

Somerset Waste Board
Friday 27 September 2019
10.00 am Council Chamber, South
Somerset District Council,
Brympton Way, Yeovil BA20 2HT

To: The Members of the Somerset Waste Board

Councillor Sarah Dyke, South Somerset District Council (Chair)
Councillor Clare Paul, Somerset County Council (Vice-Chair)
Councillor Andrew Gilling, Sedgemoor District Council
Councillor Matthew Martin, Mendip District Council
Councillor David Hall, Somerset County Council
Councillor David Mansell, Somerset West and Taunton District Council
Councillor Alan Wedderkopp, Somerset West and Taunton District Council
Councillor Tim Kerley, South Somerset District Council
Councillor Janet Keen, Sedgemoor District Council
Councillor Tom Ronan, Mendip District Council

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services and Monitoring Officer- 19 September 2019

For further information about the meeting, please contact Julia Jones or Scott Wooldridge or 01823 359027 or jjones@somerset.gov.uk / 01823 357628 or swouldridge@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 Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

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 www.somerset.gov.uk/agendasandpapers



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AGENDA

Item Somerset Waste Board - 10.00 am Friday 27 September 2019

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

1 **Apologies for Absence**

2 **Declarations of Interest**

3 **Minutes from the meeting held on 28 June 2019** (Pages 9 - 18)

The Board is asked to confirm that the draft minutes of the previous meeting are accurate or to agree any amendments that are necessary.

4 **Public Question Time**

The Chair will allow members of the public to present a petition on any matter within the Board's remit. Questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered (see guidance notes).

5 **Waste Board Membership** (Pages 19 - 20)

To receive the report

6 **New Collection Contract Mobilisation Update** (Pages 21 - 32)

To receive the report

7 **Performance Monitoring Report Q1 2019/20** (Pages 33 - 56)

To receive the report

8 **Financial Performance Update 2019-2020 and Development of the Annual Budget 2020-2021** (Pages 57 - 66)

To receive the report

Possible exclusion of the press and public

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

Item Somerset Waste Board - 10.00 am Friday 27 September 2019

Exclusion of the Press and Public

To consider passing a resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 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).

9 **Proposed Fees and Charges 2020-21** (Pages 67 - 80)

To receive the report

10 **Outline Business Plan 2020-25** (Pages 81 - 88)

To receive the report

11 **Somerset Waste Board Forward Plan** (Pages 89 - 94)

To review the latest version and items of business for future meetings.

12 **Information Sheets Issued Since the Last Meeting**

This is an opportunity for Members to raise matters contained in the following information sheets issued since the last meeting. A compendium of information sheets will be available for members to inspect at the meeting.

13 **Any other urgent items of business**

The Chair may raise any items of urgent business.

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1 Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Julia Jones on tel. (01823) 359500 or 357628, or email democraticservices@somerset.gov.uk

2 Notes of the Meeting

Details of the issues discussed and decisions taken at the meeting will be set out in the Minutes, which the Board will be asked to approve as a correct record at its next meeting. In the meantime, details of the decisions taken can be obtained from Julia Jones or Scott Wooldridge in the Democratic Services Team on tel. (01823) 359027 or 357628, or email democraticservices@somerset.gov.uk

3 Public Question Time

At the Chair's invitation you may ask questions and/or make statements or comments about **any matter on the Board's agenda**. You may also present a petition on any matter within the Board'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.

If you wish to speak or submit a petition, **then you will need to submit your statement or question in writing to Julia Jones by 5pm on the Monday prior to the meeting.** You can send an email to democraticservices@somerset.gov.uk or send post for attention of Julia Jones, Democratic Services, County Hall, Taunton, TA1 4DY.

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 three minutes only.

4 **Emergency Evacuation Procedure**

In the event of the fire alarm sounding, members of the public are requested to leave the building via the signposted emergency exit, and proceed to the collection area outside. Officers and Members will be on hand to assist.

