengths and areas for improvement relating to the performance of the contractor in this review period.

57. Areas for improvement identified in last year's reviews and actions taken are as follows:

- *Communication improvement between Client, Call centre and Depot,*

Communications between the councils and depot are good with regular operations meeting taking place. Daily updates are being received by the councils. There are occasions when communication between the call centre and depot has not been as clear as it should be which has led to a delay in an issue being resolved. The business manager is working with the call centre manager to address this. Training the call centre staff to identify any repeat complaints so that they can be flagged with the depot is helping.

- *Overall usage and quality of data collected on PDAs*

As mentioned within the report use of the PDA's has been sporadic during this review period, however the management have worked hard to get the operatives on board with this technology and there has been a significant increase in usage during 2020.

- *Some reoccurring issues tend to take a while to resolve and residents become very frustrated.*

This continues to be an issue for a very small number of residents and has resulted in ten remediation notices and nine default notices being issued during this review period.

- *Crews checking bins for contamination and properly following tag/PDA process and returning bins to presentation point*

With the introduction of PDA's for each of the vehicles it has enabled additional information to be available to the crews when they are making collections. However, this still doesn't replace the operational knowledge of individual crew member but the reliance on this is not as significant as it used to be. Regular refresher training for the crews does take place to remind crews of the correct procedures.

- *Staff retention to maintain consistency and understanding of the performance levels expected*

Not being able to retain staff, mainly due to the nature of the work, is an ongoing issue for Biffa and the industry in general, this does have a significant impact on the performance of the contractor when round knowledge and experience is lost.

- *Resolve the number of missed bins and the impact this has on all aspects of the service*

There has been a slight improvement in the number of missed bins, but this is still the main KPT failing with 12,320 collections being missed during the review period. Although to put this into context this is only 0.1 per cent of the total collections made.

COMMENTS AND COMPLAINTS

58. The councils received seven formal stage one complaints relating to Biffa's performance during this review period compared to six last year. Of these, five were related to missed collections, one was for not following procedures and one related to a staffing matter.

59. During this review period the councils received a number of compliments from residents relating to the waste service including:

- *She wanted to say the current food loader in her road has been very helpful to her - she's elderly and has been unwell - and the loader has put the kerbside caddy on her door step after he saw her, she wanted us to know she appreciated it.*
- *I complained to you a few weeks ago about the weeds and dirty gutters in my close, and today I came back from a morning out to find that you have removed weeds and swept gutters. I would like to thank you, the close now looks so much neater and smarter, thank you very much.*
- *Just want to express my thanks and appreciation for the fantastic job Biffa did in Henley Town Centre during Regatta this year. Particular thanks to your Biffa Team who kept Station Park & Station Road amazingly neat and tidy in the face of the thousands of visitors arriving by train. The first impression these Visitors had of our beautiful town was excellent.*
- *I just wanted to thank you and your teams for pulling out all the stops for Goring in Bloom over the last few weeks. We were jumping with joy when we heard the road sweeper come around before both judging days. The village looked amazing and its smart appearance has been commented on by many people. We were able to proudly talk about SODC's recycling record and its efforts to make improvements in other ways too, including the excellent work by the new Public Realm department in the car park.*
- *On Wednesday 21st August 2019, around 8-8.30am 2 of your operatives doing the Brown Bin Collection rang my doorbell. They were concerned because my elderly next-door neighbour, who has dementia, was sat on her doorstep talking nonsense. They seemed a little nervous about imposing on me, but no doubt didn't know I am a retired surgeon. They not only did the right thing but they rang*

the right doorbell! The lady was very confused and is now in hospital where she is improving, thanks to your operatives' action.

CONTRACTORS FEEDBACK

60. A key feature of the process for reviewing the performance of contractors is that the councils provides them with an opportunity to give their feedback on the assessment, including suggestions for improvements to councils processes. This is included in Annex D.

FINANCIAL IMPLICATIONS

61. There are no financial implications arising from this report.

LEGAL IMPLICATIONS

62. There are no legal implications arising from this report.

CONCLUSION

63. There has been an overall improvement in performance during 2019 with seven out of the ten KPI achieving an excellent rating.

64. The number of missed bins and the retention of staff are the two main issues which need to be addressed

65. The head of service has assessed Biffa's performance as "good" for its delivery of the household waste collection, street cleansing and ancillary services contract for 2019. The committee is asked to make any comments to the Cabinet Members with responsibility for waste to enable them to make a final assessment on performance by way of an Individual Cabinet Member decision.

66. If the committee does not agree with the head of service's assessment, then this report will be referred to Cabinet for further discussion and a final assessment of Biffa's performance.

