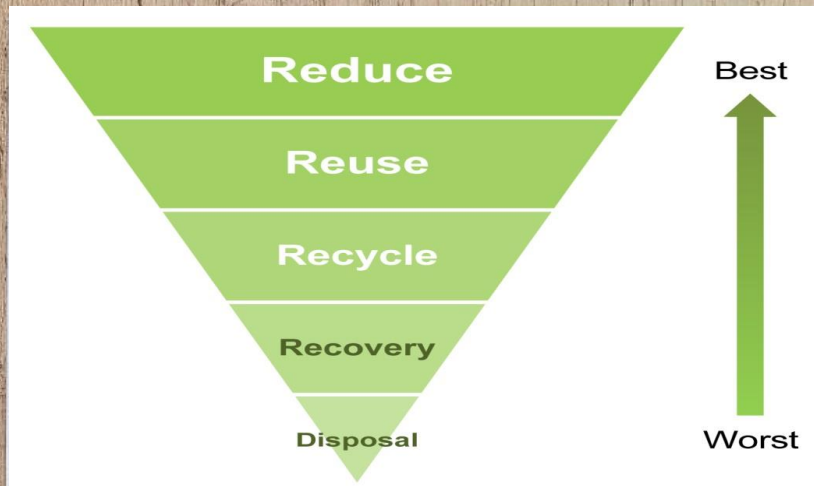


Somerset Waste Board
Fourth Quarter 2018-19

PERFORMANCE REPORT



Our Vision

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:

- 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

- **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.

Business Plan

Our Business Plan explains how we will work towards this Vision over the next five years, with a particular focus on current year actions. The Business Plan contains three areas of focus, beneath which sit a range of activities.

Background

Somerset Waste Partnership (SWP) was established in 2007 to manage waste services on behalf of Mendip, Sedgemoor, South Somerset and West Somerset District Councils, Taunton Deane Borough Council and Somerset County Council. This made it the first county-wide waste partnership in the country. SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. These duties are in turn contracted to Kier (collection services) and Viridor Plc (recycling sites, landfill sites and waste disposal). SWP is accountable to the Somerset Waste Board (SWB), which consists of two elected members from each of the partner authorities. For further information please visit www.somersetwaste.gov.uk

Somerset Waste Partnership Business Plan 2018-2023

Building Capability

- Improving Intelligence
 - Review performance data procedures
 - Improve integrity of service data
- Developing systems
 - Develop ICT strategy
 - New Customer Service systems
 - Website Upgrades
 - Develop and launch Mobile App
 - Round management and performance software
- Understanding behaviour
 - Waste Composition Analysis
- Internal Review
 - Review of SWP staffing structures
 - Manage SWP office move
- Developing influence
 - Embed waste requirements in planning guidance to ensure new developments take full account of waste

Action on Waste Prevention, Reuse, Recycling and Recovery

- Implementing future collection arrangements (Recycle More model)
 - Procure provider for collection services from 28 March 2020
 - Explore early introduction of household battery collections and trialling ways to increase capture of small waste electricals
 - Initiate vehicle procurement
- Reducing cost and impact of waste
 - Targeted waste prevention and minimisation activities
 - Pilot SWP Education Service
 - Continue to explore effective media for communicating messages
 - Refresh SWP Waste Prevention Strategy
- Infrastructure
 - Oversee development of Infrastructure required to deliver new residual waste treatment

Maintaining Services and Operational Effectiveness

- Viridor Core Services Contract Review
- Active management of collection service contract
- Review waste services Fees and Charges structures, admin. costs and implications of varying charges
- Recycling Site Maintenance
- Assess impact of changes to legislative framework, including removal of powers to designate Community Recycling Sites and to charge for non-household waste at Recycling Sites
- Plan for Broadpath Landfill Site closure
- Plan for Dimmer transition
- Plan for a potential new Council for Taunton Deane and West Somerset following the Government's announcement that it is 'minded to' approve it

Purpose of the Report

This report reflects the SWP's ongoing progress towards the priorities laid out in the Business Plan.

This report sets out the key activities and measures used to check our performance for the year against the priorities we are working towards. It doesn't cover everything we do, but does set out the aspects of our work that are most relevant to the Somerset Waste Board.

Further information about how the Somerset Waste Partnership monitors and reports on performance can be found on the SWP website

www.somersetwaste.gov.uk

Key to KPI ratings used

This report includes Key Performance Indicators (KPIs), where progress is assessed against targets and project updates.

Progress is shown in terms of Direction of Performance (DOP) through the use of arrows, Performance is shown using Performance Ratings .

Direction of Performance



Performance is improving



Performance is steady



Performance is declining

Performance Rating



Performance is on or exceeding target
Project is on target


















Performance is off target but within tolerance
Project requires attention



Performance is off target outside tolerance
Project is off target

Executive Summary - Fourth Quarter 2018-19 (Submitted to 28th June 2019 Somerset Waste Board)

Measure	Headlines	Direction of Performance	Performance Rating
Business Plan Progress: Building Capability	A new Customer Services system (inc. integration with partners & app) is ongoing. Our restructure, office move and ICT transition completed. A project to ensure new developments are built with waste in mind has started. Participation / composition analysis has underpinned a funding bid for a food waste campaign.		
Business Plan Progress: Action on waste prevention, reuse, recycling and recovery	Procurement for a new collection contractor was concluded, with SUEZ Recycling & Recovery UK appointed and vehicle procurement started. The Schools Against Waste programme reached over 100 primary schools. Work on SWP's own strategy will progress once Government's intentions are clearer.		
Business Plan Progress: Maintaining services and operational effectiveness	The Viridor Core Services contract extension has been agreed. We continue to actively manage the collection contract ahead of the end of Kier's contract. SWP has been nationally influential in its responses to the Government's 4 major consultations on waste and resources.		
Risks	A 'no deal Brexit' risk register has been developed and shared with partners. Our top 2 other risks are: 1. Inefficiencies due to customer services and partners IT systems not being joined up. 2. Lack of resources and complexity around implementation of new customer service system.		
Health & Safety	At our recycling centres the ratio of accidents decreased very slightly to 1.41 per 100,000 visits, down from 1.46 per 100,000 in the previous quarter. There were no serious incidents. 8 accidents to Kier operational staff and 540 near misses reported (both a reduction on Qtr 3).		
Waste Minimisation	The hot dry summer resulted in reductions in garden waste at the kerbside, at recycling centres (and probably contributed to reductions in residual waste). Total household arising for 2018-19 were 988.2kg/hh, around 9.5%, or 95.1kg/hh down on the previous year.		
All Recycling & Recycling Sites	Our recycling rate rose by 0.3% to 52.4% compared to 2017-18, mainly due to a reduction in garden waste of 3,000 tonnes. Dry recycling rose 870 tonnes, with reductions in paper and cans, but increases in glass, clothes/shoes & scrap metal. Visits to recycling centres rose 1.6% compared to 2017-18.		
End Use of Materials	SWP continues to see strong demand from UK based reprocessors for our high quality materials. In Q4 just under half stayed in Somerset and 90.0% stayed in the UK. The plastic pots, tubs and trays (and plastic bottle) banks at recycling centres are popular - with 59 tonnes being sent to Kent for reprocessing in Q4.		
Missed Collections	Q4 saw a small increase in missed collections compared to Q3, although the number of missed collections in Q4 was 1.164 per 1,000 collections, below the level for Q1-Q3 of 1.371. We continue to work closely with Kier to address this.		
Fly Tipping	An overall decrease of -521 fly tips, from 4,628 in 2017-18 to 4,107 in 2018-19, which bucks the national trend of rising levels of fly-tips. There is no evidence of any negative impact from any of SWP's actions.		
Financial Performance	At the end of Q4 (March 2019) SWP continue to show an overall budget underspend for the year. Total tonnages, particularly garden waste, continued the downward trend seen in the first three quarters of 2018-19.		
Customer Interaction & Communications	Over 270,000 hits on the Somerset Waste Partnership website in Q4, over 5,000 Facebook followers, nearly 6,000 readers of our monthly e-zine ('Sorted') and another 10,000 Pledge against Preventable Plastic Cards printed. Complaints from customers increased very slightly over this period.		



Why do we measure and report this?

This part of the 2018-2023 Business Plan set out what we needed to do in order to ensure that SWP is an organisation that is able to work intelligently to improve delivery of the financial, social and environmental benefits of an effective resource management service.