5 **Somerset Waste Board Forward Plan**

The latest published version of the Forward Plan is available for public inspection at County Hall or on the County Council web site at:

<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=196&RD=0>

Alternatively, copies can be obtained by telephoning (01823) 359500 or 357628.

6 **Excluding the Press and Public for part of the meeting**

There may occasionally be items on the agenda that cannot be debated in public for legal reasons (such as those involving confidential and exempt information) and these will be highlighted in the Forward Plan. In those circumstances, the public and press will be asked to leave the room while the Board goes into Private Session.

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 it 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 who wishing to film part or all of the proceedings. No filming or recording will 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 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.

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SOMERSET WASTE BOARD

Minutes of a Meeting of the Somerset Waste Board held in the John Meikle Room, The Deane House, Taunton on Friday 28 June 2019 at 10.00 am

Present: Cllr S Dyke (Chair), Cllr D Hall, Cllr J Keen, Cllr T Kerley, Cllr D Mansell, Cllr C Paul, Cllr T Ronan, Cllr A Wedderkopp and Cllr L Taylor Hood (substitute)

Other Members present: Cllr T Munt

Apologies for absence: Cllr A Boyden (who was substituted by Cllr L Taylor Hood)

541 **Appointment of the Chair and Vice Chair of Somerset Waste Board –**
Agenda Item 1

The Somerset Waste Board Governance Manager welcomed members to the meeting and outlined meeting procedures and voting as there were a number of new members on the Board.

He then invited nominations from Board Members and presided over the election for this part of the agenda item. Cllr Ronan proposed Cllr Dyke as Chair which was seconded by Cllr Kerley. Cllr Slocombe proposed Cllr Paul and this was seconded by Cllr Hall.

Cllr Dyke and Cllr Paul were then invited to give a brief biography and members voted 5 in favour of Cllr Dyke and 3 for Cllr Paul so Cllr Dyke was elected as Chair of the Board.

Cllr Dyke called for nominations for Vice Chair. Cllr Slocombe proposed Cllr Paul and this was seconded by Cllr Hall. Members voted unanimously in favour of this and Cllr Paul was elected as Vice Chair.

The Chair thanked everybody for their support and thought that they would work well together.

542 **Declarations of Interest –** Agenda Item 3

There were no additional declarations made.

543 **Minutes from the meeting held on 29 March 2019 –** Agenda Item 4

Cllr Tessa Munt asked that her name be added to the attendance list as she was present at the last meeting held on 29 March.

The minutes of the meeting were then confirmed as a correct record and were signed by the Chair.

Cllr Slocombe also took the opportunity to express her thanks to the former Chair of the Board who was a member of Somerset Waste Board for many years. She said Cllr Yeomans did a sterling job and his commitment was incredible and felt that the Board should pass on its thanks to him. This was agreed.

544 **Public Question Time** - Agenda Item 5

There were no public questions.

545 **Constitutional matters, Waste Board membership and meeting dates 2019/20** - Agenda Item 6

The Chair invited SWB Governance Manager Scott Wooldridge to introduce the report which set out proposed revisions to the Waste Board constitution, reduced membership as a result of the amalgamation of the former Taunton Deane Borough Council and West Somerset Council and new membership due to the district council elections. The report also set out the meeting dates for 2019/20.

Members were informed of the background to the forming of the Board with the councils in Somerset working as joint committee with an administering authority and delegating responsibilities for waste collection, recycling and disposal to Somerset Waste Board.

The constitution set out the membership of the Board, its functions and voting arrangements. Each of the 5 partner authorities is represented on the Board by two elected members, one of of whom is the portfolio holder for Waste and/or Environment functions. There was a revision for quorum requirements with at least five members to be present one member to be from at least three different partner authorities.

Further discussion included:

- Information about the induction and training programme including visits to recycling centres and sites
- The Re-use shop located at Priorswood in Taunton.
- The meeting of the Joint Waste Scrutiny Panel and the recommendations from it.
-

The Chair moved the recommendations from the report.

