

Joint Scrutiny Panel of Somerset Waste Board

Wednesday 25 September 2019

2.00 pm Broughton House, Blackbrook
Park Avenue, Taunton



To: The Members of the Joint Scrutiny Panel of Somerset Waste Board

Cllr M Dunk, Dyer, Cllr Li Gibson, Cllr B Hamilton, Cllr J Hassall, Cllr C Hull, Cllr G Kennedy,
Cllr L Leyshon, Cllr T Munt and Cllr A Trollope-Bellow

Issued By Scott Wooldridge, Strategic Manager - Governance and Risk - 17 September 2019

For further information about the meeting, please contact Carol James on 01823 356859,
cdjames@somerset.gov.uk or or Jamie Jackson on 01823 359040,
jajackson@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution
under Section 100A (4) of the Local Government Act 1972.

This agenda and the attached reports and background papers are available on request prior to
the meeting in large print, Braille, audio tape & disc and can be translated into different
languages. They can also be accessed via the council's website on
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AGENDA

Item Joint Scrutiny Panel of Somerset Waste Board - 2.00 pm Wednesday 25
September 2019

****Public Guidance notes contained in agenda annexe****

1 **Apologies for absence**

2 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils will be displayed in the meeting room. The Statutory Register of Member's Interests can be inspected via the Democratic Services team.

3 **Minutes from the previous meeting held on 27 June 2019 (Pages 7 - 10)**

The Minutes are to follow.

4 **Public Question Time**

The Chairman will allow members of the public to ask a question or make a statement about any matter on the agenda for this meeting. **These questions may be taken during the meeting, when the relevant agenda item is considered, at the Chairman's discretion.**

5 **Exclusion of the Press and Public**

To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act, 1972 that the press and public be excluded during the remainder of the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure to them of exempt information of the following description:

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Possible exclusion of the press and public

PLEASE NOTE: Although the main report for this item not confidential, supporting appendices available to Members contain exempt information and are therefore marked confidential – not for publication. At any point if Members wish to discuss information within this appendix then the Committee will be asked to agree the following resolution to exclude the press and public:

Exclusion of the Press and Public

To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act 1972 to exclude the press and public from the meeting, on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, within the meaning of Schedule 12A to the Local Government Act 1972:

Reason: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Item Joint Scrutiny Panel of Somerset Waste Board - 2.00 pm Wednesday 25
September 2019

6 **New Collection Contract Mobilisation Update** (Pages 11 - 22)

To consider and comment up on the report being presented to the Waste Board.

7 **Performance Monitoring Report Q1 2019-20** (Pages 23 - 26)

To consider and comment up on the report being presented to the Waste Board.

8 **Financial Performance Update 2019-20 and Development of the Annual
Budge 2020-21** (Pages 27 - 36)

To consider and comment up on the report being presented to the Waste Board.

9 **Proposed Fees and Charges for 2020-21** (Pages 37 - 54)

To consider and comment up on the report being presented to the Waste Board.

10 **Outline Business Plan 2020-25** (Pages 55 - 62)

To consider and comment up on the report being presented to the Waste Board.

11 **Somerset Waste Board Forward Plan** (Pages 63 - 68)

To review the forward plan and identify any future items for consideration by the
Joint Scrutiny Panel.

12 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

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Agenda Annexe

Guidance notes for the meeting

1. Inspection of Papers

Any person wishing to inspect Minutes, reports, or the background papers for any item on the Agenda should contact the Committee Administrator for the meeting – Carol James on Tel: (01823) 356859 or Email: CDJames@somerset.gov.uk They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers

2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: <http://www.somerset.gov.uk/organisation/key-documents/the-councils-constitution/>

3. Minutes of the Meeting

Details of the issues discussed and recommendations made at the meeting will be set out in the Minutes, which the Committee will be asked to approve as a correct record at its next meeting.

4. Public Question Time

If you wish to speak, please tell Carol James the Committee's Administrator - by 12 noon the (working) day before the meeting.

At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been signed. However, questions or statements about any matter on the Agenda for this meeting may be taken at the time when each matter is considered.

You must direct your questions and comments through the Chair. You may not take direct part in the debate. The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair may adjourn the meeting to allow views to be expressed more freely. If an item on the Agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, normally to two minutes only.

5. Exclusion of Press & Public

If when considering an item on the Agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

6. Committee Rooms & Council Chamber and hearing aid users

To assist hearing aid users the Committee meeting rooms have infra-red audio transmission systems.

7. Recording of meetings

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone wishing to film part or all of the proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

The Council will be undertaking audio recording of some of its meetings in County Hall as part of its investigation into a business case for the recording and potential webcasting of meetings in the future.

A copy of the Council's Recording of Meetings Protocol should be on display at the meeting for inspection, alternatively contact the Committee Administrator for the meeting in advance.

JOINT SCRUTINY PANEL OF SOMERSET WASTE BOARD

Minutes of a Meeting of the Joint Scrutiny Panel of the Somerset Waste Board held at Broughton House, Blackbrook Park Avenue on Thursday 27 June 2019 at 11.00am

Present: Cllr A Trollope-Bellew, Cllr J Hassall, Cllr M Dunk, Cllr L Hull, Cllr L Leyshon,

Other Members Present: None

Apologies for Absence: Cllr G Kennedy, Cllr T Munt

45 Declarations of Interest - Agenda Item 2

There were no declarations.

46 Minutes from the Previous Meeting held on 27 March 2019 – Agenda Item 3

The minutes of the meeting held on 27 March 2019 were accepted as being accurate by the Panel and signed by the Chair.

47 Public Question Time - Agenda Item 4

There were no public questions.

The Panel considered the report of the Manager Director Somerset Waste Partnership on the progress in mobilising the new collection contractor and provides an update since the Board approved SUEZ as preferred contractor in March 2019.

The Panel hear that the new main vehicles can hold considerably more than the previous fleet and as a result there is a reduction of a third for vehicles. Panel advised that the full and final contract has yet to be signed and the business cases were based on bidders and the Local Authorities borrowing. There was considerable discussion regarding the new 4G live in cab system and storage of data, in addition to reassurance the new contract should lead to a more structured career progression, with no redundancies forecast. The Panel heard that the Joint Management Board were to meet regularly to discuss performance management and key to providing link between Authorities, SUEZ and the Waste Partnership. They concluded that the communications plan is crucial it getting the roll out right.

Cllr Leyshon proposed a note of thanks to Mickey Green and his team for the enormous amount of work completed to have reached this point.

The Joint Scrutiny Panel:

- 1) noted the contents of the report.

- 2) Acknowledged the hard and skilled work of the Managing Director of the Somerset Waste Partnership and his team in securing the new waste collection contract.

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The Panel received a brief update on progress with the new Waste Treatment facility.

The Panel hear that completion on Dimmer is planned for the end of June, Walpole should be completed in October 2019 and are working on contract amendments for the Avonmouth site.

Cllr Leyshon asked for a future update regarding levels of air quality, following discussions about the concerns of output from the flumes.

The Joint Scrutiny Panel:

- 1) Noted the contents of the report
- 2) Recommended that the Waste Partnership research available data on air quality on the existing residual waste facility in Avonmouth and report back to the Joint Waste Scrutiny Panel.

50 Financial Outturn and the Use of Balances 2018/19 - Agenda item 7

The Panel considered the report which advised that although a change of legislation means that a Joint Committee such as the Somerset Waste Board is no longer required to produce full statutory accounts in accordance with the CIPFA Code of Practice and to undergo a full external audit, it has been agreed that the Waste Board would receive a report and summary financial statements to the June meeting,.

The Panel noted the only unusual element of the report detailed that the Waste Partnership is returning £50k of Somerset County Council money towards the food waste project this year.

The Joint Scrutiny Panel:

- 1) Noted the contents of the report

52 Performance Outturn 2018/19 – Agenda Item 8

The report summarised the key performance indicators for the period January to March 2019 and compared these to the same period from last year.

The Panel were advised that as part of SWP's drive for continuous improvement and as agreed at the 2018 Board, have now moved to a new format of performance report.

There were discussions regarding fly-tipping in Mendip and the reasons this was happening, as well as concerns raised about the minimal level of enforcement officers employed.

The Joint Scrutiny Panel:

- 1) Noted the contents of the report

Constitutional Matters and 2020 Board – Agenda Item 9

This item was considered directly after Item 4 and set out proposed revisions to the Joint Waste Scrutiny Panel's terms of reference for 2019/20.

Following discussions the Joint Waste Scrutiny Panel agreed:

1. Agreed the amended Terms of Reference for the Joint Waste Scrutiny Panel (set out in Appendix A)
2. Noted that the Somerset Waste Board's constitution and Inter-Authority Agreement will be amended to reflect the revised partner membership of the Somerset Waste Partnership.
3. Noted the revised Board's membership for 2019/20 and Joint Scrutiny Panel of Somerset Waste Board set out in Section 3 and the need for induction training.
4. Agreed the Joint Waste Scrutiny Panel meeting dates for 2019 and early 2020: (all meetings are to start at 10am)

Tuesday 24th September 2019

Tuesday 3rd December 2019

Tuesday 11th February 2020

5. Noted the proposed visits and workshops set out in section 4.
6. Elected Cllr Trollope-Bellew and Cllr Hassall as Chair and Vice Chair respectively of the Panel for 2019/20.

Recycling Site Van and Trailer Permit Review – Agenda Item 10

The report advised that the Board will be asked to approve the continuation of a formal acceptance protocol at Recycling Sites.

The Panel were advised that the £44 permits were issued until the end of May 2019; that there has been a significant reduction in tonnage leading to net cost savings of £167k; 19 formal complaints have been received; conflict has been reduced on site; all neighbours, aside from Devon, are operating a permit scheme.

The Joint Scrutiny Panel:

- 1) Noted the contents of the report

(Joint Scrutiny Panel of Somerset Waste Board – 27 June 2019)

(The meeting ended at 12.47pm)

CHAIR

Somerset Waste Board meeting
 27th September 2019
 Report for information

Paper
 Item No.