What are the actions in this part of the 5 year Business Plan	What will success look like by the end of the 2018-19 financial year?
<p>1) Improving Intelligence</p> <ul style="list-style-type: none"> Review performance data procedures & improve integrity of service data. <p>2) Developing systems</p> <ul style="list-style-type: none"> Develop ICT strategy, new Customer Service systems, website upgrades, develop and launch Mobile App, implement round management and performance software. <p>3) Understanding behaviour: Waste Composition Analysis.</p> <p>4) Internal Review:</p> <ol style="list-style-type: none"> Review of SWP staffing structures. Manage SWP office move. <p>5) Developing influence: Embed waste requirements in planning guidance to ensure new developments take full account of waste.</p>	<p>1) Improving Intelligence: A deep dive into missed collections has been undertaken and follow up work will have led to improvements in missed collections. Internal audit for 2018-19 (focussed on issues of data quality and information flows) will have identified ways of improving our services. New performance reporting regime will be implemented. Plans for cleansing data ahead of new collection contract will be in place.</p> <p>2) Developing systems: The implementation of a new customer service system will be on track to ensure that customers can do more online more easily, and that it aligns with our partners plans to transform their customer service systems and online offerings. Plans for a mobile app will be developed. SWP will have reviewed the need for implementing round management software.</p> <p>3) Understanding behaviour: Waste Composition and Participation analysis will have been undertaken for SWP, reported to the board and the findings will be used to inform our future plans.</p> <p>4) Internal Review: This aims to ensure that SWP has the capability, skills, capacity and structure appropriate to respond to all our pressures and opportunities. Complete the restructure, transition to office 365 and office move by the end of 2018-19.</p> <p>5) Developing influence: Engage with all partners to ensure they are aware of our existing developer guidance, and work with partner authorities (in particular planning teams) to agree an action plan to ensure that all new developments are built with waste in mind.</p>

What have we achieved during the year?

- 1) Improving Intelligence:** A deep dive into missed collections was undertaken. As more fully shown in the missed collections page of this report, the performance deductions and concerted work with Kier has led to a significant improvement in performance, though work is ongoing (for example to focus on missed assisted collections). Much more challenging standards have been set for our future collection contract (as the in-cab technology and stronger management structure mean that they are more capable of delivering on our expectations of customer service). Internal audit for 2018-19 looked at ensuring homes are planned with waste in mind, notification of the occupation of new properties, and accuracy in garden waste customer details. SMG has reviewed the outputs from the internal audit work and agreed actions necessary to improve processes. Data accuracy to inform the new contractor has been reviewed by SUEZ and is already very good, and a work programme to make further improvements has been agreed.
- 2) Developing systems:** The implementation of a new customer service system is ongoing. SWP have been working closely with partners to ensure that we are able to offer both Direct Access and system integration (as different partners have different needs) which aligns with the mobilisation timescale for the new contract. A way forward has been agreed with partners via SMG and the technical details have been scoped. Wisper hosting successfully moved from TDBC to SCC. Work to amend the Inter-Authority Agreement to reflect GDPR requirements is underway. SWP have reviewed the need for round management software and concluded that it is not necessary, given the access we will have to SUEZ systems. Plans for a mobile app are under development. A review of garden waste systems will be undertaken over summer 2019 to identify if we can improve the customer experience and reduce the administrative burden.
- 3) Understanding behaviour:** Waste Composition and Participation analysis was undertaken for SWP by Resource Futures in late Spring and reported to SWP in Summer 2018. This has informed the procurement of our new collection contract, our plans to target our Schools Against Waste programme, and underpinned the business case for a bid SWP is making to undertake a significant food waste campaign in Autumn 2019.
- 4) Internal Review:** SWP moved offices to Broughton House successfully in December 2018, with no disruption to services. The transition to Office 365 has been completed. The SWP restructure has been completed, with the final member of the new structure taking up their post on 3 June (head of communications and engagement).
- 5) Developing influence:** Developer guidance has been shared with all partners, working through SMG. A robust action plan has been developed and agreed by SMG, informed by SWAP internal audit and meetings with partner planning teams (in particular Mendip District Council and Sedgemoor District Council). SWP fed into the consultations on Taunton Garden Town and on the new housing strategy - encouraging the latter to more robustly reflect the importance of climate change more broadly and waste and recycling specifically.



Why do we measure and report this?

An important part of the governance of the Somerset Waste Partnership is our annually updated and approved Business Plan, this highlights the major tasks and challenges we face over the coming 5 years and is therefore vital that we keep the Members updated on progress.

What are the main Business Plan items that we are focusing on right now?

What will success look like by the end of the 2018-19 financial year?

- 1) Implementing future collection arrangements (Recycle More model):**
 - a) Procure provider for collection services from 28 March 2020.
 - b) Explore early introduction of household battery collections and trialling ways to increase capture of small waste electricals.
 - c) Initiate vehicle procurement.
- 2) Reducing cost and impact of waste:**
 - a) Targeted waste prevention and minimisation activities.
 - b) Pilot SWP Education Service.
 - c) Continue to explore effective media for communicating messages.
 - d) Refresh SWP Waste Prevention Strategy.
- 3) Infrastructure:** Oversee development of Infrastructure required to deliver new residual waste treatment.

- 1) Implementing future collection arrangements (Recycle More model):**
 - a) The procurement process for a new collection contractor will be completed on schedule.
 - b) SWP will have identified if possible to introduce early collection of some materials.
 - c) Vehicle procurement will be sufficiently progressed to ensure that we have a new fleet on day 1 of the new collection contract.
- 2) Reducing cost and impact of waste:**
 - a) A programme of targeted waste prevention and minimisation activities will have been undertaken, linked to the future Recycle More programme.
 - b) The SWP Education Service will have been successfully piloted and plans will be in place to continue and expand the programme.
 - c) Our social media presence will continue to grow and improve its impact and effectiveness, and our Sorted e-newsletter and Parish Council monthly briefings will continue to be well received.
 - d) Work to refresh SWP's waste prevention strategy will have commenced.
- 3) Infrastructure:** The development of the infrastructure for residual waste treatment will be on track (Avonmouth RRC and the two transfer stations), trials at recycling centres will be underway and SWP will move away from landfill by 2020.

What have we achieved during the year?

- 1) Implementing future collection arrangements (Recycle More model):**

a) The procurement process for a new collection contractor was successfully completed on schedule with the Somerset Waste Board agreeing the appointment of a preferred contractor on 29 March 2019. The preferred bidder (SUEZ Recycling and Recovery UK) was announced on 13 May and was well received by staff, in local press and in national coverage. **b)** SWP have introduced recycling of plastic pots, tubs and trays at all 16 Recycling Centres, and take-up by the public has grown significantly +67.6% by weight. It has however, not been possible to introduce early kerbside collection of household batteries and small electrical equipment, though these will be collected at the kerbside when the Recycle More service is phased in. **c)** The vehicle procurement (undertaken by SUEZ) is on track. SWP signed a letter of intent with Suez (on 23 May 2019) in order to ensure that key orders were placed and hence that build slots for the large fleet required by SWP was firmly secured.
- 2) Reducing cost and impact of waste:**

a) Targeted waste prevention activities undertaken include the distribution of 10,000 'Pledges against Preventable Plastic' which also provides an A5 reminder of what people can recycle. A joint programme has been developed with Somerset Credit Unions to tackle food waste. **b)** The Schools Against Waste service (SWP commission from Carymoor Environment Trust) has been successfully piloted, reaching over 100 primary schools. Feedback has been excellent and the programme has been aligned with our targeted campaigns on plastic and food, with each child going home with a plastic pledge and a free roll of food waste liners (to encourage pester power). **c)** As set out later in this report, our social media presence has grown from 6,681 to 7,421. 1,500 new subscribers to SWPs 'Sorted' e-newsletter through 2 promotions working with libraries (distributing free food waste liners), taking the total number of subscribers to 9,033. **d)** SWP has undertaken the underpinning modelling of future waste growth, and aligned this modelling with SCC's work on waste planning. SWP was nationally influential in the responses to the Government's 4 consultations (on Extended Producer Responsibility, a Deposit Return Scheme, consistency in collections and a plastics tax). Work on SWP's own strategy will commence once the national government's future plans are clearer.
- 3) Infrastructure:** The development of the infrastructure for residual waste treatment is on track (Avonmouth RRC and the two transfer stations). Trials at recycling centres are underway and are giving SWP greater confidence of the proportion of residual waste at Recycling Centres that will be suitable for Energy from Waste, ensuring that we minimise the use of landfill.



Why do we measure and report this?

The actions in this element of the 2018-2023 Business Plan ensures the day to day functions of the SWP are delivered effectively and safely, focussing on maintaining the quality of service, predicting risks and preventing issues arising.