The Board **RESOLVED** to:

- 1. Agree the amended Constitution (set out in Appendix A) together with the establishment of the new Somerset Waste Board comprising the four district councils and Somerset County Council.**
- 2. Note that the Inter-Authority Agreement will be amended to reflect the revised partner membership of the Somerset Waste Partnership.**
- 3. Note 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. Agree the Board meeting dates for 2019 and 2020 set out in section 3.**
- 5. Consider the proposed visits and workshops set out in section 4 noting there would be further visits and workshops added and a possibility of a change of dates if the majority of members were unable to make the proposed dates.**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report and discussed during the meeting.

546 **New Waste Treatment Facility Update** - Agenda Item 7

The Chair invited Contracts Manager David Oaten to update members on the progress with the New Waste Treatment Facility Project. He informed the Board of the commitment to reduce the overall environment impact of the county's residual waste through moving away from highly taxed landfill. The contract and build schedule for the the new facility and waste transfer stations was on track with plant commissioning tests expected to commence at the end of 2019 in preparation for an April 2020 start date. This would also deliver £1.3m annual savings until March 2020 to the disposal authority in addition to the environmental benefits.

The new Resource Recovery Centre is being constructed at Avonmouth and will be serviced by two waste transfer stations at Dimmer (Castle Cary) and Walpole (Pawlett). The anticipated residual waste sent to Avonmouth will be about 120,000 tonnes per annum.

Further visits will be organised for new members to visit the the plant prior to April 2020. A members visit to Avonmouth was planned for the beginning of September.

Avonmouth RRC Project Manager Helen Moon updated members on the build and gave a presentation which included an artist impression of Avonmouth, current status and Viridor operations.

Further discussion included:

- The duration of waste transfer
- The appearance of the station
- Air pollution and emissions monitoring which would be continuous
- Plant could be more efficient if low heat could be used
- Recycling black plastics could be a reality in 2020/21

Members thanked Ms Moon for the presentation.

The Chair moved the recommendations.

The Board RESOLVED to note the progress made with the project.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

547 **Performance Update Q4 2018/19** - Agenda Item 8

The report summarised the key performance indicators for the period from January 2019 to March 2019 and compared these to the same period last year and performance for the whole of the financial 2018/19 where relevant.

The key headlines were overall household arising were down by around 9.5% compared to the previous year. This was due to the lower levels of garden waste due to the last year's hot, dry summer. Recycling rates rose only slightly to 52.4% which was 0.13% higher than the previous year with an increase in recycling at the kerbside.

In Q3 90% of all recycling collected stayed in the UK. The popularity of plastic pots, tubs, and trays banks at recycling centres continues to grow with almost 60 tonnes being sent for processing in Kent in this quarter. There was a small increase in missed collections in Q4 but there had been no repeat of issues seen last summer and SWP continued to work closely with Keir on issues of service quality.

Key successes in the past year included the successful conclusion of the collection contract procurement which will enable delivery of Recycle More, the extension of the Viridor Core Services contract which kept all sites open, aligned opening house with need and demand and saved over £14m.

There was further discussion about:

- School campaigns against waste – there would be a briefing note about this

- There would be a full risk register for the September meeting
- Somerset was bucking the national trend in flytipping
- The promotion and education information carried out on social media by Somerset Waste Partnership was praised.
- It was felt more education was needed for residents about how to pack their recycling in boxes.
- The progress on the Customer Relationship Management System
- Planning guidance about waste areas on new developments. Further work was being done on this with Mendip District Council. A future report about this was likely.

The Chair moved the recommendation.

The Board RESOLVED unanimously to note the performance results in the Fourth Quarter Performance Management Report.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report and as discussed at the meeting.