New Collection Contract Mobilisation Update
 Lead Officer: Mickey Green, Managing Director
 Author: Mickey Green, Managing Director
 Contact Details: 01823 625707

Forward Plan Reference:	
Summary:	This report summarises progress in mobilising our new collection contractor (SUEZ Recycling and Recovery UK) and hence delivery of Recycle More. It updates the board on what has happened since the last Board meeting in June 2019, and what will be happening next. It has a particular focus on our communications planning.
Recommendations:	<p>It is recommended that the Board:</p> <ol style="list-style-type: none"> 1. Notes the progress made in mobilising a new collection contract. 2. Endorses the high-level approach to communications as outlined in the report
Reasons for recommendations:	<p>To ensure that progress with the procurement and mobilisation of our new collection contractor (SUEZ) is transparent.</p> <p>It will be crucial going forward that all Board members (and indeed the wider membership in each partner authority) are engaged as we mobilise the new collection contract and roll out Recycle More in phases across the county.</p>
Links to Priorities and Impact on Annual Business Plan:	Task 1.1 within the SWB Approved Business Plan 2019-24 concerns the transition to a new collection contractor and new service model.
Financial, Legal and	Revenue: In addition to delivering the significant environmental

<p>HR Implications:</p>	<p>benefits of Recycle More, a new collection contract will deliver significant savings to all partners - total forecast savings are over £2m once Recycle More is rolled out. This does not mean that year 1 costs will be lower by this amount, as SWP will incur roll-out costs before savings can be realised, and savings are not realised until Recycle More is fully rolled out in 2022.</p> <p>Capital: The capital requirements remain unchanged from our last report and are £24.6m, with £17.8 on vehicles and £6.8m on depot works. Consultation with partner s151 officers has confirmed that the business case for Local Authority borrowing is compelling – saving partners around £1.8m per annum in addition to the return on borrowing received by individual borrowing partners. S151 Officers have also confirmed a broadly equal split of borrowing between all partner authorities.</p> <p>Legal: The contract with SUEZ will be for a period of 10 years (from 28 March 2020 to 29 March 2030) with the option to extend for a further 10 years in increments to be agreed (i.e. potentially to 30 March 2040). SWP and SUEZ have signed a Letter of Intent to ensure that mobilisation progresses ahead of contract signature – and this has allowed orders for key parts of the new fleet of vehicles to be placed. There are still some outstanding legal issues to be finalised before contract signature can take place. The Letter of Intent has been extended to ensure the continued progress of the mobilisation is maintained whilst the outstanding legal issues are resolved. We are aiming to have our contract signed before the end of October.</p> <p>HR: Collection Contractor staff will TUPE transfer to the new contractor on 28 March 2020. An updated FAQ's is maintained at each collection depot to give staff an opportunity to ask questions and keep them informed of progress. In addition, a series of face to face and one to one meetings with staff are planned to take place at regular intervals during mobilisation. Training events will also be undertaken during this period to familiarise staff with new vehicles, IT, and a programme of upskilling of loaders to drivers identified pre-contract commencement.</p>
<p>Equalities Implications:</p>	<p>An Equalities Impact Assessment was attached to the 29 March Board report. This impact assessment has been updated at key milestones throughout the procurement project and will continue to be updated as we progress through to service commencement and Recycle More roll-out.</p>

Risk Assessment:	The risks related to the mobilisation of a new collection contractor and Recycle More are maintained in SWP's risk register and a specific project risk register. The procurement implications of potential Brexit scenarios have been considered and are reflected in SWP's 'no deal Brexit' risk register.
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1. Background

1.1. Recycle More will enable the public to recycle even more at the kerbside, adding in the following materials to the weekly collection:

- Plastic pots, tubs and trays (including black plastic)
- Food and beverage cartons (e.g. tetrapaks)
- Small electrical equipment (e.g. a kettle or toaster)
- Household batteries

This is in addition to what can already be recycled every week – food, paper, glass, cans, aerosols, plastic bottles, cardboard, foil, textiles and shoes. A 60litre weighted reusable sack will ensure residents have space for all their extra recycling.

It will maintain the kerbside sort system that is so crucial to the excellent environmental performance that SWP already achieves, with over 90% of our materials reprocessed in the UK each week. With so much more recycled each week, the frequency of residual waste will be reduced to every three weeks. This change is crucial to us being able to respond to public demand to recycle more, to nudge those that aren't recycling fully at the moment, to support our aim to see rubbish treated as a resource rather than wasted, to tackle the climate emergency, and to support the national policy ambition to eliminate avoidable waste by 2050.

For communal properties (e.g. flats) additional materials that residents will be able to recycle each week will be cardboard, plastic bottles, plastic pots, tubs and trays. This is in addition to the paper, glass, cans and aerosols they can already recycle. Over time we will work in partnership with our new contractor to enable residents of communal properties to use the full range of kerbside services for recycling.

1.2. On 29 March 2019 in confidential session the Board decided upon SUEZ Recycling and Recovery UK as the preferred bidder, informed by the feedback and support from the Joint Waste Scrutiny Panel. The public announcement of SUEZ as the preferred bidder was made on 13 May 2019. All current staff were informed of these changes at a special briefing with SWP, Kier and members of SUEZ's senior leadership team early in the morning, which took place at each of

the five depot locations in Somerset. A press release attracted good local and national coverage, and a member briefing was sent to every member of our partner authorities. The new collection contract will commence on 28 March 2020, with roll-out undertaken in phases between June 2020 and Spring 2022.

2. Progress to date

2.1. SWP, SUEZ and Kier continue to work well together to progress the significant amount of work involved in terminating the current contract and mobilising the SUEZ contract. This includes joint work planning communications (including a major workstream around staff engagement), implementing the new in-cab hardware and software and associated systems, procuring fleet and other plant (such as new baling and sorting equipment to deal with extra materials, including plastic pots, tubs and trays), health and safety, HR and training, materials outlets, depot works (planning, permitting, construction tenders) and route optimisation. Steve Holgate, Director of Municipal Services for SUEZ Recycling and Recovery UK, will attend the 27th September Board meeting to give an overview of SUEZ and their approach to Somerset.

2.2. The Managing Director supported by other members of the SWP management team have visited all partner authorities to update members on SWP's role and the changes coming up with Recycle More. Workshops have been held for new members of the Board and Joint Waste Scrutiny Panel to brief them fully on Recycle More. SWP has a comprehensive programme of attendance at Parish Cluster meetings and other forums to ensure that key stakeholders are aware of the changes coming up. SWP also hosted a visit to the Avonmouth Resource Recovery Centre for members of the Board and Joint Waste Scrutiny Panel, as our move away from landfill from Spring 2020 is an important part of our overall transformation and improving environmental outcomes whilst reducing costs.

2.3. Vehicles

Orders have now been placed for all parts of the vehicle fleet (144 vehicles) other than supervisor vans – this ensures that prices are fixed and build slots booked. Vehicles will be delivered between the end of November 2019 and February 2020. Whilst we looked carefully at electric vehicles and alternative fuels, the reality is that the technology of electric trucks is not at a sufficiently advanced point to enable it to be viable for a large rural county like Somerset. We are still working with SUEZ to explore the potential for some parts of the fleet to be electric (e.g. supervisor's vans – which SUEZ are trialling in another contract), but the limited range of most vans on the market may mean that this is not viable. There will be a need to procure some replacement refuse vehicles in 2024/25 and SUEZ and SWP are committed to procuring the most environmentally friendly vehicles possible, and we expect that the technology will have matured by then. Continuing to reduce the service's environmental

impact will be a core part of the Annual Service Improvement Plan that SUEZ have to provide.

The primary environmental benefit of our new fleet of vehicles is through the 27,000 tonnes of additional recycling they will carry. We expect our new fleet to contribute to reducing carbon emissions through:

- Euro 6 high-efficiency engines delivering a 30% CO2 equivalent saving compared to our current fleet
- Driver training, monitoring and changed maintenance arrangements potentially delivering 8-24% CO2 equivalent saving compared to our current fleet.
- All refuse and garden waste will be fitted with electric bin lifts (rather than running directly off the diesel engine)
- The frontline fleet of vehicles will reduce from 170 currently to 144 – due to requiring around one-third fewer refuse vehicles, more efficient routing of vehicles, and because our new recycling vehicles will be higher capacity on broadly the same footprint.
- Exploring the viability of electric supervisor's vans (if these are viable for our large and rural county this may have additional upfront costs).

2.4. Depot development and phasing of Recycle More rollout

SWP are finalising lease arrangements for a new area of land adjacent to the existing depot at Evercreech Junction. Suez intend to start construction of new facilities on this site in late 2019, and are on track to receive planning permission in November 2019. Significant works will be required at all depots before we are able to roll out the new Recycle More service – ensuring that the depots can handle the volume of additional materials and have the right sorting and baling equipment to deliver the high environmental standards that our new contract requires. It is also important that welfare facilities for staff are improved. As Evercreech will be the first depot ready to roll out Recycle More, Mendip will be the first phase of the Recycle More roll-out in June 2020. The final roll-out programme beyond Mendip will be confirmed to the board in December, once the construction works programme is finalised.

3. Approach to communications

- 3.1.** Mobilisation work has already begun to inform staff; procure new equipment; develop the necessary IT solutions and prepare for advance communications activity. This work will continue apace up to the formal handover from Kier to SUEZ at the end of March 2020, at which point some minor service adjustments (particularly for garden waste subscribers) will occur – which will be communicated in advance. The new *Recycle More* collection service transition period will then begin in June 2020. This will be rolled out across Somerset in a

phased approach over approximately two years, owing to the scale of the change. A comprehensive communications strategy will be undertaken to prepare residents for this change prior to their area adopting the new service, while taking care not to confuse residents who will receive the new service in later phases. The communications approach adopted for Phase One will be replicated for subsequent phases, subject to feedback, analysis and adjustments.

3.2. All communications activity will be undertaken in consultation and collaboration with SUEZ and the local authorities it serves. Communications collateral will be subject to a review and sign-off process with SWP, SUEZ and representatives from each local authority, though regular email and face-to-face contact between the SWP communications team and representative members of the district councils' communications teams. SWP will keep Somerset Waste Board, Joint Waste Scrutiny Panel and the Senior Management Group fully updated of progress and developments in the communications and engagement planning via a monthly email briefing.

3.3. The key objectives for communications activity to support the mobilisation of this contract, by broad primary audience group. Underpinning this is a more detailed break-down of the audience to ensure that key messaging relevant to audience sub-groups is appropriately planned – for example garden waste service subscribers, residents in future Recycle More phases (where our messages will differ from those in the upcoming phase), residents living in flats and communal properties, residents with special waste collection needs (e.g. clinical and assisted collections, and those concerned about nappy/Adult Hygiene Products). Broad primary audience groups are and our objectives for each are:

Residents

- Residents to be aware of the Recycle More service; to understand the benefits and rationale; and to feel excited about the changes prior to mobilisation.
- Residents to understand when they will receive their new service (i.e. which phase of the transition they are part of), or changes to their service (i.e. garden waste) and to be prepared for this change – knowing what to do and when to do it.
- Residents to be able to access comprehensive, bespoke, information about their services via a range of channels – both digital and conventional (i.e. printed literature).