What are the main Business Plan items that we are focusing on right now?	What will success look like by the end of the 2018-19 financial year?
<ol style="list-style-type: none"> 1) Viridor Core Services Contract Review. 2) Active management of Collection Service Contract. 3) Review waste services Fees and Charges structures, admin. costs and implications of varying charges. 4) Recycling Site Maintenance. 5) Assess impact of changes to legislative framework. 6) Plan for Broadpath Landfill Site. 7) Dimmer transition. 8) Plan for a new Council. 	<ol style="list-style-type: none"> 1) Viridor Core Services Contract Extension: A contract extension which delivers SWP's ambitions will be agreed and in place. 2) Active management of collection service contract: There will be no degradation in service quality before the end of the contract, and improvements will be made in key areas to ensure a seamless transition to the new one. 3) Review waste services Fees and Charges: To be undertaken once we have a new contractor, as this will influence fees, charges and processes. 4) Recycling Site Maintenance: On track, including repair of staff facilities at Dulverton. 5) Assess impact of changes to legislative framework: The impact of central government policy is understood and SWP is influential in shaping this policy. 6) Plan for Broadpath Landfill Site: A robust plan is in place to deal with the expected closure of this landfill site (primarily affecting the Wellington area) is underway. 7) Dimmer transition: On track for the closure of Dimmer landfill site after April 2020. 8) Plan for a new Council for Taunton Deane and West Somerset: Partner authorities have agreed the minor revisions necessary to the Inter Authority Agreement (IAA).

What have we achieved during the year?

- 1) **Core Services Contract Extension:** SWB and Viridor/Pennon agreed a contract extension in November 2018 which delivered £14.1m savings to Somerset County Council keeping all 16 recycling centres open and revised their opening hours to better reflect need and demand. It also extended Viridor's Community Sector Integration fund which is currently used to fund SWP's Schools Against Waste programme. The contract extension therefore delivered SWP's environmental, financial and social targets.
- 2) **Active management of collection service contract:** SWP agreed a robust plan of action with Kier to address the issues faced in Summer 2018, including issues with recruitment and retention. In conjunction with performance deductions, these actions had the desired effect and service quality has improved as a result of this action. Whilst this work is ongoing and remains an area of particular focus for SWP, the upward trajectory has been maintained. The appointment of a Customer Experience manager at SWP (as part of the restructure) has improved SWP's capability.
- 3) **Review waste services Fees and Charges:** This will be undertaken over Summer 2019 as it was necessary to wait until SWP had appointed a new collections contractor.
- 4) **Recycling Site Maintenance:** This remains on track, including repair of staff facilities at Dulverton. SWP continue to work with SCC property and SCC highways to explore ways of improving Minehead Recycling Centre, and this work remains ongoing. SWP is keeping the operation of PTT recycling under close review to ensure that it delivers a good customer experience.
- 5) **Assess impact of changes to legislative framework:** SWP has liaised closely with Central Government to understand and influence the direction of travel on policy. The strategy has been published (with SWP the only LA case study) and SWP has been nationally influential in its responses to the consultations - receiving significant trade press coverage over our concerns over free garden waste collection, and being asked by the LGA to act as numerous case studies for LGA's response to the consultations.
- 6) **Plan for Broadpath Landfill Site:** Kier stopped using the site in April ahead of its closure. As Kier did not share robust plans with SWP in time to engage effectively with residents SWP did not give permission to Kier to make any changes to household services. Kier have subsequently developed a more robust plan (which should only lead to day changes to c150 households mostly in the Wellington area) and SWP are working with them to ensure that the costs and customer impact of these changes are effectively managed.
- 7) **Dimmer transition:** On track for Autumn 2019.
- 8) **Plan for a new Council for Taunton Deane and West Somerset:** Principles agreed, reflected in the budget and all partner authorities agreed the minor revisions necessary to the IAA.



Why do we measure and report this?

Whilst our full risk register is brought to the Board annually, SWP keeps these risks under constant review. It is important to investigate, highlight and where possible mitigate against known upcoming risks in order to ensure we remain operationally effective in the services we provide, whilst building capability to deal with future challenges.

What are the risks that we should be focusing on right now?

Our 10 'red' risks are:

- 1) Inefficiencies due to customer services and partners IT systems not being joined up.
- 2) Lack of resources and complexity around implementation of new customer service system.
- 3) Health and Safety of staff and public at kerbside and recycling sites.
- 4) Financial pressures on the partners.
- 5) Ageing fleet of vehicles becoming unreliable.
- 6) Driver and loader shortages on kerbside collections.
- 7) Reduction in contractor's management team, or frontline staff.
- 8) Legislation changes requiring separate food and free garden waste collections for all.
- 9) Legislation changes preventing charging for non-household waste at Recycling Centres.
- 10) Legislation changes requiring minimum standards for collection services.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks and opportunities:	Op 9	Climate change emergency	9 (-)
	5	Lack of partner Senior Officer Engagement	6 (-)
	10	Working with partners to address flytipping (District responsibility)	9 (-)
	18	Depot leases not completed in time	6 (-)
	20	One of the partners withdraws agreement to fund RM capital	6 (-)
	47	Risks around Brexit (Shown in the No-Deal Brexit Risk Register)	12 (-)
Increased Risks:	3	SWP Team does not have sufficient capacity	12 (9)
Reduced Risks:	1	Membership of the Partnership changes.	12 (15)
	8	Failure to implement CRM system on time or effectively	16 (20)
	17	Legal challenge to the procurement process	3 (6)
	20	New vehicles delayed	6 (8)
	34	Service degradation as we move towards contract expiry	12 (16)

We also have 8 closed risks this quarter. These risks relate to the procurement and have now ended due to receiving the final tenders and announcing the preferred bidder.

What are we doing to ensure these risks are managed?

- 1-2) Increased SMG oversight, additional SWP resources, including increased ICT and legal support, partner ICT involvement in collection contract procurement process, joint working with partners to identify options on CRM system implementation.
- 3) Regular monitoring, supporting Kier in liaison with police to ensure dangerous driving from the general public is robustly addressed. Review of H&S management.
- 4) Close liaison between SWP MD and partners to understand impact on SWP.
- 5-7) Regular monitoring through operational meetings and senior manager meetings, penalties for poor performance, working closely with Kier on recruitment and retention, increased direct engagement with front-line staff by SWP, considering crew incentives.
- 8-10) Review and respond to future Resources and Waste Strategy Consultations. Continue engagement with national bodies.

What will success look like in terms of managing risks?

- Future success would mean an overall reduction in our risk profile, (e.g. fewer 'reds') and success of the mitigation measures we've put in place.
- 1-2) New customer service systems being introduced, adding flexibility and efficiency which will enable integration with next generation IT, including collection service "in-cab" and tracking systems. All this should improve the customer experience. Agreement with District partners on a way to align this with District CRM systems. Capacity and capability to implement. Development work on track.
 - 3) The issues inherent with the service are well managed, and Avon & Somerset police take our concerns seriously.
 - 4) SWP continues to have the budget available to deliver the Board's vision whilst meeting partners' saving requirements, and this doesn't affect the excellent working arrangements with SWB.
 - 5-7) We can see the improvement in Kier's performance and they are on track to deliver their commitment to SWP (in the early termination agreement) that there will be no service degradation ahead of the end of the contract.
 - 8-10) SWP's concerns are reflected in national policy.



Why do we measure and report this?

The Waste Management sector has an injury and fatality rate significantly higher than the all-industry average. Health and Safety management within the scope of the Somerset Waste Partnership has therefore always had a very high profile. A public report on a quarterly basis helps maintain awareness, gives transparency and keeps members up to date on performance.

Viridor - H&S Performance and Initiatives

The Viridor H&S report shows: No accidents notified under the Reporting of Injuries Diseases & Dangerous Occurrences Regulations (RIDDOR) and no Environmental Incidents reported.

There were 5 recorded injuries to members of the public over this 4th Qtr: 3 for cuts/abrasions and 2 for impact injuries, all classed as minor with no contributing factor from sites found. When the accident number is calculated against site visits (as standard for this report) the accident frequency remained very near constant at 1.41 accidents per 100,000 site visits. Previous figure was 1.46.

Accidents to Viridor employees per 100,000 hours worked increased to 16.6 (as seen in the chart). It should be noted that small changes in accident numbers have a large impact upon this statistic due to the way it is calculated. Accidents increased by 3, up to 5 for the period. In addition, there was a minor injury to a Viridor sub-contractor onsite following a fall. That 3rd party injury is not included in the staff statistics, as not related to waste treatment, or SWP contracted works.

Near Miss reporting used to identify potential hazards and prevent accidents, dropped to 18 from 35, a reduction of near 50%. This decrease is seen as a negative, given its potential to prevent accidents and to ensure all hazards are identified for any further assessment required. Viridor's current training programme recognises this and has a strong emphasis on 'hazard spotting', included to raise awareness further and ensuring staff remain vigilant.