548 Financial Outturn and Use of balances 2018/19 – agenda item 9

Managing Director Mickey Green introduced the report regarding the Financial Outturn and the Use of Balances. Members were informed that although there was no requirement to produce full statutory accounts in accordance with CIPFA Code of Practice and to undergo a full external audit, it had been agreed by the Board that a report and summary financial statements would be brought to the Board at the Annual General Meeting in June.

Members attention were drawn to the summary outturn figures section in 2.1 of the report with the table of summary of budget variances. Overall excluding the in-year spend on the collection contract, the total partnership underspend was £1,222,000.

The significant variances to budget were an underspend on container purchase and delivery (£97,000) for all district partners and an overspend on garden waste (£156,000). Members were reminded that the overspend on garden waste costs experienced by the partners were compensated by the income that the relevant district partner receives directly.

The disposal position improved at the end of the year, increasing the underspend on this budget area from £1,075,000 to £1,267,000. Trends in waste disposal have been downwards for the current financial year, although some of

the savings are one off, caused by year end estimating and the severe weather in March 2018.

It had been agreed by the Board that funding for the Recycle More fund was being kept separate from the continuation budget. A request was made to transfer £181,300 and £262,430 vehicle lease monies in the Recycle More Fund. There was also a request for £50,000 of the County Council disposal underspend to be carried forward within the Partnership for the extension of the food waste campaign to county wide coverage.

Further discussion included:

- Implementation of the Customer Relationship Management System
- There was an Internal Audit Plan for 2019/20 as shown in Appendix C
- Details of the for use of individual surpluses and deficits were shown in Appendix B.

Somerset Waste Board RESOLVED to:

- 1. Note the financial outturn position of the Partnership overall and the individual partners' balances at year end, and the summary accounts for 2018/2019 as presented in Appendix A.**
- 2. Confirm the recommendations of the partner authorities (as summarised in Appendix B), as to the use of the individual surpluses and deficits as at 31 March 2019.**
- 3. Approve the proposed approach to using our internal audit support as set out in Appendix C.**
- 4. Approve the transfer of funds to the Recycle More project fund (Section 2.4).**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

549 Recycling Centres – Van and Trailer Access Permits – Agenda Item 10

Contracts Manager David Oaten introduced the report and explained the background to the permits. Somerset provides access permits to certain vans and trailers, in line with the Van & Trailer Access Permits terms and conditions. Due to the location of many of recycling sites, bordering county neighbours such as Dorset and Bath and North East Somerset it is believed that a significant number of non-Somerset residents use Somerset sites.

The review of the permit included investigating the level of customer complaint and contact, reviewed off-site impact ie. fly tipping, examined what other authorities were doing, undertook a survey of 9,500 permit holders.

As a result of the review it showed a clear endorsement of the existing terms and conditions and it was proposed that no alternations be made and the life of the existing permits be extended. This would save in the region of £26,000

Further discussion included:

- Concern about the type of vehicles and trailers that were allowed. Members were informed that the DVLA classification was used for permits and it was felt this was a sensible approach.
- Old Land Rovers were not classified although new Land Rovers were classified.
- People recycling garden waste and whether there could be more flexibility on this.

The Chair thanked Mr Oaten for the report and information.

Somerset Waste Board RESOLVED unanimously to approve the continuation of a formal acceptance protocol (permitting) at Recycling Sites in line with the approach set out in paragraph 1.4 of this report.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

550 **New Collection Contract Mobilisation Update** – Agenda Item 11

Managing Director Mickey Green introduced the report which summarised progress in mobilising the new collection contractor (SUEZ Recycling and Recovery UK) and delivery of Recycle More.

Members were reminded what Recycle More was which was enabling the public to recycle more at the kerbside by adding items such as plastic pots, tubs, trays and cartons to the weekly collection.

The assistance of the task and finish group for this project had been invaluable throughout the procurement phase but it was felt that during the mobilisation process this was no longer required. Updates and information about this could be delivered to members inbetween meetings if necessary through workshops and information sheets.