Stakeholders (democratic and third party) and media

- Stakeholders to understand the phasing and detail of the service changes to be able to help residents with the transition – particularly at a district authority level
- Stakeholders to feel able to champion and support the new services, and to understand the benefits, rationale and scale of the changes
- Members to feel confident that the residents they represent know what to expect and how to play their part in making the service a success

Contract employees

- Employees to feel engaged and excited about working for SUEZ
- Employees to feel supported through this change
- Employees to understand, in detail, the change of services and to be able to act as ambassadors for the new service

3.4. Key channels of communication will include:

- **Digital/online:** District and County Council websites, SWP's website, social media, the new My Waste Services mobile app
- **Direct communication to residents:** Letters, engaging leaflets, email updates (e.g. Sorted), piggy-backing on other planned communications (e.g. Slim my Waste, Feed my Face leaflets to all residents in January/February 2020), new recycling bag and stickers on existing recycling boxes, possibly Council Tax notice letters
- **Face to face engagement:** Council meeting (town, parish, district and county level), MP briefings, roadshows/school assemblies and other community engagement, depot drop in-sessions for staff pre-contract, briefings with District contact centres.
- **Media:** press releases, media briefings and engagement opportunities, Your Somerset, advertising,
- **Other:** Vehicle branding/liveries, Recycling Centre signage, through elected members and other advocates for the service

3.5. The broad phasing of communications activity is set out in Appendix A. This covers the period up to the first phases of Recycle More roll-out (Mendip). Following this we will reflect on the learning points from Phase one and adjust our approach as necessary. The campaign for each phase will begin three months prior to the change – with direct communications occurring 3 months, 2 months, 1 month and two weeks out from the first new collection. SWP has a budget of £480k for communications, though many costs associated with this campaign will also be borne by SUEZ through the contract (e.g. the cost of branding vehicles and distributing marketing material).

3.6. SW:EEP fund and engagement

SWP currently fund a Schools Against Waste programme (using social value contributions from Viridor) and undertaken community engagement through attendance at community events, parish council meetings, other local group meetings, support for food waste champions and compost champions. We also have a small team of officers who are dedicated to resolving operational issues in different parts of the County and supporting customers. However, we are area that to deliver our vision and successfully support the roll-out of recycle More we need to enhance our community engagement offer.

To this end we have established the 'Somerset Waste: Enhanced Environmental Performance' (SW:EEP) fund which will be jointly funded by SWP and our future

collection contractor through a top-slice of 2% of the recycling income due to partners and 2% due to the contractor. The amount of income this generates will depend upon our recycling revenue, but is estimated to be around £140,000 each year. Additionally SWP have ear-marked £340,000 to support engagement as part of the roll-out of Recycle More, including direct engagement (door-knocking) with residents who are putting waste out on their old collection day. The SW:EEP fund will enable us to expand our Schools Against Waste programme (working with Carymoor Environment Trust), and we are developing a detailed calendar of community events and parish council meetings covering the roll-out period, identifying which events SUEZ should attend in addition to SWP, and targeting our efforts. This aims to not only more effectively support the roll-out of Recycle More, but enable us to drive behaviour change on an ongoing basis. Whilst SW:EEP funds will not be available until we start to receive recycling revenue, we are identifying where up-front funding will be required in order to ensure that we are well prepared for phase one of the Recycle More roll-out programme.

3.7. Nappies and Adult Hygiene Products (AHP)

With the introduction of Recycle More and three-weekly refuse collections, there are likely to be some concerns from residents with children in nappies, and those who use sanitary protection or incontinence pads. Using birth rate data from the Somerset Intelligence Network (SINE), we estimate that there are around 15,000 children under 3 years old in Somerset along with older children and adults who use continence products and sanitary products. The average child in disposable nappies produces around 1 tonne of nappy waste until they are toilet trained. This means that each year we spend an estimated £500,000 on nappy disposal to landfill.

There are at least 15 councils who currently offer 3-weekly refuse collections, and two who offer 4-weekly. In all areas, nappies and AHP are accepted in with the refuse and just 5 offer a separate nappy collection – with extremely low take-up. Most councils offer extra capacity on request. Powys have provided their 3-weekly service since November 2015 and it is reported that their residents are coping well with the arrangements, with just a small number raising issues about nappies or AHP collection. The Chartered Institute of Waste Management undertook a review of all authorities with 3 or 4 weekly refuse collections (at the request of SWP) and used this to inform guidance they have developed. SWP's proposed approach follows this guidance and the experience of other authorities who have successfully implemented lower frequency refuse collection.

Our guidance for managing nappy and AHP waste under Recycle More is proposed to be:

- i) Households will be advised to double wrap any waste and place it into the refuse bin and to contact Customer Services Teams if they have any difficulties.

- ii) Where families find they are struggling to fit their non-recyclable waste in the refuse bin, we can offer additional capacity in the form of stickers to allow an extra sack per child in nappies. Approximately 10% of households with children in nappies currently make use of this additional capacity.
- iii) If a family continues to struggle, they can contact SWP for additional support. The nature of this support will be bespoke to reflect the individual circumstances, and we are confident that our experienced staff and the tools they have available will enable us to support all residents to cope with the change.

Our communications ahead of Recycle More rollout will encourage members of the public who are concerned to contact us, so that we can work with them to assuage their concerns and help them find a solution. This approach of tackling issues before they arise was successfully used in East Devon.

We have also reviewed the additional support that other areas provide to promote reusable nappies and met with local cloth nappy library groups. Our conclusion is that supporting these groups to provide nappy loan kits, advice and ongoing support, as well as advice on wipes and sanitary protection on our behalf would result in more long-term moves away from disposables than simply offering a discount on purchases – which evidence suggests is not an effective way of driving change. We propose setting aside a budget of £10k from the Recycle More Communications budget to allow us to progress this support, and to continue to explore options (e.g. working with Health Visitors and other potential partners – e.g. Wessex Water are keen to work with us on a joint campaign about disposable wipes).

4. Background papers

- 4.1.** Previous papers: All previous board papers on Recycle More are available on the SWP website.

Appendix A: overview of Communications phasing

Appendix A: Overview of Communications phasing

Phase	Activity/Objective	Channels	Approximate date
Mobilisation (Sept – end March)	Engage and inform new employees prior to transfer	Monthly update posters & regular “drop-in” sessions with SUEZ managers	Sept 19 – April 20
	Prepare <i>Recycle More</i> communications collateral and household data for Phase One	Leaflets, bag tags, vehicle liveries, letters etc	Sept 19 – April 20
	Media engagement (announcement of key milestones – ie direct communication publication for phase one, vehicle wrapping, phasing announcement etc)	Media briefings, video content, press releases	Dec 19 – April 2020
	Stakeholder briefings – district and parish level	Meeting attendance, briefing documents	Sept 19 – onwards
	Prepare and issue service commencement change collateral (Garden waste)	Letters, press release, online information (post code search) and app	Sept 19 – April 20 (Garden waste changes communicated from Jan 20)
	Public announcement of service phasing will be present in SWP food waste campaign	Leaflets and other media – Food Waste campaign collateral	Jan - Feb 20
	Briefings to call centres, district authority comms teams, and relevant phase one stakeholders	Briefing documents via email and face to face meetings	March – Jun 20
SUEZ contract commencement-pre-phase one start April – June 20	Begin roll-out of communications collateral for phase one <i>Recycle More</i> – this is a 3-month lead-in process starting with an initial “teaser campaign” to awareness-build, to household-specific service information (ie dates and days) to the delivery of new collection bags with household-	Social media, media engagement, online info via council and SWP websites, display advertising, roadshow	April – May 20

	specific information		
	Access to bespoke information via digital channels to go live	Online (district councils & SWP), mobile app	April 20
	<i>Recycle More</i> awareness building – communicating the detail of the new service to households in Phase One	Leaflet to households, online information, social media, roadshow	May 20
	<i>Recycle More</i> service info, providing household-specific information about change dates and collection days	Letter direct to individual households	May-June 20
	Recycle More – final reminder and call to action via stickers for existing boxes and delivery of new bags	Bag tag, online information, app	May -June 20
Recycle More Phase one start June – August 20	Direct communications and face to face support for householders in need of further interventions	Letters/postcards, door step engagement	June – August 20 (and further if required)
	Promotion of successes and thanking residents for their efforts	Social media, media engagement, online info via council and SWP websites,	June 20 onwards

Somerset Waste Board meeting
27 September 2019
Report for information

Paper
Item No.

Performance Report Quarter 1 – April 2019 to June 2019

Lead Officer: Mickey Green, Managing Director

Author: John Helps, Performance Monitoring Officer

Contact Details: 01823 625705

Forward Plan Reference:	
Summary:	This report summarises the key performance indicators for the period from April 2019 to June 2019 and compares these to the same period last year. The report aims to give a more rounded view of performance than the previous separate reports the board received, and provide greater transparency and accountability.
Recommendations:	That the Somerset Waste Board notes the performance results in the First Quarter Performance Management Report.
Reasons for recommendations:	Report for information only. Whilst this report sets out specific actions being taken to address areas of concern; the business plan sets out how we focus on improving performance.
Links to Priorities and Impact on Annual Business Plan:	Transparency – Publishing Key Performance Indicators
Financial, Legal and HR Implications:	No direct financial, legal or HR implications.
Equalities Implications:	No equalities implications
Risk Assessment:	Areas of poor performance inform our overall risk assessment. A summary of risk is now included within each quarterly performance report, showing our top risks, new risks, changes in risks and mitigating actions. A no deal Brexit risk register has also been developed by SWP and shared with all partners.

1. Background

- 1.1. As part of SWP's drive for continuous improvement, and as agreed at the September 2018 Board, we have now moved to a new format of performance report. This ensures that each quarter, Board Members receive an update on progress in delivering the business plan, key risks, health and safety, recycling metrics (including tonnage, percentage and national indicator suite), end use, missed collections, fly-tipping, financial performance (noting that a separate finance report is still provided) and communications/customers. Subject to the views of the board, we will continue to improve how we report performance in the future to the board.