Kier - H&S Performance and Initiatives

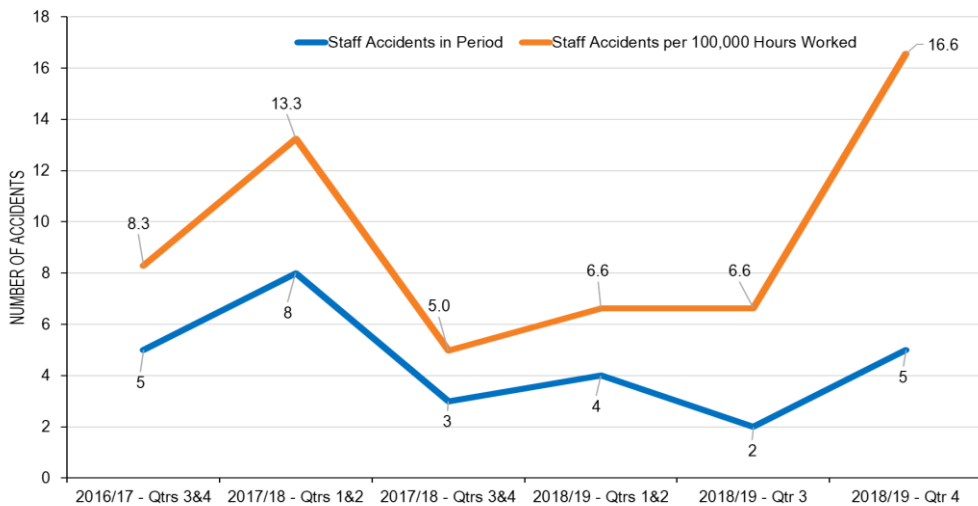
The number of reported accidents to Kier operational staff is down by one to 8 for Qtr 4 of the 2018-19 period, compared to 9 for the previous 3 month report (Qtr 3).

There is a notable reduction in the number of staff accidents, which is reflected in a figure of 3.8 accidents per 100,000 hours worked (for both Q3 and Q4), down from 7.1 at the start of year; the lowest ever on the Somerset contract.

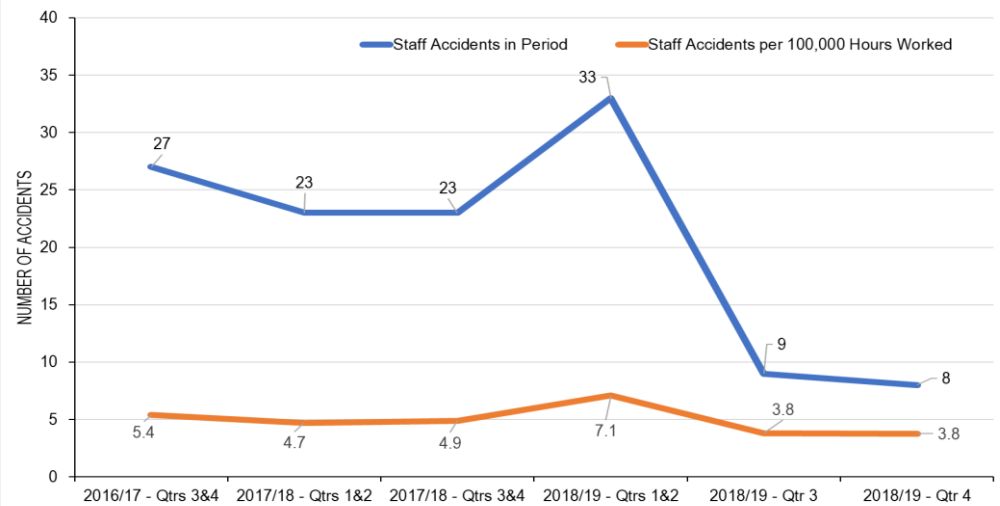
There were no injuries to members of the public, or incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

Near Miss reports used to identify potential hazards for further investigation if necessary has decreased again from the previous report and is now 540 (down by 37). Kier continue to monitor these reports constantly to invoke any actions needed, or plan required training through the use of 'toolbox talks' (which are subject specific training modules). As a high number of near misses is always seen as proactive and a positive, this reduction has resulted in further training for 'hazard identification' being instigated and ongoing.

Viridor - What does H&S performance look like on Somerset Recycling Sites



Kier ES - H&S performance figures for Kier employees





Why do we measure and report this?

In accordance with the waste hierarchy, reducing the amount of waste that is generated in the first place, is the best environmental (and financial) outcome. Reporting on the amount of waste overall (and residual waste in particular) that each household in Somerset generates, ensures we continue to target the minimisation of residual waste, in addition to ensuring that we treat the waste does arise as a valuable resource.

What tonnage have we had to handle this quarter?

The amount of municipal waste generated across Somerset in 2018-19 showed the following changes:

Total arisings for 2018-19 decreased by -1,968 tonnes from 2017-18, to a total of 253,009 tonnes. This equates to 988.24kg/hh, a reduction of -7.72kg/hh of which -13.06kg/hh came from the kerbside service and 5.34kg/hh from the sites.

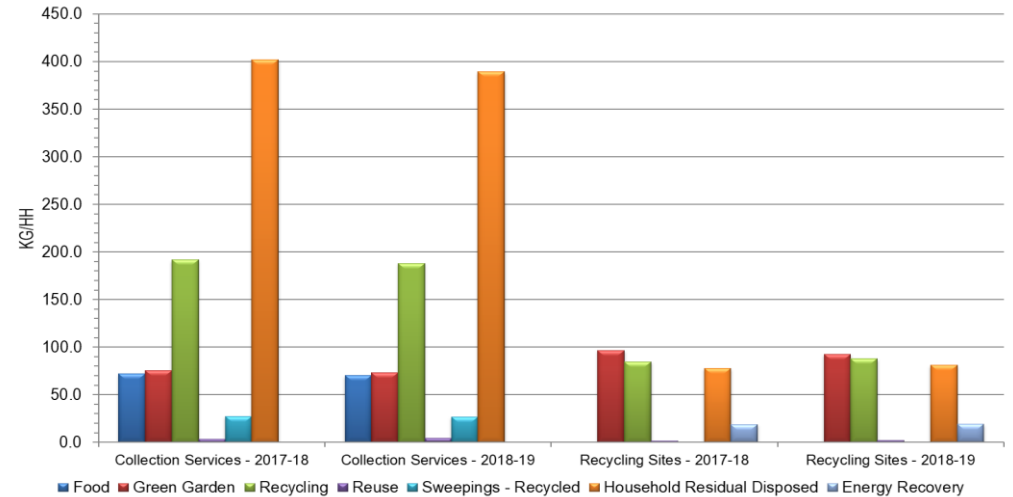
The total amount Reused, Recycled & Composted decreased overall by -2.76kg/hh, with a loss of -4.19kg/hh at the kerbside and a gain of 1.43kg/hh at recycling sites. Of these amounts, green garden waste from the kerbside accounted for -2.10kg/hh, with -2.97kg/hh of green garden waste coming from the sites.

Residual Household Waste per Household for 2018-19 was 470.31kg/hh, a decrease of over 9kg/hh from 479.72kg/hh, when compared to 2017-18. However, there was also a slight increase in the amount of municipal waste landfilled, up 0.3% from 46.10% to 46.40%. This rise was due an increase in the weight of non-household waste sent to landfill for 2018-19 of 263 tonnes.

The relatively high percentage of municipal waste landfilled, will of course start reducing significantly towards the end of the year, when we start sending Somerset's residual waste to the new Avonmouth RRC.

What has changed since the last time we reported?

COMPARISON OF WASTE ARISING BY SOURCE 2017-18 TO 2018-19 - KG/HH



What are we doing to ensure we continue to improve?

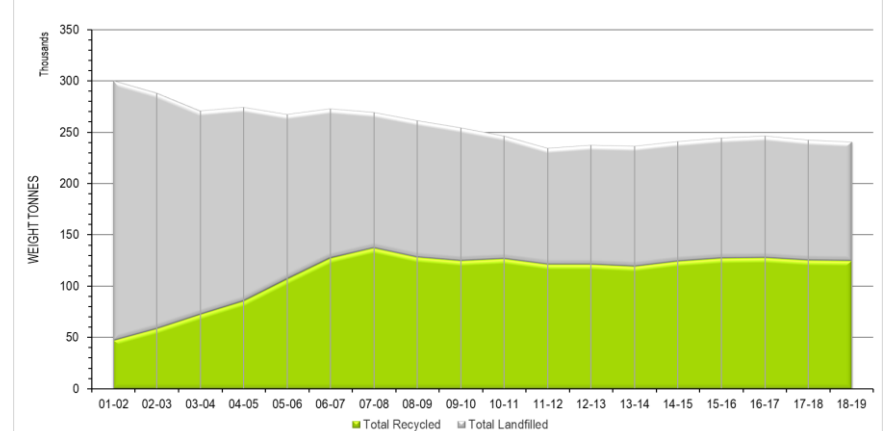
Various initiatives have either commenced, or are planned to do so over the next 12-18 months, some of which include:

- 1) Schools education programme.
- 2) Recycle More, which will include the introduction of PTT, cartons, battery collections and increasing the capture of small electricals.
- 3) Food waste participation campaign. (Subject to ongoing funding bid).
- 4) Increasing targeted social media publicity.
- 5) A new Waste Minimisation Strategy - informed by expected national policy, this will include setting targets and considering how we report waste minimisation.
- 6) Moving away from landfill by 2020.
- 7) Focus on plastics and behaviour change.
- 8) Focus on reuse as set out in Business Plan 2019-2024.
- 9) Ensuring new developments are planned with waste in mind.
- 10) Working with partners on a Climate Emergency Strategy and plan.