Members were also updated on developments since SUEZ was approved as preferred contractor and what would be happening next. The recycling rate was expected to increase from 52.4% to 58.5% once Recycle More was fully rolled out and it was hoped that effective behavioural change campaigns could increase this to more than 60%.

Further discussion included:

- Staff had been informed of the new contractor and were positive
- Roll out costs, new fleet of vehicles and an indication of the roll out period.
- Environmental benefits of the scheme
- Use of in-cab technology on every vehicle so that crews have the right tools to do the job
- Transforming the customer experience

The Chair thanked all those who had been involved in the task and finish group.

Somerset Waste Board RESOLVED unanimously to:

- 1. Note the progress made in procuring and mobilising a new collection contract.**
- 2. Agree to discontinue with the (non-decision making) “New Service Task and Finish Group” as it has fulfilled its role.**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

551 **Somerset Waste Board Forward Plan** - Agenda Item 12

The Board considered and discussed its Forward Work Plan of future agenda items and reports for the September meeting in 2019.

552 **Information Sheets Issued Since the Last Meeting** - Agenda Item 13

There were none.

553 **Any other urgent items of business** - Agenda Item 14

It was agreed to send a letter of thanks to the former Chair and Vice Chair of the Board who were long serving members of the board.

(The meeting ended at 12.03 pm)

CHAIR

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Somerset Waste Board
 27 September 2019
 Report for decision

Waste Board membership

Lead Officer: Scott Wooldridge, Monitoring Officer and Strategic Manager for Governance and Democratic Services

Author: Julia Jones, Democratic Services Team Leader

Contact Details: 01823 357628

Forward Plan Reference:	SWB/18/12/05
Summary:	The report sets out changes to the Waste Board's membership of 10 elected members (2 from each partner authority) for 2019/20, as a result of two revised appointments from Sedgemoor District Council and Mendip District Council.
Recommendations:	That the Somerset Waste Board notes the revised Board's membership for 2019.

1. Background

1.1. At the last meeting of Somerset Waste Board the revised Board membership for 2019/20 was noted following the district council elections held in May 2019. The revised membership was also a reduction of members following the amalgamation of the former Taunton Deane Borough Council and West Somerset Council to create the new Somerset West and Taunton local authority as of 1 April 2019.

1.2 Since the Board meeting held in June, we have been advised of two revised appointments from two district councils to change a board member. Sedgemoor District Council have now appointed Cllr Andrew Gilling as Cllr Gill Slocombe is stepping down after serving on the Board for many years. Mendip District Council have appointed Cllr Matthew Martin to replace Cllr Adam Boyden.

- 1.3.** There will be a requirement for officers to ensure these members benefit from an early induction and training regarding the Waste Partnership and Waste Board Business Plan priorities, services, meeting procedures and standing orders

2. Somerset Waste Board Membership 2019-20

- 2.1.** The revised Board membership for 2019/20 therefore is as follows:

Mendip District Council

Matthew Martin

Tom Ronan

Sedgemoor District Council

Andrew Gilling

Janet Keen

Somerset County Council

David Hall

Clare Paul (Vice-Chair)

South Somerset District Council

Tim Kerley

Sarah Dyke (Chair)

Somerset West and Taunton Council

Alan Wedderkopp

David Mansell

Somerset Waste Board meeting
27th September 2019
Report for information

New Collection Contract Mobilisation Update

Lead Officer: Mickey Green, Managing Director
Author: Mickey Green, Managing Director
Contact Details: 01823 625707

Forward Plan Reference:	SWB/19/04/03
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 HR Implications:	Revenue: In addition to delivering the significant environmental benefits of Recycle More, a new collection contract will deliver

	<p>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	Social media, media engagement, online info via council and SWP websites, display advertising, roadshow	April – May 20

	bags with household-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

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Somerset Waste Board meeting
27 September 2019
Report for information

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:	SWB/19/04/02
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