2. Summary

- 2.1. Key headlines are:

- **Business Plan:** We are on track on our two major projects (moving away from landfill and Recycle More/mobilising a new collection contractor). We have secured funding for a major food waste campaign. Whilst challenging, we are making good progress in implementing a new online Customer Relationship Management system (My Waste Services).
- **Waste Minimisation:** Overall household arising were down by around 3.5% compared to the same quarter the previous year. A key driver for this was lower levels of garden waste due to weather.
- **Recycling:** Our recycling rate fell only slightly to 54.98% (0.11% lower than the same quarter the previous year) with reductions in garden waste, paper and glass.
- **End use:** SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. In Q1 62% stayed in Somerset and 92% in the UK. The popularity of the plastic pots, tubs and trays (and plastic bottle) banks at recycling centres continues to grow, with June being a record-breaking month.
- **Missed collections:** Whilst there was a small improvement in missed collections in Q1 compared to Q4 2018-19 (to 1.117 per 1,000 collections). We continue to work closely with Kier on this.
- **Risk:** In addition to our corporate risk register we maintain a no deal Brexit risk register and a detailed risk register for Recycle More.

3. Consultations Undertaken

- 3.1. Consultation on findings in this report have been undertaken with SWP's Senior Management Group (officer representatives from partner authorities) and with SWP's Senior Management Team.

4. Implications

4.1. Key implications of the performance data are:

- Working with SUEZ (and Kier) to mobilise the new collection contract, including ensuring that a new fleet of vehicles is ready on day 1 of the new contract
- Continued focus on developing a new Customer Relationship Management system (incl. website changes and app), reflecting both the significant opportunity for better customer service that these system changes enable, and the complexity of this project
- Developing detailed communications plans to support the roll-out of Recycle More
- Ensuring we remain on track to move away from landfill in Spring 2020
- Continuously reviewing and updating our 'no deal' Brexit risk register
- Planning to launch the 2018-19 End Use Register in early Autumn 2019, including developing more effective ways of communicating what is an under-recognised success of SWP
- Responding to the expected further national consultations on resources and waste, maintaining SWP's influence at national level, refreshing our own strategy and contributing to the County Climate Emergency Strategy/Plan (working with all partners)
- Ongoing work with Kier to manage service quality during the remainder of the contract, particularly over the summer months, where the service can be placed under particular pressure
- Continue to closely monitor budgets and spend

5. Background papers

5.1. Performance Monitoring Report Q1 2019-20 (Appendix 1)

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Somerset Waste Board meeting
27 September 2019
Report for Approval

Paper
Item No.

Financial Performance Update 2019/2020 and Development of the Annual Budget 2020/2021

Lead Officer: Mickey Green, Managing Director and Sarah Rose, Finance Officer

Author: Sarah Rose, Finance Officer

Contact Details: serose@somerset.gov.uk

Forward Plan Reference:	
Summary:	<p>The report sets out the financial performance against the approved Annual Budget for the first 4 months of the current financial year (April to the end of July), and a forecast outturn position.</p> <p>The report is also the formal commencement of the budget setting process that will ultimately lead to the Annual Budget for 2020/2021.</p>
Recommendations:	<p>That the Somerset Waste Board:-</p> <ul style="list-style-type: none"> i) Notes the summary financial performance for 2019/2020 year to date and the potential outturn position for each partner authority. ii) Considers the draft budget for 2020/2021 and the key factors that will influence the budget setting process. iii) Removes the fly-tipping compensatory payment scheme in its entirety with effect from 1 April 2020 as it has served its purpose and is no longer required. iv) agrees the case for applying the exempt information provision as set out in the Local Government Act 1972, Schedule 12A and therefore to treat appendix A to this report in confidence, as it contains commercially sensitive information, and as the case for the public interest in maintaining the exemption outweighs the public interest in disclosing that information.

	<p>v) Delegates authority to the Managing Director to implement the arrangements to resolve pension issues on termination of the Kier contract as set out in confidential appendix A.</p>
<p>Reasons for recommendations:</p>	<p>The Board needs to be aware of the financial performance of the Somerset Waste Partnership as it delivers the approved Business Plan and delegated waste service functions, to ensure that it is being managed appropriately.</p> <p>Having regular information regarding the pressures in the current budget will also give the Board a greater understanding of the requirements for the Annual Budget for the following financial year.</p> <p>In accordance with previous internal audit recommendations, officers provide in-year financial information for the Board alongside the regular Performance Monitoring reports as they are complementary reports.</p> <p>Partner authorities will need indicative budget figures as early as possible in order to consider their individual contributions to the Board budget, and to progress their own financial planning processes.</p> <p>The accompanying confidential appendix A contains commercially sensitive information relating to the contract and the Council’s financial and business affairs. Officers recommend that this is treated as exempt information. “Exempt information” is defined by Section 100 of the Local Government Act 1972, by Schedule 12A to that Act.</p>
<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>The Annual Budget is linked to the Annual Business Plan and sets out the financial resources required to deliver the Plan and the waste collection and disposal services that have been delegated to the Somerset Waste Board. Financial monitoring will show how the Partnership is managing its resources as it delivers the Annual Business Plan.</p>
<p>Financial, Legal and HR Implications:</p>	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end. However, during Recycle More roll out any variations to budget relating to the project will remain within</p>

	<p>the partnership until the project has been completed.</p> <p>When considering the draft Annual Budget for 2020/2021, current trends in demographic growth, service uptake and waste tonnages arising in 2019/2020 will be a key contributory factor in shaping the forward budget.</p> <p>There are no HR implications of this report.</p>
Equalities Implications:	None.
Risk Assessment:	Members will be aware from previous reports and presentations that the waste budget and actual costs, particularly disposal volumes and recycling credits, remain highly volatile.

1. Background

- 1.1.** The Annual Budget for 2019/2020 was originally set at the Board meeting of 15 February 2019 at £46,243,485. Partners contribute to the overall costs in accordance with our Cost Sharing Agreement. Individual contributions are based on key cost drivers such as household numbers, sparsity and garden waste customer numbers. As the waste disposal authority, all such costs fall to the County Council.
- 1.2.** Our Annual Budget is predominantly spent on making payments to our main contractors.

2. Current Financial Position

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	(18)	(4)	(5)	(7)	(6)	(40)
Disposal Costs	(712)	0	0	0	0	(712)
Collection -						
Recycling	0	(0)	(0)	(0)	(0)	(0)
Collection - Refuse	0	(0)	0	(0)	(0)	(0)
Collection - Garden	0	(0)	(0)	(0)	0	0
Collection Costs	0	(3)	(4)	(5)	(4)	(16)
Recycling Credits	(49)	9	10	15	14	0
Container Purchase & Delivery	0	(1)	(1)	(1)	(1)	(4)
Other	(11)	(1)	(1)	(15)	(2)	(30)
	(791)	(1)	(0)	(13)	1	(804)

The table above shows the variations from budget on all our major expenditure areas. **For the avoidance of doubt in the table above, negative figures shown in brackets are underspent budgets. Figures not in brackets are overspent budgets.** (A zero figure indicates that the line is on budget, or that it is not a budgetary responsibility of that partner).

Overall, the end of July position shows that the Somerset Waste Partnership budget is forecast to be **underspent by £804,000** (1.74% of the original budget), albeit on relatively limited actual costs in the year to date. This does not include the Recycle More project work, which is funded from a separate project fund.

2.1. Waste Collection

Estimated figures for the collection partners indicate a potential combined **£13,000 underspend** across the 4 partners at this stage.

Recycling credits are reporting a shortfall in income of £49,000 across the 4 partners. This is due to reduced volumes of dry recycling. Dry recycling volumes can vary considerably from month to month due to weather, number of collections in that month and social activity.

This shortfall in income is offset by other small underspends across the partners.

It should be noted that this is based on very limited collection data (April to June 2019), particularly recycling credits and variable collection items such as bulky collections and replacement containers.

2.2. The Recycle More project fund at the start of this financial year stood at £919,700. To date a total of £11,000 of this has been spent. It is expected that this will be fully spent this financial year.

2.3. Waste Disposal

Waste disposal costs are forecast to underspend by £791,000, this is down to waste volumes being less than budgeted. The most significant areas seeing a reduction are kerbside residual waste and green waste at both kerbside and recycling centres.

All forecasts are based on the tonnages in the first 4 months of the year compared to the same period last year, although volumes continue to be volatile and dependent on outside factors such as the weather.

3. 2019/20 SCC savings update

The following SCC savings are built in to the 2019/20 budget;

- £200k Waste HWRC contract extension.
- £225k Non customer facing savings including volumes and a number of other small savings.

All these savings have either been made or are on target to be achieved by the end of the financial year.

4. Pensions - See confidential appendix A

5. Fly Tipping

The fly tipping compensatory payment scheme has been in place since April 2011, to protect District Council partners from adverse financial impacts to their Streetscene services through changes made by the County Council to the Recycling Site network. It was always designed to serve that specific purpose rather than be an ongoing scheme, and the rationale for continuing with it has now come to an end. Should there ever be issue which results in adverse financial impacts on one partner from the actions of another, then SMG officers are satisfied that the 'no cost-shunting' principle enshrined in our Inter-Authority Agreement would ensure appropriate compensation.

The compensation during the first year of implementation of the scheme amounted to circa £47,000, spread across the 5 District partners. Since that peak, the levels of compensation have diminished as fly tipping numbers have fallen year on year to a point that during 2016/17 and 2017/18, only Sedgemoor received limited amounts of £1,970 and £3,750 respectively. Since 2016/17 none of the other District partners have received any compensatory payment from the County Council and in 2018/19 no payments were due to any District partner. This trend is expected to continue in this current financial year. It is therefore proposed that the fly tipping compensatory payment scheme has served its purpose and should be removed from 2020/21.

6. Indicative Annual Budget forecast for 2020/2021 – Collection

6.1 The table below shows the indicative budget requirements for 2020/2021. The inflation and growth assumptions are as listed. During 2020/21 there will be roll out costs for Recycle More which will be funded through the Recycle More project fund, these will be managed outside of the 'core' Somerset Waste Partnership budget.

No tonnage growth has been assumed on recycling credits, this remains based on current performance. The increased income for collection partners relates to the agreed 3% annual payment uplift on recycling credits from the County Council.

Household growth is an early estimate based on prior years actuals. Members are reminded that each collection partner will be charged according to their individual district housing growth.

There have been depot rent reviews and the increased costs are reflected in the budget below.