What will future success look like?

A reduction in the amount of household waste we handle, with more used as a resource - tackling the stagnation that has been seen in Somerset (and nationally) in driving down waste.

TOTAL WEIGHT LANDFILLED & RECYCLED - 2001-02 to 2018-19

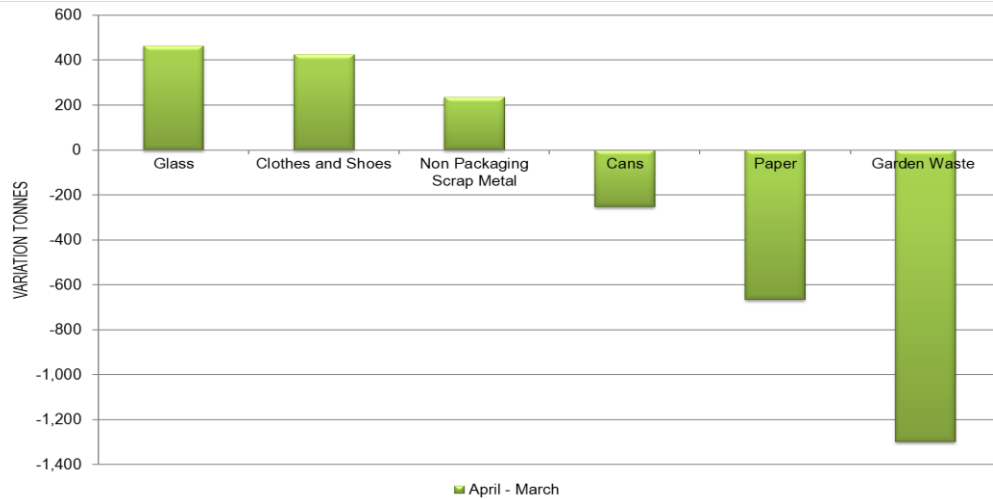




Why do we measure and report this?

Where waste does arise, the best thing that can be done with it is that it is reused, or recycled. The recycling rate at kerbside and at our recycling centres helps keep track of how we are managing our household waste, ensuring we are pushing as much of it as we can up the waste hierarchy to derive the most benefit from it, whilst keeping our costs down. Recycling rates are weight based however, and so on their own do not give a full picture of our environmental impact (hence our focus on end use and carbon reporting).

What has happened in this quarter?



What has driven the changes in this quarter?

SWP's overall recycling rate for 2018-19 increased slightly compared to the same period last year. This was driven by an increase in the recycling rate from the kerbside 46.29%, and by a decrease at the recycling sites 69.23%. The main drivers continued to be decreases in garden waste across both the kerbside and recycling sites, as well as dry recycling at the kerbside, although there was an increase in dry recycling from the sites.

The significant reduction in garden waste was seen across both the kerbside collections, down -538 tonnes and the recycling sites, down -761 tonnes and was a result of the exceptionally hot and dry summer.

Materials that saw significant changes in the weight collected compared to the same period last year were: Garden waste down -1,299 tonnes, paper down -667 tonnes and cans down -253 tonnes.

These were all offset slightly by an increase in the amount of glass recycled, up 463 tonnes, clothes and shoes up 425 tonnes and scrap metal up 234 tonnes.

Recycling and reuse rate for 2018-19: 52.41% (An increase of 0.13% over the previous year)

What are we doing to ensure we continue to improve?

- 1) Work has now been completed on contract procurement for the new Recycle More service, with the successful bidder, Suez Recycling & Recovery UK, being made public on 13th May 2019. There is a considerable amount of work to do between now and the start of the new contract in April 2020, followed by the phased rollout of Recycle More between June 2020 and June 2022.
- 2) SWP has submitted a funding bid for a major food waste campaign. Using Bristol's award-winning 'Slim my waste, Feed my Face' campaign, this county-wide campaign will target parts of the population which currently have lower than average participation in food waste recycling. This is mainly acorn groups 4 & 5 (modest means, striving families, poorer pensioners, young hardship) – c42% of Somerset households, Focus on specific geographic areas with low participation, link with our Schools Against Waste programme, local supermarkets and community groups.
- 3) Following a trial between Viridor Ltd and Vegware Ltd to test the composting of cups from Vegware, we are considering how to provide a recycling route for commercial users in Somerset. With the agreement of both, we aim to provide a recycling site as a pilot. Frome has been chosen as it feeds the Dimmer Site, which is the only one permitted to accept the material, is already able to accept commercial waste, has a business market and a number of local interest groups that could be used in the trial messaging. The Severn Estuary Partnership (operating along the Sedgemoor coast) are also keen to be involved.

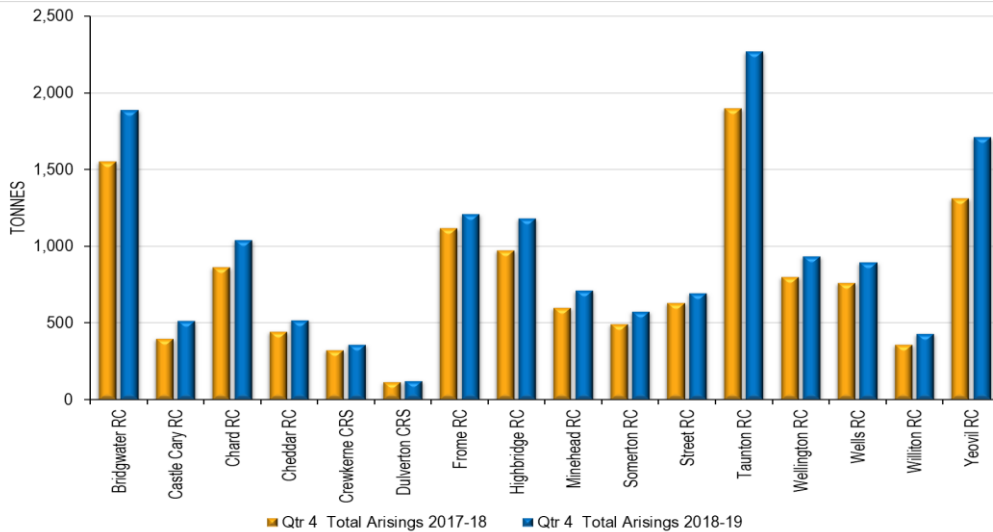
What will future success look like and what are we doing about it?

- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing our behavioural change activity on the most carbon intensive materials.
- 3) Reuse: Developing an effective county-wide approach which leads to substantially increased levels of reuse. This will include working with both SUEZ and Viridor to explore how we can improve reuse across Somerset.

Recycling Sites

Somerset's 16 recycling centres are vital resources for the local community. Whilst garden waste and bulky waste (e.g. fridge/freezers) are a big driver for people using their local recycling centre, they also enable people to recycle a wide range of other materials - including water-based paint, wood, batteries, gas bottles, oil and light bulbs. There is a reuse shop at the Priorswood site and arrangements at nearly all other sites to ensure materials capable of being reused are captured.

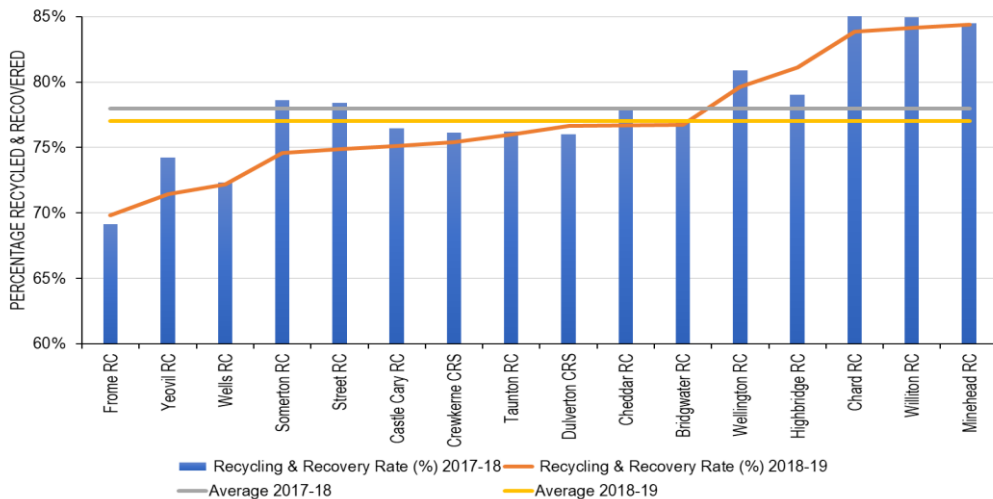
What has happened and what has changed in this quarter?