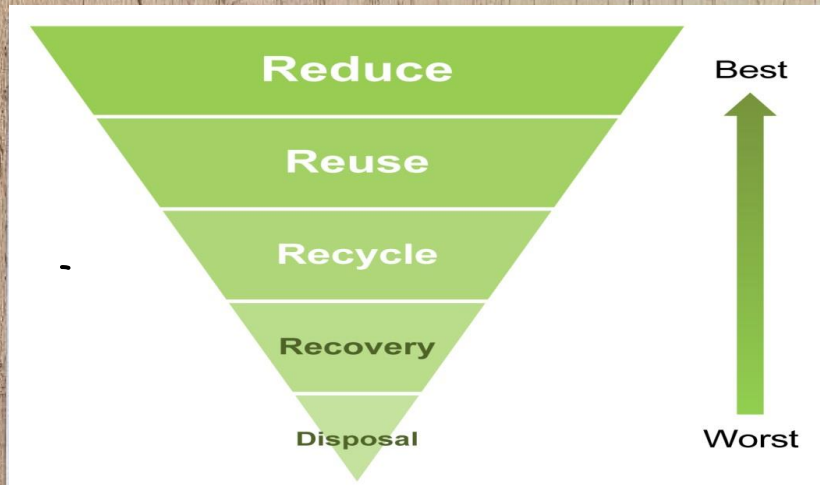
5. Background papers

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

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Somerset Waste Board
First Quarter 2019-20

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 waste 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 and manages waste services on behalf of Mendip, Sedgemoor, South Somerset and Somerset West and Taunton Councils 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

Delivering Excellent Services

The services we deliver ensure our household waste is effectively collected, reused, recycled and treated

1.1 Transition to a new collection contractor & new service model

- 1.1.1 Mobilisation of new contractor
- 1.1.2 Active management of current collection contract
- 1.1.3 Deeper engagement from SWP with collection staff
- 1.1.4 Procuring a new fleet of vehicles
- 1.1.5 Developing depot infrastructure
- 1.1.6 Rolling out Recycle More
- 1.1.7 Manage distribution of new recycling containers
- 1.1.8 Recycling credits review informed by Recycle More

1.2 Moving away from landfill

- 1.2.1 Oversee development of Walpole & Dimmer transfer stations
- 1.2.2 Oversee development of Avonmouth Resource Recovery Centre (RRC)
- 1.2.3 Testing & commissioning of Avonmouth RRC
- 1.2.4 Implementing changes at recycling centres to align with acceptance criteria

1.3 Improving services

- 1.3.1 Revising opening hours at recycling centres
- 1.3.2 Potential improvements at recycling centres
- 1.3.3 Working with Support Services for Education to optimise future schools waste & recycling service
- 1.3.4 H&S and contract management

1.4 Reviewing services

- 1.4.1 Review of opening hours and charging at Crewkerne & Ulverston Community Recycling Sites
- 1.4.2 Further review of van/trailer permits at recycling centres
- 1.4.3 Review of waste service fees and charges
- 1.4.4 Review of signage at recycling centres
- 1.4.5 Anaerobic Digester contract review
- 1.4.6 Collection contract review

Changing Behaviours

People recognise that waste is a resource, and fully play their part in reducing, reusing and recycling waste

2.1 Focus on plastics

- 2.1.1 Coordinating refill campaign in Somerset
- 2.1.2 Encouraging take-up of PTT at recycling centres
- 2.1.3 PTT at kerbside and other additional materials
- 2.1.4 Promote the Pledge Against Preventable Plastic
- 2.1.5 Work with partners to phase out single use plastic

2.2 Campaigns

- 2.2.1 Food waste: Stickers and behaviour change campaign
- 2.2.2 Build trust in how we recycle & what happens to the material
- 2.2.3 Increasing our reach on social media & through our website
- 2.2.4 Enforcement of service rules and householder support
- 2.2.5 Schools against Waste