EARLY WASTE INFLATION ESTIMATES

		MDC	SDC	SSDC	SWaT
2019/20 Final Budget		3,647,950	3,766,020	5,459,003	5,119,011
Inflation - Collection	3.00 %	120,337	123,136	177,845	168,242
Household Growth	1.00 %	29,444	29,423	43,767	40,585
Garden Waste	2.00 %	7,847	9,299	11,317	12,017
Recycling Credits		(16,030)	(15,262)	(23,410)	(21,378)
Salaries	2.00 %	2,076	2,192	3,080	2,902
Pension Deficit		0	0	0	0
Transfer Station Offset		(2,009)	(2,121)	(2,981)	(2,809)
Bulkies / Containers		0	0	0	0
Depot Rent Reviews		4,739	5,004	7,031	6,625
Proposed Savings		0	0	0	0

2020/21 Budget	3,794,356	3,917,692	5,675,653	5,325,196
	146,405	151,672	216,650	206,185
Increase / (Decrease)	4.0%	4.0%	4.0%	4.0%
Percentage				

6.2 Disposal Factors

Estimating the disposal figures at this stage is difficult, because we are 8 months away from the start of the 2020/21 financial year, and volumes and mix have remained volatile for some time (permits, snow, sun etc).

However, initial forecasts are:-

- Landfill Tax rates from 1 April 2020 have been confirmed by the Treasury as **£94.15 per tonne**. This is an increase from £91.35 of 3.07% on the 2019/2020 rate. This has less of an impact as we are moving away from landfill.
- Contract inflation for disposal is based on a number of indices within the various disposal contracts. These are highly volatile, particularly the civil engineering ("Baxter") index, which is an industry standard and includes a significant fuel element. Indices for disposal run from February 2019 to February 2020 and are not published until March.
- Volume growth is based on projected household growth. The current assessment is 1.0% growth.
- The total additional budget required for the above pressures is £625,400 (landfill, inflation and volumes).
- There is an additional pressure for Avonmouth of £1,746,700. This is the reversal of the savings (pre-contract payments) which were taken early by SCC (reflecting the particularly acute budget pressures on SCC in recent years). Energy for Waste remains cheaper and more environmentally friendly than landfill.
- The standstill cost for the disposal budget is therefore £2,372,100, an increase of 8.40% on the original 2019/2020 budget.

7. Recycle More

The above budget is for the roll out period of Recycle More during 2020/21. The roll out will be funded from the Recycle More Project Fund and where appropriate capital monies. No savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded. Roll out is due to complete in February 2022. Savings will start to be seen in 2022/23 once roll out has been fully funded. The overall savings are anticipated to be over £2 million.

All partners have agreed capital borrowing to purchase the vehicles, fund depot works and equipment, and purchase the new containers between now and the end of 2021. Each district partner is borrowing £5.0m on behalf of the Somerset Waste Partnership at a return of PWLB plus 1%. Loan agreements will be set up between SCC and the Districts for this. SMG and Section 151 officers have agreed the borrowing principles and schedule and to capitalise the new container costs within this.

All revenue costs will be funded from the Recycle More Project Fund. The following principles have been agreed by SMG and the Section 151 Officers. These principles will inform the revisions required to the Inter Authority Agreement (IAA)

- District collection partners should not be penalised or rewarded for when they roll out within the programme. No savings will be taken from the Somerset Waste Partnership until roll out has been fully funded. Costs/Savings will then be shared on the basis already stated in the IAA.
- As a significant proportion of Recycle More savings will be from disposal costs, the disposal partner SCC will also contribute its savings from Recycle More until the break-even point has been reached (2022/23). Should there be extraordinary circumstances beyond what we have forecast that have a significant impact on disposal costs or savings, then we would need to take a view at the time on how any additional savings or costs should be fairly apportioned.
- All costs associated with roll out will be shared on the basis of household numbers unless there is a District specific cost.
- Somerset Waste Partnership hold the Recycle More Project Fund and any deficits will be funded through contract savings before they then become attributable to partners.
- Once breakeven point is reached, contract savings will be shared on the basis currently stated in the IAA.

A reserve will be established to smooth out potential fluctuations in recyclate revenue (with fluctuations deriving from the tonnages of each material collected and market prices – the latter of which are beyond our control.

Section 151 Officers (endorsed by SMG) agreed the following;

- The equalisation reserve should only be commenced after roll-out is complete but similar prudent forecasts should be used during the roll-out period (without building up a reserve)
- The fund should be built up from 20% of SWP's recyclate revenue as this value was considered prudent.
- The level of the reserve will be reviewed annually as part of the budget setting process.
- District Partners will pay Somerset Waste Partnership the gross monthly costs and will then receive a quarterly payment in arrears for their share of recyclate income.

8. Consultations undertaken

- 8.1.** The Senior Management Group receives a summary financial management report on a regular basis, and regularly covers financial topics on their agenda.

9. Implications

- 9.1.** Potential over and underspends as in section 2 above, if trends continue, would result in these figures at outturn for the individual partners.
- 9.2.** Financial trends as set out above will be incorporated in the setting of the Annual Budget for 2019/2020, as set out in section 3 above.
- 9.3.** Pensions – see confidential appendix A
- 9.4.** Fly tipping – there are no financial implications for any partner from changing this mechanism.

10. Background Papers

- 10.1.** Previous Financial Performance and Annual Budget reports to the Somerset Waste Board (all available on the website or from the author).

Somerset Waste Board meeting
 27th of September 2019
 Report for decision

Paper
 Item No.

Proposed Fees and Charges 2020/2021
 Lead Officer: Colin Mercer Contracts Manager
 Author: Colin Mercer
 Contact Details: 01823 635700

Forward Plan Reference:	
Summary:	The purpose of this report is to seek Member approval for fees and charges applied to waste services for which a charge may be made, for the financial year 2020/2021.
Recommendations:	That the Somerset Waste Board agrees to recommend the proposed charges for introduction from April 2020
Reasons for recommendations:	This is an annual exercise carried out in the Autumn to enable partners to feed fees and charges into the budgeting process for the following financial year.
Links to Priorities and Impact on Annual Business Plan:	To continue to align more of the cost of the service to the service user and reduce the burden on the general Council Tax payer.
Financial, Legal and HR Implications:	The increase in charges will continue to reduce the burden on the general Council Tax payer but continues to provide good value for money to the service user.
Equalities Implications:	An equalities impact assessment is set out in appendix B. The impact of the recommended schedule of charges in the 2020/2021 period will be limited: garden waste charges are proposed to be reduced, community recycling centre entrance charges and bin delivery charges are proposed to be removed, whilst other recycling centre and bulky waste collection charges are increasing either in line with inflation or to reflect the costs of service with our new collection contractor.

Risk Assessment:	If fees and charges are not reviewed there is a risk the costs will not cover provision of the service and hence place a burden on the general Council Tax payer.
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1. Background

- 1.1.** Waste Collection Authorities (WCAs) are empowered by the Environmental Protection Act 1990 and by regulations to charge for the collection of certain types of household wastes. These include bulky items and household garden wastes. The authorities are also empowered to charge for the provision of waste containers. Waste Disposal Authorities (WDA) are empowered by the Environmental Protection Act 1990 and by regulation to charge for the disposal of certain wastes. These powers have been delegated to the Somerset Waste Board (SWB) through the Appendix 1 of the Constitution.
- 1.2.** In 2016 the board voted to harmonise charges across the County for all the chargeable services included in this report. It is recommended this continues and the proposed charges are again adopted across the County. The Board have previously set out that there should be no subsidy for discretionary services.

For the first time since 2007 we will be operating the collection services with a new contract and a new commercial partner (SUEZ). The significant changes to operations also result in some changes to our cost profile, which have some impacts upon charges.

Recycling Centres

- 1.3.** From the 1 April 2020 Local authorities currently charging their residents to use household waste recycling centres are no longer allowed to make charges for such sites. It is recommended the two 'Community Recycling Sites' at Crewekerne and Dulverton remain as part of the network but the charge for access is removed. Changes to the opening hours were made at these sites in 2019 with the removal of charges in mind, as part of the review of all recycling centre opening hours to better reflect need and demand.
- 1.4.** Charges for the deposit of other types of waste remain allowed and local authorities are not prevented from charging for waste and/or recycling from commercial operators or 'non-household' waste and or recycling from residents or non-residents. Whilst National Government have stated their intention to review this, but no final decision has been taken. It is proposed to retain these restrictions unless legislation changes.

1.5. The agreement with Viridor regarding charges at recycling centres allows Viridor to uplift charges for items such as rubble, tyres, gas bottles and commercial waste annually by the (Viridor) contracted inflation rate RPI, which this year is 2.48%. As these transactions are between Viridor and the Customer, these services are cost neutral to the Council. It is recommended that the Board notes and applies the uplifts as set out in Appendix A.

1.6. Garden Waste Collection Service

When we roll out the Recycle More service of increased weekly recycling, refuse collections will be every three weeks. This will mean that the current system of refuse one week and garden waste another will no longer be in place, as garden waste will continue to be collected every two weeks. Accordingly, SWP took this opportunity to stop the garden waste service being on the same day of the week as the refuse and recycling collections. With only around one-fifth of Somerset households subscribing to the garden waste service, this enables us to route vehicles much more efficiently, resulting in considerable carbon savings from these more efficient rounds. We will also introduce a requirement that garden waste sack customers (only 0.5% of garden waste customers) will need to phone before their next scheduled collection to indicate they will be placing sacks out for the next collection. Again, this results in a much more efficient service, as we will no longer have to drive past every garden waste sack customer’s property – only those that are putting sacks out. These changes will happen from day 1 of the contract, and our communications plan will support residents in being aware of these changes. Not only do these changes result in carbon savings (from lower vehicle mileage), they have also enabled SWP to offer a small reduction in the cost of the garden waste service to all customers, whilst still delivering on the board’s commitment to not subsidising the service. This is in effect a 5% saving to customers compared to what costs would have been had we continued with our current contractor and simply added inflation.

1.7.

<i>Garden Service</i>	<i>Bin</i>	<i>Sacks</i>
Current prices 19/20	£56.90	£28.40
Proposed prices 2020/21	£55.50	£27.50

1.8. Currently SSDC offer customers the chance to sign up for a two years garden waste service provision for a small discount. This has proved administratively complex to manage and increases the risk of service error as data is transmitted between SSDC, SWP and our contractor. In order to re-harmonise and allow us to review further improvements to the garden waste service (e.g. removing stickers, enabling customers to sign up at any point in the year, simplifying the payment system) it is recommended we do not offer this option this year. This will not affect those customers already on the second year of a two year subscription, but will mean that new customers cannot sign up for a two year

deal.

1.9. Bin Delivery Charge

This is a discretionary charge for the delivery of residual waste bins applied rarely and in limited circumstances by a minority of our Districts Partners. Customer feedback suggests that this causes confusion and a reluctance to order additional recycling containers, as people misunderstand and think they may be charged for them. SWP do not want to discourage people from asking for the right recycling containment, and believe that other controls are sufficient to ensure that there are no/very limited false requests accepted. Accordingly SWP recommend that District Council partners remove this charge to avoid putting people off recycling.