BACKGROUND PAPERS

67. None

Annex A – Key performance targets

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 1	missed collections	No more than 50 missed collection per 100,000 collections	90 per 100,000 collections	weak	2
KPT 2	rectification of missed collections percentage of substantiated missed household collections rectified within 48 hours of the scheduled collection day	100 per cent	98.47%	good	4
KPT 3	percentage of household waste sent for re-use, recycling and composting	Performance is measured against the official UK waste from households recycling rate which for 2018 was 45%	Combined 63.13%	excellent	5
KPT 4	improved street and environmental cleanliness – levels of litter and detritus	4% litter 7% detritus	1% 15%	fair	3

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
KPT 5	incomplete rounds – the number of properties affected as a result of incomplete rounds	less than 1,000 per month	50	excellent	5
KPT 6	call centre – average time residents spend on hold before the call is answered	35 seconds	18 seconds	excellent	5
KPT 7	deliveries – New properties, Percentage of bins delivered within ten working days of the request being logged	85%	98%	excellent	5
KPT 8	deliveries – Replacement bins, Percentage of bins delivered within ten working days of the request being logged	85%	99%	excellent	5
KPT 9	fly tipping – percentage of fly tips cleared from high intensity areas within 12 working hours of a report received	90%	100%	excellent	5
KPT 10	fly tipping – Percentage of fly tips under three cubic	90%	99.5%	excellent	5

KPT ref	Description of KPT	Target	Performance	Individual KPT rating (excellent, good, fair, weak or poor)	KPT rating score (excellent = 5, good = 4, fair = 3, weak = 2, poor = 1)
	metres, not in high intensity areas cleared within 24 hours of a report being received				
Overall “average” KPT performance rating score – KPT 1-10 (arithmetic average) refers to points 38-40 in the report					4.4

Annex B – Customer satisfaction

In total 2,200 residents across both councils responded to questions about the waste contract. Not every respondent answered all the questions.

Q. How satisfied are you, with the waste and recycling collection service?

Rating	Number of responses	Score weighting	Total
Very satisfied	554	X 5	2770
Fairly satisfied	1295	X 4	5180
Neither satisfied or dissatisfied	214	X3	642
Not very satisfied	111	X 2	222
Not at all satisfied	26	X 1	26
Total	2200		8840

Waste and recycling collection service - resident satisfaction calculation: $8840 \div 2200 = 4.02$

The following is a guide to the assessment of Biffa on customer satisfaction for the waste collection service:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Q. How satisfied are you with the standard of cleanliness of the streets and pavements in the village or town where you live?

Rating	Number of responses	Score weighting	Total
Very satisfied	137	X 5	685
Fairly satisfied	952	X 4	3808
Neither satisfied or dissatisfied	207	X 3	621
Not very satisfied	152	X 2	304
Not at all satisfied	24	X 1	24
Total	1472		5442

Standard of cleanliness - resident satisfaction calculation: $5442 \div 1472 = 3.70$

The following is a guide to the assessment of Biffa on customer satisfaction for the standard of cleanliness of the streets and pavements:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

The combined overall customer satisfaction rating for the waste and recycling collection service and standard of cleanliness is calculated as follows:

Residents total scores ÷ number of residents

$$(8840 + 5442) \div (2200 + 1472) = 3.89$$

The following is a guide to the assessment of Biffa on overall customer satisfaction for the street cleaning and refuse collection:

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

Taking into account that 84 per cent of residents are satisfied or very satisfied with the waste collection service, the relatively small number of complaints received and that the combined overall satisfaction rating score is only 0.01 point away from a good rating the head of service has made a judgement on customer satisfaction as follows:

Overall assessment **good**

(refer to points 46-48 in the report)

Annex C – Councils satisfaction

This assessment allows the councils (as a client) to record its own satisfaction with aspects of a contractor’s performance which lie outside Key Performance Targets and customer satisfaction. Each officer with direct knowledge and who frequently interacts with the contractor should complete this form. Some questions can be left blank if the officer does not have direct knowledge of that particular question.

The numbers indicated in the following table are the total number of responses received for each question

Contractor	Biffa Municipal Ltd			
From (date)	1 January 2019	To	31 December 2019	

SERVICE DELIVERY

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
1 Understanding of the client's needs	2	6	2		
2 Response time	1	6	3		
3 Delivers to time	5	4			
4 Delivers to budget	2	1			
5 Efficiency of invoicing	1	2			
6 Approach to health & safety	2	7	1		

COMMUNICATIONS AND RELATIONS

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
9 Easy to deal with	3	7			
10 Communications / keeping the client informed	2	6	2		
11 Quality of written documentation		4	4	1	
12 Compliance with councils corporate identity	2	2			
13 Listening	1	6	3		
14 Quality of relationship	2	7	1		

IMPROVEMENT AND INNOVATION

Attribute	(5) Very satisfied	(4) Satisfied	(3) Neither	(2) Dis-satisfied	(1) Very dissatisfied
15 Offers suggestions beyond the scope of work		4			
16 Degree of innovation		4			
17 Goes the extra mile	1	9			
18 Supports the councils sustainability objectives		2	1		
19 Supports the councils equality objectives		3	1		
20 Degree of partnership working	2	2			

The following table is a summary of councils satisfaction based on the completed questionnaires

Rating	Responses	Score equivalent	Total
very satisfied	26	X 5	130
satisfied	82	X 4	328
neither satisfied or dissatisfied	18	X 3	54
dissatisfied	1	X 2	2
very dissatisfied	0	X 1	0
Total	127		514