Recycling Site	Qtr 4 Visitor Numbers		
	2017-18	2018-19	% Change
Bridgwater RC	35,777	41,963	17.29%
Castle Cary RC	6,431	8,570	33.26%
Chard RC	20,489	25,080	22.41%
Cheddar RC	10,842	12,247	12.96%
Crewkerne CRS	5,023	5,443	8.36%
Dulverton CRS	1,440	1,871	29.93%
Frome RC	20,799	25,758	23.84%
Highbridge RC	24,968	31,025	24.26%
Minehead RC	18,281	21,434	17.25%
Somerton RC	10,728	13,423	25.12%
Street RC	15,385	18,310	19.01%
Taunton RC	49,939	61,808	23.77%
Wellington RC	18,119	22,565	24.54%
Wells RC	16,910	18,860	11.53%
Williton RC	10,675	10,715	0.37%
Yeovil RC	30,606	36,479	19.19%
All Sites	296,412	355,551	19.95%

Note : Table shows Q4 only, rather than cumulative data for Q1-Q4.

Q1 - Q4 RECYCLING SITE RECYCLING RATE % - 2018-19 COMPARED TO 2017-18



Total arisings are up by 1,622 tonnes. This total comprises of 1,156 tonnes of dry recycling and reuse, 92 tonnes of wood for recovery, 904 tonnes of residual waste and 231 of hardcore & soil, all offset by a decrease in garden waste of -761 tonnes.

Without this decrease in garden waste of -761 tonnes and increase in residual waste of 904 tonnes, the total recycling rate (incl. recovery 76.53%) would have surpassed that for 2017-18 (77.40%).

The best performing sites in 2018-19 are, Minehead RC (84.37%) and Williton RC (84.12%), with the worst performing being Frome RC (69.82%) and Yeovil RC (71.45%). These, as two of the busier and more congested sites, find it more difficult to sort recyclable materials from 'black bag' waste, therefore reducing the potential recycling rate.

However, from 1st April 2019 changes to site opening hours should help improve this situation, with sites such as Frome and Yeovil gaining an additional 1 hour per day (Summer) and Wells gaining an additional day per week. With the site being open should allow more time for site staff to sort recyclable materials from 'black bag' waste.

The number of visits increased from 1,615,173 in 2017-18 to 1,640,948 in 2018-19, a rise of 35,775 (1.60%).

An increase of 44,571 visits in March 2019 compared to 2018, was the result of a low base for 2018 due to snowfall affecting sites opening and reasonably dry and mild weather in 2019.

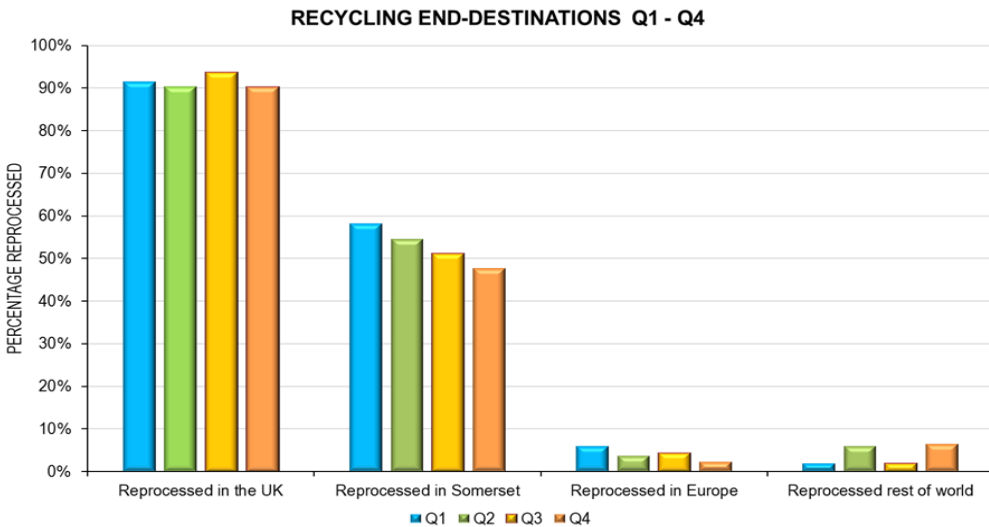


Why do we measure and report this?

As the first Authority in the UK to publish the detail of what we do with our household waste, it remains important that we are transparent to our Members and residents in terms of how and where we treat and recycle the materials we handle - in particular how much stays in Somerset and the UK, and how much remains in closed loop recycling. In the run-up to Recycle More, it is particularly important that we emphasise to Somerset residents that the way they separate their recycling and the way we collect it means that it is nearly all recycled in the UK and in the 'best' way possible - building trust in our services.

What are the headline numbers for 2018/19?

Have there been any significant changes since the last report?



In Q4 we recycled 90% of our waste in the UK. A slight decrease on the previous quarters and reflecting both market demands and constraints in UK reprocessor capacity. Exports went further afield (including Turkey), with less to Europe. Viridor and Kier both sell on the spot market and send them to where there is most demand, though our quality materials mean that they are normally wanted by UK reprocessors. We recycled slightly less in Somerset this quarter, and this is due to lower garden waste tonnages. We still reprocessed 48% of our waste in Somerset (down from 51% in Q3, 54% in Q2 and 58% in Q1).

Cardboard and paper are the main materials exported this quarter, along with some plastic bottles. Whilst the high quality paper from the kerbside is recycled into newsprint in the UK, mixed paper from schools and recycling centres are sent to other markets. The paper and cardboard has been exported to Indonesia, India, Taiwan, Thailand, Germany and the Netherlands. Plastic bottles are mostly recycled in the UK with some exported to Turkey. Textiles continue to be exported to developing countries for reuse.

The banks for plastic bottles and pots, tubs and trays at recycling centres continue to prove increasingly popular with residents, with 58.52 tonnes collected in Q4 compared to 50.16 tonnes in Q3, 49.5 tonnes in Q2 and 34.6 tonnes in Q1. The mixed plastics are sent to Viridor's plastic reprocessing plant in Kent where they are sorted into different plastic types and sent to reprocessors to be made into new plastic packaging and other products.

What changes are likely to have happened the next time we report?

What will future success look like?

Overseas markets are continuing to restrict imports of waste. This may impact on materials exported, however SWP is largely insulated from this due to the high quality of our kerbside sort material. The exception to this is when the balers break down at the kerbside depots and materials are sent to a MRF which use their own reprocessors.

The appointment of a new collections contractor and transition to Recycle More will increase the amount of recyclables captured (both existing and new materials). Our collection contract will have ever more stringent requirements on end use. We will continue to produce high quality, in-demand recyclables. We will continue to reprocess in the UK where possible, and into closed loop applications.

The next time we report, the 2018-19 full End Use Register will be published. We are researching information about carbon savings to add to the benefits of the End Use Register and looking at new ways of presenting the information to give Somerset residents confidence that their efforts to separate their recyclables make a difference.

Somerset residents will be aware of the existence of the end use register, and will have trust and confidence that what they put out for recycling is recycled. They will be aware of the environmental benefits of recycling and can track their success year-on-year.

SWP are working with 'Digital Studio', a group of young people in West Somerset, to develop social media friendly content (eg. Infographics and video) to more effectively tell the story of what happens to Somerset's recycling.

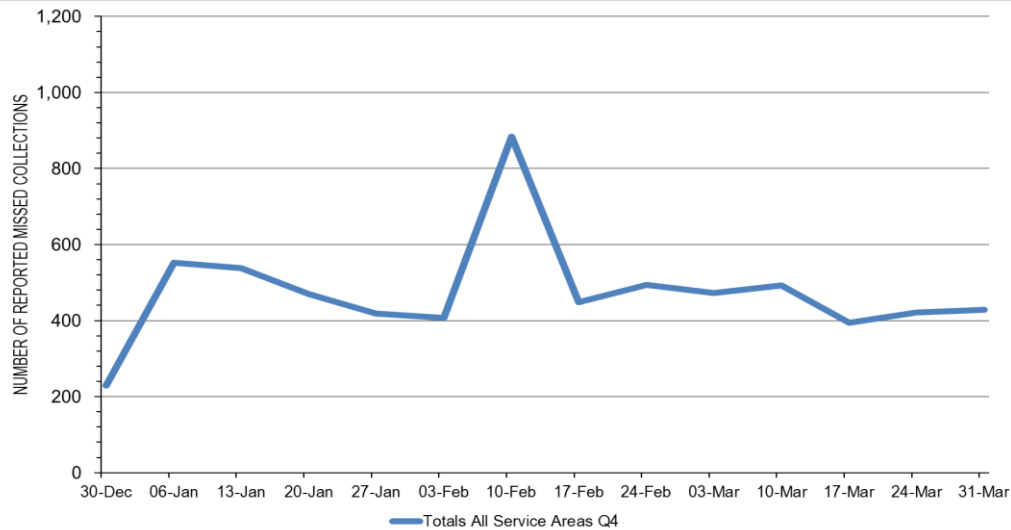
Missed Collections



Why do we measure and report this?