1.10. Bulky Waste

Whilst the new collection contract is expected to save over £2m overall, the costs of the bulky waste service, in isolation, are higher than those under the current contract (noting that the current contractor has previously indicated that the service is loss making). However, there also will be considerable service improvements – offering bookable timed slots rather than simply a collection day, an improved approach to reuse, a more consistent approach to offering collections from within the home. In order to cover the costs of the service and the administrative costs of delivering the service, it is proposed to increase the costs of the service from £44.50 for up to 3 items to £60, with each additional item up to a maximum of 5 items costing an extra £15. This will cover the costs of the service, with £11k to cover the District Council costs of administering the service (e.g. customer call centre costs). This is line with the Board's commitment to not offering a subsidy for such services. Free alternatives include using local recycling centres, offering goods for sale/reuse locally e.g. on social media, and there are many reputable firms that also undertake bulky waste collections.

2. Options Considered and reasons for rejecting them

- 2.1.** The option to keep prices the same was considered but this was rejected to allow for inflationary pressures and to recognise changes to the service provision.

3. Consultations undertaken

- 3.1.** Strategic Management Group (13th August 2019 and 10th September 2019)

4. Implications

- 4.1. If the charges for these services are not reviewed the changes to the service may not be incorporated into the charging regime and costs may require subsidy from other areas of partner expenditure.
- 4.2. The level at which charges are set provides incentives to encourage customers to reduce waste or use alternative options that are environmentally or socially beneficial (for example, by home composting garden waste or by using furniture reuse services for some bulky items).

5. Background papers

5.1. Appendix A: Table of Fees and Charges

5.2. Appendix B: Impact Assessment

Impact Assessment Form and Action Table (Expand the boxes as appropriate, please see guidance to assist with completion)			
Why are you completing the Impact Assessment?			
Proposed New Policy or Service	Change to Policy or Service	MTFP or Paper	Service Review or SCC Change Programme
	X		
What are you completing the Impact Assessment on (which policy, service, MTFP reference, cluster etc)?		Somerset Waste Partnership Fees and Charges 2020/21	
Section 1 – Description of what is being impact assessed			
Proposed changes to fees and charges for 2020 – 2021.			
Section 2A – People or communities that are targeted or could be affected (for Equalities - taking particular note of the Protected Characteristic listed in action table)			
Residential population of Somerset			
Section 2B – People that the policy or service is delivered by			
Somerset Waste Partnership, SUEZ and Viridor			
Section 3 – Evidence and data used for the assessment (Attach documents where appropriate)			
Somerset Waste Partnership "Proposed Scale of Fees and Charges 2020-			

2021" paper.

Section 4 – Conclusions drawn about the impact of the proposed change or new service/policy (Please use prompt sheet for help with what to consider):

Key issues to be fed into relevant Action Table

Equality

The impact of the recommended schedule of charges in the 2020/2021 period will be mixed as garden waste charges are proposed to be reduced, and bulky waste collection charges are increasing. Other charges are being removed (e.g. those for entrance to Community Recycling Centres and bin delivery charges).

In general increases in charges may have a disproportionate impact on the post retirement age group; those on low incomes; people with mobility impairments, or people with sensory impairments that may impact on their mobility. Free alternatives to the bulky waste collections including using recycling centres or offering goods for sale locally (e.g. freecycle). There are also many reputable commercial companies which offer waste collection services. Whilst we are proposing to reduce the costs of the garden waste collection service we will continue to promote free and sustainable alternative disposal routes; home composting, using recycling centres.

People living in rural areas with no access to transport may be disproportionately impacted by the charges, noting that it is proposed to reduce garden waste charges whilst bulky waste charges are increasing.

SWP focus on minimising the waste produced in Somerset and although in general we would expect all service rules and guidelines to be followed we realise over such a diverse and large area a one size fits all system may not be appropriate in all circumstances. We have a small team of experienced officers who will provide further guidance and are empowered to seek and provide practical solutions to customers with exceptional circumstances.

Health and Safety

In general, most properties can accommodate a bin. Sack collections account for a minority of the overall collections. Although this minority creates a greater requirement for manual lifting by collection crews. This increased requirement is currently assessed as acceptable and the increased risk is marginal but requires ongoing monitoring. Removing the bin delivery charge (which is seldom used) removes one potential barrier to people moving over from sacks to a wheeled bin, and hence should improve staff health and safety.

Sustainability

The fly tipping impact of charging for non-household items at the recycling sites remains low. The proposed charge increases for 2020/21 is not

<p>expected to alter this trend. Based on experience we do not anticipate a significant change to take up of services. Therefore, there are no identified sustainability issues.</p>	
<p>Community Safety</p>	
<p>No identified impact on public safety as a result of these changes.</p>	
<p>Privacy</p>	
<p>Personal data relating to uptake of these services will continue to be held on secure systems.</p>	
<p>Business Risk</p>	
<p>Status: Green</p> <ul style="list-style-type: none"> There is a risk that the overall cost of the collection services to the general taxpayer will rise if the price to the customer does not keep pace with the inflationary increase and the differing contractual cost. 	
<p>Section 5 – After consideration please state your final recommendations based on the findings from the impact assessment. Also include any examples of good practice and positive steps taken.</p>	
<p>The Equalities Impact Assessment process shows that there are some sections of the population who may be impacted by the changes more than others. However, there are strong mitigating factors in each case and therefore the impact is marginal and is unlikely to be prejudicial to their access to waste services in Somerset.</p>	
<p>Section 6 – How will the assessment, consultation and outcomes be published and communicated? E.g. reflected in final strategy, published.</p>	
<p>This assessment will be briefed to the Somerset Waste Board meeting of 27th September 2019. It will then be reviewed following any amendments to the proposal required by the Board. It will then be published on the Somerset County Council web site.</p>	
<p>Completed by:</p>	<p>Colin Mercer</p>
<p>Date</p>	
<p>Signed off by:</p>	
<p>Date</p>	
<p>Compliance sign off</p>	
<p>Date</p>	
<p>To be reviewed by: (officer name)</p>	
<p>Review date:</p>	

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Somerset Equality Impact Assessment

Before completing this EIA please ensure you have read the EIA guidance notes – available from your Equality Officer

Organisation prepared for	Somerset Waste Partnership		
Version	V1.0	Date Completed	16/09/19

Description of what is being impact assessed

Proposed changes to fees and charges for 2020 – 2021

Waste Collection Authorities (WCAs) are empowered by the Environmental Protection Act 1990 and by regulations to charge for the collection of certain types of household waste, including bulky items and household garden wastes. The authorities are also empowered to charge for the provision of waste containers. Waste Disposal Authorities (WDA) are empowered by the Environmental Protection Act 1990 and by regulation to charge for the disposal of certain wastes. All these powers have been delegated to the Somerset Waste Board (SWB).

As set out in appendix A, a number of changes are proposed to fees and charges for 2020-21. These charges are either increasing by inflation, being removed (charges for Community Recycling Centres, bin delivery) or being reduced (garden waste). Charges for bulky waste collection services are increasing by more than inflation, and it is the impact of this proposed changes that this impact focuses on. Bulky waste collection services provide a way of residents of Somerset to have bulky items collected from their home/kerbside – items that cannot be disposed of with their household waste, and for those people that cannot transport those items to a Household Waste Recycling Centre for free disposal.

SWP has procured a new collection contractor (SUEZ) who will commence delivering services at the end of March 2020. Whilst the new collection contract is expected to save over £2m overall, the costs of the bulky waste service, in isolation, are higher than those under the current contract (noting that the current contractor has previously indicated that the service is loss making). However, there also will be considerable service improvements – offering bookable timed slots rather than simply a collection day, an improved approach to reuse, a more consistent approach to offering collections from within the home. In order to cover the costs of the service and the administrative costs of delivering the service, it is proposed to increase the costs of the service from £44.50 for up to 3 items to £60, with each additional item up to a maximum of 5 items costing an extra £15. This will cover the costs of the service, with £11k to cover the District Council costs of administering the service (e.g. customer call centre costs). This is line with the Board's repeated commitment to not offering a subsidy for such services. Free alternatives to SWP's bulky waste service

include using local recycling centres (for example via a friend or family), offering goods for sale/reuse locally e.g. on social media, contacting local furniture reuse organisations or other organisations such as repair cafes or Men's Sheds who may take the item away for free to repair or reuse it (details of these are available on SWP's website), and there are many reputable firms that also undertake bulky waste collections for a fee.

Evidence

What data/information have you used to assess how this policy/service might impact on protected groups? Sources such as the [Office of National Statistics](#), [Somerset Intelligence Partnership](#), [Somerset's Joint Strategic Needs Analysis \(JSNA\)](#), Staff and/ or [area profiles](#), should be detailed here

- Somerset Waste Partnership "Proposed Scale of Fees and Charges 2020-2021" paper.
- Data on current users
- Demographic data about Somerset residents (from Somerset Intelligence Partnership)
- Data from SUEZ bid (i.e. setting out how the service will be delivered)

Who have you consulted with to assess possible impact on protected groups? If you have not consulted other people, please explain why?