The overall councils satisfaction is calculated as follows:

Councils total score ÷ number of responses

$$514 \div 127 = 4.05$$

The following is a guide to the assessment of Biffa on overall councils satisfaction

Score	<3.0	3.0 – 3.399	3.4 – 3.899	3.9 – 4.299	4.3 – 5.0
Classification	Poor	Weak	Fair	Good	Excellent

the head of service has made a judgement on customer satisfaction as follows:

Overall assessment **good**

(refer to point 51 - 53 in the report)

STRENGTHS AND AREAS FOR IMPROVEMENT

Strengths

I feel staff work hard under very pressured conditions. Good friendly and approachable staff.
Depot staff always willing to help with time sensitive tasks and queries
Commitment of individual staff members/supervisors
Communication on updates re access issues/depot updates
Working relationship, easy to communicate with and quick resolution of issues.
Partnership working willingness to listen to our concerns and agree remedies
Innovation to assist in difficult fly tip clearance
Low missed collections overall
Supervisor flexibility to assist
Professionalism of managers and positive relationships with the councils waste team
Service delivery is good overall

Areas for improvement

Insufficient number of supervisory staff – staff too stretched with workload leading to errors.
Response to emails could be quicker from supervisors
Covering supervisors emails/work when on holiday/sick.
Better training at call centre – service knowledge and writing emails, making sure complaints do not escalate by better handling of first contact.
Repeat missed collections – there are few however when they occur, they result in customer dis-satisfaction. Need to identify and deal with the cause.
Follow enforcement policies e.g. tagging contaminated bins, not taking refuse side waste
Supervisors need to have better communication with the crews while on rounds

Annex D - Contractor 360° feedback

CONTRACTOR'S REACTION / FEEDBACK ON COUNCILS ASSESSMENT

Biffa maintain tremendous pride in the services we have provided in South Oxfordshire and the Vale of White Horse since the contract started in 2009; as well as the excellent relationship we have developed with the councils and the excellent profile we have developed for the contract in that time, in partnership.

2017 performance was poor; 2018 showed improvement, 2019 continues that improving trend. In 2019 we advised the improvements made in autumn 2018 were sustainable – happily, this has been the case. .

Our improvement focus is now channelled on:

1. Reducing missed bins;
2. Reducing missed assisted
3. Food waste collections

The former is completely self-fulfilling because, as a commercial organisation, we strive for the lowest service cost; and that is achieved by achieving 100% right first time collections. Whilst that is not practical over a sustained period, it is always our aim. We have invested heavily in further crew PDAs, and have improved daily usage of these, although we accept further work is required.

Due to re-organisation of contract portfolio holders within the business, Debbie Doohan, regional general manager has moved to other areas. Andrew Dutton, regional general manager, became responsible for the contract from April 2020. Andrew has 20 years' experience in senior roles, 13 years of which have been completed in the waste industry. Andrew and Francis will be working closely to ensure that the service standards reach and exceed, where ever possible, the contractual KPTs.

KPT 1 – Missed Collections

Biffa is continuing to work hard to achieve further improvements in the future and we hope the members take comfort in the improvement shown from 2018 to 2019. It is important to note that the WEEE and textile collections are not included within the calculations.

KPT 2 – Rectification of missed collections

Rectification of missed bins has significantly improved, with a 2018 performance of 84% comparing with 2019's 99.47%. Whilst this has not met the KPI of 100%, it is a real improvement and one which benefits the residents.

KPT 3 – Biffa are proud to assist South Oxford & Vale of White Horse district councils in delivering an exceptional performance in this area, and hope to continue to do so.

KPT 4 – Both litter and detritus levels have fallen, which is very pleasing. However detritus remains higher than we would like, which will be focused upon moving forward.

KPT 5 – Incomplete rounds – performance in this area is pleasing, with 50 recorded against a 1,000 KPI.

KPT 6 – Call centre – average time residents spend on hold before the call is answered

The hard work in reducing waiting time in 2018 continued into 2019, which has been rewarded with a much improved KPI.

KPT 7 & 8 Bin Delivery

98% and 99% is a pleasing result and a real improvement on 2018. Our focus will be on maintaining these results.

KPT 9 & 10 Fly tipping

100% and 99.5% are very pleasing results and Biffa commit to maintaining these high standards.

The national trend for increasing fly tips continues. We have reacted to this increase in a positive manner, building on a robust procedure.

Summary

In 2019 we committed to strengthening the management structure, which we have done by appointing a Deputy Operations Manager, as well as completing the Supervisor team. This allows us to build further on 2019's KPI for the future.

We have identified the repeat complaints as an area of weakness, which we look to improve for future.

ANY AREAS WHERE CONTRACTOR DISAGREES WITH ASSESSMENT

None

WHAT COULD / SHOULD THE COUNCILS DO DIFFERENTLY TO ENABLE THE CONTRACTOR TO DELIVER THE SERVICE MORE EFFICIENTLY / EFFECTIVELY / ECONOMICALLY?

Nothing identified

Feedback provided by Francis Drew

Date 31-07-2020