Missed collections remain the cause of the majority of customer contacts to the Waste Partnership and remains an area of concern whilst we are in the process of moving from our incumbent collection contractor, to the new Recycle More contract.

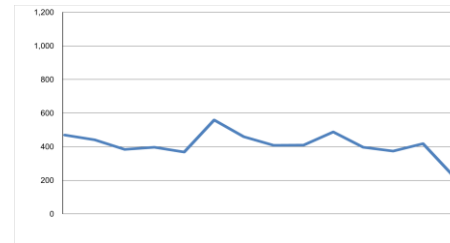
What are the headline numbers?



What are the issues underlying current performance?

The thing that immediately catches the eye from the current performance graph is the huge spike in missed collections reported in February. This followed an incident of severe weather where nearly 40,000 residents didn't receive a collection on Friday 1st of February. The weather continued to cause problems over the weekend and catch up wasn't possible so we decided to suspend the garden waste service and transferred these resources to catch up on the missed mainline services.

Comparing last quarter's performance graph below left, to this quarter below right, we can see we are still vulnerable to outside factors causing a certain amount of fluctuating performance. It also shows the expected rise in contact following the Christmas period.



Q3



Q4

What are we doing about it?

- 1) This is an important measure of overall contract performance. We will continue to monitor the level of missed collections weekly and analyse this data in our regular operation meetings with our contractor Kier. The main aim will be to identify issues early and take any action necessary to mitigate against escalation in the numbers of reported missed collections.
- 2) Where possible we will continue to identify and support measures to recruit and retain suitably qualified drivers and other staff, and are in discussions with Kier to identify any opportunities to utilise vehicles which could benefit the Somerset contract as their portfolio of waste related contracts reduces and these become available.
- 3) We continue to meet regularly with the senior management at Kier, to review performance. We also continue to monitor the effectiveness of the improvement plan to ensure this live document is capable of meeting the current pressures on the service. We are focussed on planning for the Summer to ensure we do not see a repeat of last year's issues.

What will future success look like?

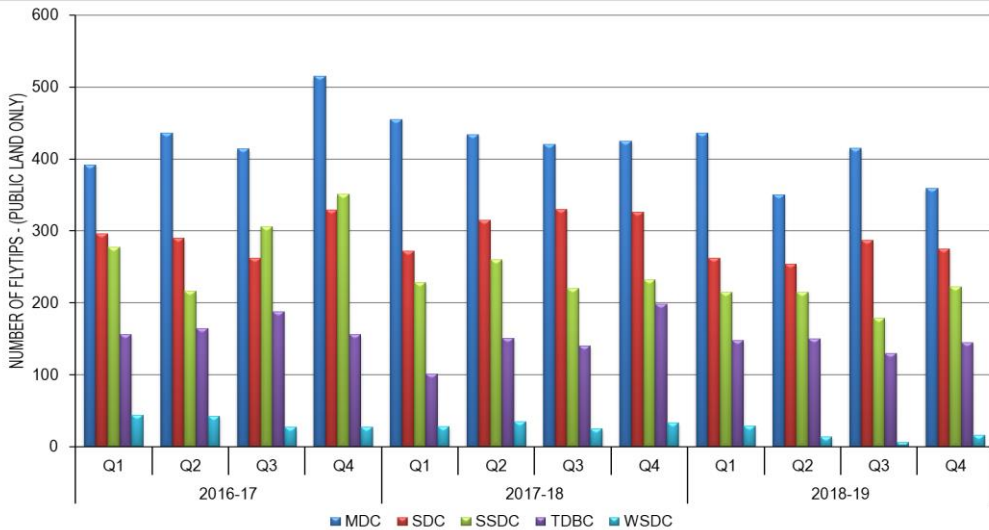
- 1) A smooth transition from Kier to SUEZ, with no service degradation before the end of the Kier contract and no repeat of the issues seen last Summer.
- 2) SUEZ meeting the much more robust standards on missed collections (0.045%) that we are setting through the new collection contract, and delivering our expectations on improving the quality of the service through engineering out missed assisted collections and repeated missed collections.
- 3) Effectively utilising in-cab technology on the new fleet of vehicles so that we give our crews the right tools to do the job, drive up service standards, and have the data to effectively target behaviour change.



Why do we measure and report this?

Fly tipping continues to be a blight on the Somerset landscape and it is vitally important that we monitor whether any of the service changes we make impacts the level of this criminal activity. Whilst we report fly tipping numbers as part of this Board report, the Waste Partnership has little control or influence over the number of fly tips being shown, as the statutory function to manage fly tipping events still rests with the partner District authorities.

What are the headline numbers?



Have there been any significant changes in what's being fly-tipped?

The number of incidents for 2018-19 have dropped by a total of -521 incidents, from 4,628 in 17-18 to 4,107 in 18-19. The number of fly-tipping incidents in all Districts continues to improve this year by between -174 and -17 incidents, with the smallest reduction in Taunton Deane and the greatest in Mendip. This is further evidence that no SWP activities have contributed to any increases in fly-tipping during 2018-19.

Overall across the Partnership the main increases were 'Tyres' (+85), 'Asbestos' (+1), with the decreases being 'Other household waste' (-376) and 'Black bags - household' (-75).

What are we doing about it?

Whilst we report fly-tipping numbers as part of this Board report, the Waste Partnership has little control or influence over the number of fly-tips being shown, as the statutory function to manage fly-tipping events still rests with the partner District authorities.

What will future success look like?

- 1) A continuing reduction in the total number of fly-tips across the Somerset, as has been demonstrated over the last couple of years. No negative impacts from any SWP actions.
- 2) Refresh our approach to joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 3) We are also exploring best practice around the country regarding dealing with the prevention of fly-tipping, enforcement and joint working.

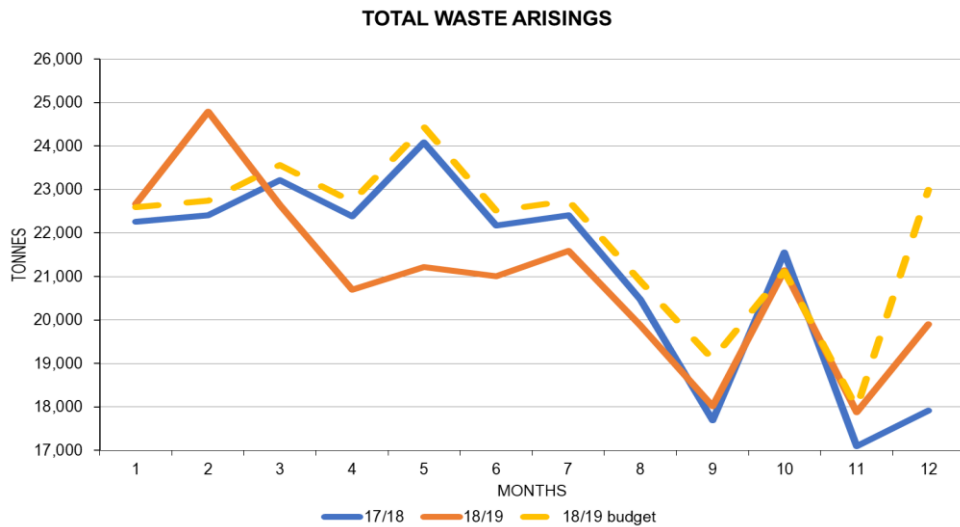


Why do we measure and report this?

It is important to keep track of how we are managing our finances, ensuring we are remaining within budget. A separate finance report continues to be presented to the SWB, but a summary is included here to ensure that this report presents a rounded picture of our performance.

What is our forecast outturn position?

What has changed since the last time we reported?



This is the final quarterly finance report for 2018-19. It compares the budget (set in Dec 2017) to the actual spend for the full year of 2018-19 and the outturn budgetary position.

Collection budget: There has been an improvement from our Q3 forecast (when we predicted a £134k overspend) due to a small reduction in collection costs and increased dry recycling yields (resulting in increased recycling credit payments from the County Council).

Disposal budget: there has been a further improvement in our forecast underspend on disposal - increasing from a forecast underspend of £1,075k in Q3 to a final outturn figure of £1,267k. This is driven by month 12 (March) waste tonnages being lower than forecast. This discrepancy was due to the 2018-19 budget being set in December 2017 and didn't account for the two snowfall events in February and March 2017, which gave an artificially low predicted budgetary starting point for Month 11 (February) and high finishing point for month 12 (March). Tonnages for the year are 0.9% lower than in 2017-18, even though household growth has been 0.87%.

What have we achieved during the year?