- Feedback from staff who liaise with current users
- Discussion with future service provider

Analysis of impact on protected groups

The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
Age	<ul style="list-style-type: none"> Assessment of impacts is focussed on changes to bulky waste service charges as other charges are being removed, reduced or only increasing in line with inflation. Increase in bulky waste charges may have a negative impact on older people as they may be less able to transport bulky waste items to their local Household Waste Recycling Centre for free disposal. 	☒	☐	☐
Disability	<ul style="list-style-type: none"> Assessment of impacts is focussed on changes to bulky waste service charges as other charges are being removed, reduced or only increasing in line with inflation. Increase in bulky waste charges may have a negative impact on people with disabilities as they may be less able to transport bulky waste items to their local Household Waste Recycling Centre for free disposal. 	☒	☐	☐
Gender reassignment	<ul style="list-style-type: none"> It is not considered that there will be any differential impacts on people with this protected characteristic. 	☐	☒	☐

Marriage and civil partnership	<ul style="list-style-type: none"> It is not considered that there will be any differential impacts on people with this protected characteristic. 	□	⊗	□
Pregnancy and maternity	<ul style="list-style-type: none"> Assessment of impacts is focussed on changes to bulky waste service charges as other charges are being removed, reduced or only increasing in line with inflation. Increase in bulky waste charges may have a negative impact on people who are pregnant as they may be less able to transport bulky waste items to their local Household Waste Recycling Centre for free disposal. 	⊗	□	□
Race and ethnicity	<ul style="list-style-type: none"> It is not considered that there will be any differential impacts on people with this protected characteristic. 	□	⊗	□
Religion or belief	<ul style="list-style-type: none"> It is not considered that there will be any differential impacts on people with this protected characteristic. 	□	⊗	□
Sex	<ul style="list-style-type: none"> It is not considered that there will be any differential impacts on people with this protected characteristic. 	□	⊗	□
Sexual orientation	<ul style="list-style-type: none"> It is not considered that there will be any differential impacts on people with this protected characteristic. 	□	⊗	□

<p>Other, e.g. carers, veterans, homeless, low income, rurality/isolation, etc.</p>	<ul style="list-style-type: none"> • Assessment of impacts is focussed on changes to bulky waste service charges as other charges are being removed, reduced or only increasing in line with inflation. • Increase in bulky waste charges may have a negative impact on people in rural areas/who are isolated as they may be less able to transport bulky waste items to their local Household Waste Recycling Centre for free disposal. Increased charges may also have a disproportionate impact on those on low incomes. 	⊗	□	□
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Negative outcomes action plan

Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete
Promote free and lower cost alternatives to bulky waste collection service on SWP and District Council websites	31/03/2020	Mike Cowdell	Customer feedback	□
Review take-up of bulky waste service to identify changes in demand based on changes to charges	31/08/2020	Colin Mercer	Management team review	□
Ensure up to date details of free and low-cost alternatives are easily accessible and that this forms part of the call centre discussion with potential users of the service	31/03/2020	Mike Cowdell	Customer feedback	□
Engage with more reuse and repair groups to add to our database of organisations across the County that are offering alternatives to the bulky waste service	31/03/2020	Nick Cater	Scale of database review	□
Brief our team of experienced waste officers so that they can provide bespoke support to the most vulnerable	31/03/2020	Colin Mercer	Line management	□

			monitoring	
If negative impacts remain, please provide an explanation below.				
Completed by:	Colin Mercer			
Date	16/09/2019			
Signed off by:	Mickey Green			
Date	16/09/2019			
Equality Lead/Manager sign off date:	Tom Rutland 16/09/2019			
To be reviewed by: (officer name)				
Review date:				

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Table 1: Proposed Fees and Charges

Table 1 (2019/20) Fees and Charges		Actual		proposed
ITEM	Unit	2019/20		2020/21
Garden waste collections	Garden bin - 2 years (SSDC only)	£	106.80	Remove
	Garden bin - 1 year	£	56.90	£55.50
	Garden sacks (10)	£	28.40	£27.50
Bulky waste collections	1 - 3 items	£	44.50	£60.00
	additional items to max 5	£	12.30	£15.00
Bin replacement	per bin	£	26.70	Remove
CRC Access charge	per visit	£	2.00	Remove
Asbestos collections	Maximum of 16 sheets or 1 tonne	£	243.60	£249.60
Commodity Charges at RCs				
Asbestos (per sheet or sack equivalent)	sheet or sack equivalent	£	13.10	£13.40
Plasterboard (per)	sheet or sack equivalent	£	4.40	£4.50
Gas bottles	< 10kg	£	6.70	£6.90
	10 - 20 kg	£	13.50	£13.80
	Specialist cylinders	£	39.50	£40.50
Soil and hardcore	Single carrier bag	No Charge		No charge
	Rubble sack	£	3.80	£3.90
	small van or trailer (< 250kg)	£	19.70	£20.20
	medium van or trailer (< 500kg)	£	39.50	£40.50
Tyres	Per Un-rimmed Tyre	£	3.80	£3.90
	Per Rimmed Tyre	£	5.10	£5.20
	Per Large (e.g. Lorry Size Tyre)	£	51.20	£52.20

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Somerset Waste Board meeting
 27 September 2019
 Report for decision

Paper
 Item No.

Somerset Waste Partnership – Outline Business Plan 2020 - 24
 Lead Officer: Mickey Green / Managing Director
 Author: Mickey Green
 Contact Details: 01823 625700

<p>Forward Plan Reference:</p>	
<p>Summary:</p>	<p>The Somerset Waste Partnership Draft Business Plan for the period 2020 to 2025 is iterated through a number of meetings, starting in September for a discussion on priority areas and approach, a draft business plan presented to the Board in December 2019, partner consultation in January and February with approval from the Board to the final business plan sought in February 2020.</p> <p>The Business Plan approval timetable is in line with the constitutional requirements on SWP and ensures that business planning and budgeting are considered together. Our approach to business planning has been informed by the work SWP is leading on the 'Waste and Resources' workstream of the joint Somerset Climate Strategy, and on the work being undertaken to consider SWP's own long-term strategy.</p>
<p>Recommendations:</p>	<p>(i) Comments on and approves the broad approach and proposed priority areas for inclusion in the Business Plan 2020-25 as set out in section 2 of the report.</p> <p>(ii) Discuss and provide further ideas for any particular service changes, projects or programmes for potential inclusion in the Draft Plan to be approved for consultation at the December meeting.</p> <p>(iii) Comments on the proposed approach to SWP's long term strategy (as set out in section 3)</p>
<p>Reasons for recommendations:</p>	<p>The Board is required to approve a draft business plan annually for consultation with, and approval by, the partners. Producing an outline at this stage helps the Board to identify key areas for inclusion and to direct officers to prepare more information on</p>

	any area it highlights.
Links to Priorities and Impact on Annual Business Plan:	The Constitution requires the Board to produce a business plan on an annual basis. The five partner local authorities have all declared " <i>Climate Emergencies</i> " and committed to working together towards production and delivery of a Climate Emergency Strategy covering the county of Somerset. Each of the individual authority declarations is slightly different, but all aspire to achieving carbon neutrality of their administrative area and ensuring adaptation to the effects of climate change which are already in motion. SWP has been asked to lead on the Waste and Resources workstream, and this will inform the development of SWP's business plan.
Financial, Legal and HR Implications:	The financial framework and default budget position is outlined in a separate report on the agenda. The detailed financial implications of any new areas of work, or any changes to existing services, as requested by the Board, will be provided when the Board is recommended to approve the draft plan in December.
Equalities Implications:	The Board is required to have "due regard" to our equalities duties when taking any formal decision. Equalities implications will be considered and reported for any service changes or relevant projects proposed by the Board.
Risk Assessment:	<p>There is a risk that the Business Plan may be affected by:</p> <ul style="list-style-type: none"> a) resource pressures on SWP due to the intense workload associated with mobilising a new collection contract, preparing for the Recycle More service change, implementing a new CRM system, managing the risk of service degradation as we end our contract with Kier, and move away from landfill. b) Central Government policy changes that result from the next phase of consultations flowing from the Resources & Waste Strategy (in particular on Extended Producer Responsibility, Deposit Return Scheme, and Collection Consistency) c) Brexit and the uncertainty around this process and its knock-on impacts d) the Climate Emergency Strategy (which is not expected to be finalised until after the Business Planning cycle is complete, but which will be developed in tandem as much as possible) <p>Risk assessments will be undertaken for any service changes or new programmes as they are developed and the SWP risk register</p>

	will be updated accordingly as part of the business planning process.
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1. Background

- 1.1. The Board is required to approve a draft business plan annually. The plan is rolling five year plan and therefore the 2020-25 version will include some items already highlighted within the current plan, updated as necessary.
- 1.2. Producing an outline at this stage, along with outlining the default budget position, helps the Board to identify potential service changes or programmes for inclusion and to direct officers to further develop ideas and/or prepare more information on any area it highlights. Feedback from the Board, Joint Waste Scrutiny Panel and other engagement then informs the development of a draft Business Plan. This draft is presented to the Board in December for them to approve and approve as the basis for partner consultation. Following the period of consultation a final draft of the Business Plan is brought to the February board meeting for approval.
- 1.3. Progress against our current business plan is reported to the board at each quarterly meeting through the Performance Report. The board also receive a report at each meeting updating them on progress with mobilising the new collection contract and implementing Recycle More. The work involved in preparing for the new contractor and successful implementation of Recycle More remains the highest priority area within the Business Plan, as it has been in previous years.

1.4. Somerset's Climate Emergency

The five Somerset local authorities have all declared "*Climate Emergencies*" and committed to working together towards production and delivery of a Climate Emergency Strategy covering the county of Somerset. Each of the individual authority declarations is slightly different, but all aspire to achieving carbon neutrality of their administrative area and ensuring adaptation to the effects of climate change which are already in motion.

Waste and resources is one of 9 workstreams, and SWP's Managing Director has been asked to act as workstream lead. It is proposed that the officer group made up of senior officers from each partner (SMG) also acts as project board for the Waste and Resources workstream – to ensure that we remain as joined up as possible. The scope of the waste and resources workstream is much broader than SWP's statutory responsibilities, as it looks at Somerset as a whole, rather than just focussing on household waste and schools. However, this broader scope reflects the questions that SWP was already asking of itself in formulating its own long term strategy (more fully set out in section 4 of this report). The approach to the Waste and Resources workstream will be discussed with the Board at a

workshop in early October, with this workshop helping shape our approach and hence inform the finalisation of our Business Plan.

2. Proposed Approach

2.1. Key issues which will inform the 2020-25 Business Plan are:

Political	<p>The impact of withdrawal from the EU: Whilst SWP recycles over 90% in the UK, waste is a global business and this will have impacts – be they potential short term impacts (e.g. on fuel availability/import controls affecting vehicle purchases) or longer term ones (e.g. on UK recycle prices and legislation).</p>
	<p>National legislative change (Consistency): Whilst SWP is a leader in consistency and supports most of this agenda there are certain aspects of potential changes which SWP do not believe have the evidence to support them (potential for free garden waste and restrictions on residual waste frequency). These changes are not certain and SWP will continue to lobby central government.</p>
	<p>National legislative change (Extended Producer Responsibility): Should these changes be introduced in 2023 it should result in significant funding for SWP, though nothing is yet certain.</p>
	<p>National legislative change (Deposit Return Scheme): Should this be introduced it will have major negative impacts on SWP – with many high value recycling streams being taken away from us, making it harder for us to manage the service as a whole.</p>
	<p>National legislative change (Business waste): SWP see the tightening of requirements on businesses (around separate dry recycling and food waste collection) as an opportunity for us to work with others to make Somerset more sustainable.</p>
Economic	<p>Local Government reorganisation: Should there be any development of proposals for local government reorganisation these may have a significant impact upon SWP.</p>
	<p>Financial pressure on partner authorities: The financial environment in which we operate remains very tightly constrained.</p> <p>Recyclate risk: SWP will share risk with its collection contractor on recycling value. This will directly impact upon the SW:EEP fund we have to drive behavioural change</p>

Social	Demographic changes: Somerset's ageing population needs to inform our planning for the future. Somerset benefits from near full employment, which can make recruitment more challenging.
Technological	Social media: Increasing use of social media presents an opportunity to reach more people, but raises expectations about speed of response.
	Big data: The ability to manipulate large data sets (be it around people's behaviour or the life-cycle of resources and waste) can be powerful.
	New materials: New materials may emerge onto the market quicker than our ability to manage them at the end of their life, and they may be difficult to handle using our current processes
Environmental	Somerset's Climate Emergency: SWP have been asked to lead the 'Waste & Resources' workstream and this provides an opportunity for us to work more closely with partners to progress our vision. However, our ability to implement further change will be constrained by resources.
	Public Awareness: Many people are much more aware of climate change and keen to do more, and frustrated if they feel they cannot do more.