- 1) Head Office Cost underspend of £73k: Which due to tight budgetary management across the year.
- 2) Disposal cost underspend of £1,162k: Q4 is showing a significant £1,267k underspend from the budget, which is driven by 2 key factors. Firstly, due to snow the March 2018 disposal costs were far lower than were accrued for at the end of the 2017-18 financial year. When this accrual was reversed in Q1 of the 2018-19 financial year it resulted in a £305k benefit to the current year budget. Secondly, actual total tonnages for the year have been lower than were predicted when the budget was set in December 2017. Tonnages were 0.9% less than the same period last year.
- 3) Collection costs: The final outturn for all District partners is showing a £45k overspend - negligible in the context of a £17.1m collection budget. The significant variances to budget were an underspend on containers and delivery of (£97k) due to fewer new recycling and refuse containers being requested, an increase in dry recycling yields leading to higher recycling credit payments from the County Council, and an overspend on garden waste (noting that this increased cost is offset by increased income - shown in each district council partner's own accounts).
- 4) Funding requests: SWP are requesting that £444k of vehicle lease monies, not required for lease payments, are transferred into the Recycle More fund. This is in line with previous board decisions to build up funds, to offset the costs of implementing Recycle More. In addition, SWP are requesting from SCC that £50k of the County disposal budget is carried forward within the partnership, to provide match funding to a bid for a county-wide food waste campaign.

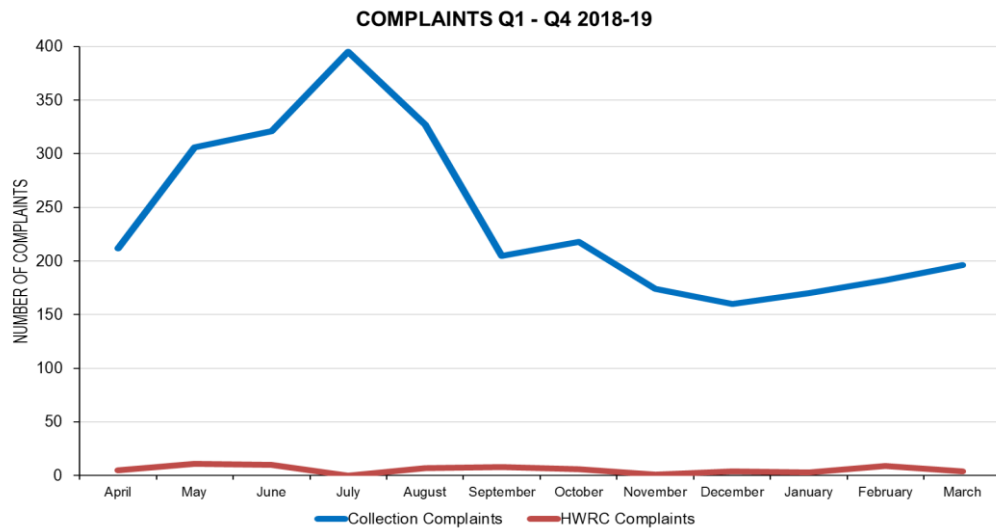
5) Recycle More project funding: During the year, £201k was spent on the project (primarily on external consultants to support the procurement process and depot related costs). The year end balance stood at £657k, and subject to board decisions in June on utilising vehicle lease budgets not required, it will stand at £1,076k. It is expected that this will cover the implementation costs to be incurred in 19/20 (for example for external advice, lease costs required in advance of the new contract, and to manage Kier termination (e.g. purchasing a number of assets which we want to transfer to SUEZ). The anticipated roll-out costs of Recycle More are still predicted to be c£2.2m - of which it is expected that some will be capitalised and some will be revenue costs:

Recycle More: Roll Out Costs		
Container Supply ¹	£775k	1. Proposed capital items
Container Delivery ¹	£545k	2. Includes notification packs (c£140k), services leaflets/stickers (c£160k), newsletters (c£100k)
Marketing ²	£480k	
Customer Support	£340k	
Total	£2,140k	Revenue Total £820k

Why do we measure and report this?

SWP's revised vision highlights the importance of delivering excellent customer service, and the importance of driving behavioural change. It is vital that SWP are accountable to the board on these crucial aspects of our service.

What are the headline numbers?



Key highlights in performance

Overall call volumes have reduced mainly due to the work completed by the operations team in managing the contract more closely, especially around service issues.

Recycling Site complaints increased slightly as a consequence of the change in opening hours with a maximum of 9 in February.

There was a forecast peak in call volumes related to Garden Waste Renewals, this was similar to previous years and was within expected parameters.

Container demand through the period was slightly below average and Customer SLA was uniformly met.

There was a snow event during February that led to the suspension of the Garden Waste Service. The outstanding missed collections from the snow event were collected and the backlog of collections were resolved within a week.

What changes are likely to have happened the next time we report?

- 1) Expectations in Customer Contact - We expect the complaint loading for Recycling Centres to decline once our customers get used to the change in opening times.
- 2) Behavioural change work is being undertaken with Kier Supervisors and management to improve accountability of crew actions, we would hope that this would lead to a decline in crew behaviour type complaints.
- 3) Over the quarter Kier have improved their control of staff absence and managing sickness, work is continuing with Kier to ensure that their staff supply chain is in place to avoid under resourcing during peak annual leave times, mitigating some risk of staff under employment throughout the summer period.
- 4) **My Waste Services** – Development work on our new customer service system will continue during this period and be near completion which is anticipated to be during Autumn 2019.

What will future success look like?

- 1) **My Waste Services** - Successful conclusion of this project, enabling customers to undertake all their transactions online at SWP, whilst still ensuring that those customers who use phone access, via District Councils, have a seamless customer experience. This will also allow us to encourage channel shift. The new system should also enable us to much more effectively monitor trends in customer interactions, so that we can identify issues.
We expect to have My Waste Services ready to go-live during the 2019-20 financial year, when SWP will launch online reporting via its website and app.
- 2) Greater focus on the customer experience from Kier crews that will decrease the frequency of complaints.
- 3) Through our enhanced technology offering through our new contractors, we are hoping to reduce the administrative burden of Garden Waste Renewals and improve the customer experience.

Communications

The only way SWP can ensure our household waste is not wasted but reused as a valuable resource is through working in partnership with the public and supporting people to change their behaviours. This requires us to excel at communications – supporting our residents, learning from others, and using our understanding of how and why people behave as they do to target our interventions.

What are the headline numbers?

Social Media

Facebook followers:	4,466	Start of	5,106	End of
Twitter followers:	2,215	January	2,315	March

Website Hits

Jan	96,484	Page Views	79,528	Unique
Feb	85,827		69,738	PViews
Mar	88,688		72,555	

Sorted Ezine

Jan	7,109	Deliveries	5,548	Unique open
Feb	8,933		5,901	with images
Mar	9,033		6,347	




- 1) Monthly Briefing sent to 326 parishes, and County and District councillors.
- 2) 10,000 Pledge cards sent to SAW team for distribution in schools.
- 3) Food saving flyers distributed to Somerset credit unions.
- 4) New service guides on collections, recycling sites.
- 5) New SWP cloth nappy leaflet produced.

What are we focussing on in the next quarter?




- 1) Developing our communications plan to support the implementation of Recycle More and our move away from landfill.
- 2) Planning to launch a major food waste campaign (Slim my waste, feed my face) subject to securing funding.
- 3) Refreshing our successful schools programme so that we more effectively target it, more effectively support schools to improve their own recycling levels, and find ways to support schools to embed tackling waste throughout the school year.
- 4) Refreshing how we work with community groups so that we more effectively partner with them.
- 5) Creating more effective ways to communicate to the public what happens to their recycling.
- 6) Restructuring our website (for example to prepare for Recycle More and embed our new customer service system), developing an app, and continuing to improve our approach to social media.
- 7) Reviewing signage at all Household Waste Recycling Centres, including to ensure it aligns with our key messages and approach to Recycle More.

Key highlights in performance

Facebook Topics

-  02/01/2019 How to recycle your Christmas tree.
-  09/02/2019 Repair cafes - can you fix it?
-  18/03/2019 Later Sundays and weekdays at all recycle sites.

Twitter Topics

-  31/01/2019 Most of Somerset has Met Office amber warning for snow.
-  26/02/2019 Not yet renewed your garden waste collection?
-  14/03/2019 Windy-wet today-tomorrow.

What will future success look like?

- 1) The transition to Recycle More happens effectively and delivers the behaviour change we expect it to.
- 2) The food waste campaign diverts food waste away from landfill, increases participation in food waste (particularly in low participation areas and socio-demographic groups).
- 3) We work with partners more effectively – learning from best practice elsewhere.
- 4) We refresh our communications approach so that it is more engaging and effective – for example through greater use of film/video/infographics on social-media and more of a real-life approach (continuing our journey away from a more traditional and formal way of communicating).



Contact us

If you have any specific questions or comments on this publication, please contact the Somerset Waste Partnership on 01823 625700, or email enquiries@somersetwaste.gov.uk

This document is also available in Braille, large print, tape and on disc and we can translate it into different languages.
We can provide a member of staff to discuss the details.
Please phone 01823 625700.