2.2. It is proposed that the vision and values refreshed by the Board in 2018 remain unchanged, namely:

Who we are:	Somerset's Local Authorities working together as the Somerset Waste Partnership, ensuring that our household waste is reduced, collected, reused, recycled and effectively treated.
What we do:	<ul style="list-style-type: none"> • Preserve our environment by making every effort to ensure our household waste is not wasted but reused as a valuable resource. • Deliver excellent customer service and value for money to create a more sustainable Somerset.
What we are aiming to become:	An exemplar for how we manage waste as a resource, work with others and support our residents to manage their household waste and make our service the best it can be.
Our values:	<ul style="list-style-type: none"> • Insight: Working with our partners to understand how and why people behave as they do and use this knowledge to shape our service. • Collaboration: Treating everyone we work with as an equal, knowing we have greater success when we work together. • Innovation: Learning from others and constantly looking at new ways of working to give the best service we can. • Quality: Focusing on excellent customer service and making the best use of the waste we collect.

2.3. It is proposed that the 2019 – 2024 Business plan will maintain a similar focus and approach to the current business plan, recognising the major ongoing pieces of work that remain underway:

<i>Focus</i>	Delivering excellent services	Changing behaviours	Building our capability
<i>Outcome</i>	<i>Household waste is effectively collected, reused, recycled and treated</i>	<i>People trust SWP and see waste as a resource - managing their waste properly</i>	<i>SWP has the capacity, capability and influence to deliver our vision</i>
<i>Activity</i>	Transition to Recycle More	Campaigns (inc. food and plastics)	Transforming ICT systems
	Moving away from landfill	Looking beyond domestic waste	Strategy & Influence
	Improving services (inc reuse, recycling centres & schools)	Community Engagement	Improving processes & partnerships

Whilst there is much consistency with the current business plan (for example implementing Recycle More will continue until 2022, and we will continue to work with partners to ensure new homes are built with waste in mind), it is likely that the next Business Plan will have a greater focus upon:

- How we work with schools to improve their recycling rate (currently only around 25% despite the range of services they can use)
- An expanded Schools Against Waste service utilising the extra funding generated from the SW:EEP fund
- Joint work with both our main contractors (Viridor and SUEZ) and the voluntary and community sector to explore how we can significantly increase Reuse in Somerset
- Exploring how we can improve recycling in commercial businesses and the public sector in Somerset
- Exploring how we can work with others to ensure Somerset businesses are supported to make the right environmental choices (e.g. around packaging)
- Developing a more targeted approach to community engagement and developing stronger strategic partnerships in target communities
- Firming up on our ambition to centralise all customer payments through SWP so that we can improve the customer experience.

3. Proposed Approach to SWP's Long Term Strategy

3.1. Our last strategy was produced in 2003, and whilst a review was undertaken in 2009/10, a new strategy was not produced at that time. SWP needs to refresh its long-term waste management strategy in order to:

- Aligns with and inform the aims and plans of each partner authority (inc. but not limited to the Somerset Climate Emergency Strategy).
- Reflects current and emerging national government policy on waste, resources and the environment.
- Is ambitious but realistic about the role SWP can play in achieving a sustainable Somerset and reducing our impact on climate change.

It is proposed to develop a new waste strategy by Summer 2020.

3.2. A SWP Waste Management Strategy will set out a long-term framework for resource efficiency and waste management for domestic waste in Somerset for the next 31 years (to 2050). This length of time aligns with National Government's Resources and Waste Strategy and overlaps with the 25-Year Environment Plan. The Strategy will set out our shared ambition, identify the outcomes we wish to achieve, set high level targets and our over-arching approach to achieving these targets. It will not duplicate the detailed plans of what we will do to achieve our ambitions, which will continue to be set out in our Business Plan (which will remain on a rolling 5-year horizon).

3.3. SWP's waste management strategy will look at how we can reduce waste, improve reuse, recycling and recovery, how we effectively use waste as a resource, and the environmental impact of our household waste. We also wish to explore our role as system leader in Somerset and develop how we work with local businesses to improve their resource efficiency and reduce waste. Our strategy will encompass our immediate ambitions and service developments:

- A strategic framework for how we approach service developments/ pressures
- Our approach to delivering excellent customer service and support (underpinned by appropriate technology)
- How we approach behaviour change, communications and engagement
- How we engage with communities, businesses, schools within Somerset
- How we work with partners on areas like littering, fly-tipping and enforcement, and food waste reduction.

Also our longer term strategic ambitions to become a systems leader in Somerset and help residents and organisations move towards a circular and low-carbon economy. In particular

- How we can help businesses reduce waste, recycle more and move towards more sustainable methods of work and resource use
- How we can support businesses and communities as legal requirements for waste and resource management change

- How Somerset can be an exemplar for partnership working around a wide range of sectors and how we can work together to improve lives and sustainability.

4. Consultations Undertaken

- 4.1.** Initial consultation was held with partners (via the senior officer group – SMG) on 13 August and 10 September. Further consultation will take place over the Autumn, including a workshop with the Board and Joint Waste Scrutiny Panel in early October. Formal partner consultation will take place in the new year, once a draft business plan has been agreed by the Board at its December meeting.

5. Background papers

- 5.1.** SWB Business Plan 2019 – 24 (as agreed by the Board in December 2018)

Somerset Waste Board and Somerset Waste Partnership Forward Plan of Key Decisions

The Somerset Waste Board and Waste Partnership are required to publish a document which sets out details of planned key decisions at least 28 calendar days before they are due to be taken. This forward plan sets out key decisions to be taken at the Waste Board meetings as well as individual key decisions to be taken by an Officer.

Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 defines a key decision as an executive decision which is likely:

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

Waste Board meetings are held in public at County Hall or at one of the District Councils unless the Board resolve for all or part of the meeting to be held in private in order to consider exempt information/confidential business. The Forward Plan will show where this is intended. Agendas and reports for Board meetings are also published on the County Council's website at least five clear working days before the meeting.

Individual key decisions are shown in the plan as being proposed to be taken within a ten-day period, with the requirement that a report setting out the proposed decision will be published on the County Council's website at least five working days before the date of decision. Any representations received will be considered by the decision maker at the decision meeting.

In addition to key decisions, the forward plan set out below lists other business that is scheduled to be considered at a Board meeting during the period of the Plan, which will also include reports for information. The Plan is updated on a weekly basis and the latest version is published on the Council's website usually on a Monday (except where this is a bank holiday). *Where possible the County Council will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light.* Please ensure therefore that you refer to the most up to date Plan.

The Waste Board meets regularly and comprises the following elected members:

Mendip District Council councillors: Adam Boyden and Tom Ronan

Sedgemoor District Council councillors: Gill Slocombe and Janet Keen

Somerset County Council councillors: David Hall and Clare Paul (Vice-Chair)

South Somerset District Council councillors: Sarah Dyke (Chair) and Tim Kerley

Somerset West and Taunton Council councillors: David Mansell and Alan Wedderkopp

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at <http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=196&RD=0>
- You can arrange to inspect it at County Hall (in Taunton).
- Alternatively, copies can be obtained from the Democratic Services Team by telephoning (01823) 359500 or 357628.

To view the Forward Plan on the website you will need a copy of Adobe Acrobat Reader available free at www.adobe.com
Please note that it could take up to 2 minutes to download this PDF document depending on your Internet connection speed.

To make representations about proposed decisions:

Please contact the officer identified against the relevant decision in the Forward Plan to find out more information or about how your representations can be made and considered by the decision maker.

The Agenda and Papers for each Somerset Waste Board meeting can be found on the County Council's website at:
<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=196&RD=0>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP Refs / Date proposed decision published in Forward Plan	When decisions due to be taken and by whom (**)	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
3 April 2019	Somerset Waste Board 27 Sep 2019 To consider the report	Issue: Performance Monitoring Report Q1 2019/20			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 April 2019	Somerset Waste Board 27 Sep 2019 To be considered	Issue: Outline Business Plan 2020-2025			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

Weekly version of plan published on 2 September 2019

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
3 April 2019	Somerset Waste Board 27 Sep 2019 To consider the report	Issue: Initial budget for 2020/21 and Finance Update Q1 for 2019/20			Sarah Rose, Finance Manager Tel: 01823359643
3 April 2019	Somerset Waste Board 27 Sep 2019 To be considered	Issue: Proposed fees and charges 2020/21			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 April 2019	Somerset Waste Board 27 Sep 2019 To be considered	Issue: New collection contract mobilisation update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 April 2019	Somerset Waste Board 6 Dec 2019 To consider the report	Issue: Updated draft budget for 2020/21 and Finance Update Report for Q2 2019/20			Sarah Rose, Finance Manager Tel: 01823359643

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
29 July 2019	Somerset Waste Board 6 Dec 2019 To consider the report	Issue: Revisions to the Inter-Authority Agreement			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
29 July 2019	Somerset Waste Board 6 Dec 2019 To consider the report	Issue: Slim my waste, feed my face food waste campaign			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
29 July 2019	Somerset Waste Board 6 Dec 2019 To consider the report	Issue: Ensuring homes are built with waste in mind			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
3 April 2019	Somerset Waste Board 6 Dec 2019 To consider the report	Issue: Performance Monitoring Report Q2 2019/20			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 April 2019	Somerset Waste Board 6 Dec 2019 To be considered	Issue: Somerset Waste Partnership Draft Business Plan 2020-2025			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 April 2019	Somerset Waste Board 6 Dec 2019 To be considered	Issue: New collection contract mobilisation update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707