2.3 Changing behaviours through Recycling More

- 2.3.1 Developing a robust & costed communications and marketing plan for Recycle More rollout
- 2.3.2 Prepare Somerset for Recycle More
- 2.3.3 Phased support as Recycle More is rolled out
- 2.3.4 Learning from each phase of rollout

2.4 Community engagement

- 2.4.1 Developing partnerships
- 2.4.2 Review food waste & compost champions
- 2.4.3 Promote & refresh newsletters
- 2.4.4 Attending face to face events
- 2.4.5 Refresh our approach to reuse

Building Our Capability

SWP has the capability and resources to even more effectively deliver the Board's vision

3.1 Transforming ICT systems

- 3.1.1 Implementing a new customer service system
- 3.1.2 Enabling web self-service
- 3.1.3 Launching a mobile app
- 3.1.4 Integrating in-cab technology
- 3.1.5 Making best use of new technology
- 3.1.6 Improve technology for making payments

3.2 Strategy and influence

- 3.2.1 Develop SWP long term strategy
- 3.2.2 Seeking to influence policy decisions at Central Government and working with partners within the South West to further SWPs vision
- 3.2.3 Review how SWP supports local businesses

3.3 Ensure homes are built with waste in mind

- 3.3.1 Work with planning authorities to ensure residential planning proposals have adequate provision of waste & recycling facilities
- 3.3.2 Ensure waste & recycling services are implemented effectively when new developments are built and occupied

3.4 Improving performance monitoring

- 3.4.1 Improving carbon monitoring
- 3.4.2 Improving end use monitoring
- 3.4.3 Customer service
- 3.4.4 Regular participation and composition analysis
- 3.4.5 Ensure complete & accurate data in respect of container types & services is held by SWP
- 3.4.6 Developing insights

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, with Performance 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 - First Quarter 2019-20 (Submitted to 27th September 2019 Somerset Waste Board)

Measure	Headlines	Performance Rating	Performance Indicator
Business Plan: Delivering excellent services	We are on track on the two major projects we have underway, moving away from landfill & mobilising a new collection contractor. Both projects are huge in their scope and are placing SWP under considerable resource pressure. Opening hours changes at Recycling Centres have been successfully implemented.		
Business Plan: Changing behaviours	We continue to focus on plastics (with more plastic being taken at recycling centres than ever before) and have secured funding for a major food waste campaign in the new year. We are also planning to refresh our approach to end use, and are developing detailed comms plans for Recycle More.		
Business Plan: Building our capability	We are on track with our new online customer relationship management system (My Waste Services) One of the most challenging tasks SWP has on its agenda. In addition to developing a long term strategy, SWP is leading on the 'Waste & Resources' workstream of the county-wide Climate Emergency strategy.		
Risks	Our 'no deal Brexit' risk register and Recycle More risk register are up to date. 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 increased slightly to 1.82 per 100,000 visits, up from 1.41 per 100,000 in the previous quarter. There were no serious incidents. 7 accidents to Kier operational staff, down 1, from 8 in the previous quarter.		
Waste Minimisation	The weather during the early growing season resulted in reductions in garden waste at both the kerbside and at recycling centres (and probably contributed to reductions in residual waste). Total household arisings for Q1 were 265.9kg/hh, around 3.5% down on the previous year.		
All Recycling & Recycling Sites	Our recycling rate (NI192) fell by 0.12% to 54.98% compared to 2018-19, mainly driven by a reduction in garden waste of over 830 tonnes. Dry recycling fell 613 tonnes, with reductions in paper and glass, but increases in street sweepings, clothes/shoes and bric-a-brac. Visitors to recycling centres also fell 8.5%.		
End Use of Materials	SWP continues to see strong demand from UK based reprocessors for our high quality materials. In Q1 62% stayed in Somerset and 92% stayed in the UK. The plastic pots, tubs and trays (and plastic bottle) banks at recycling centres are popular - with 74 tonnes being sent to Kent for reprocessing in Q1.		
Missed Collections	Q1 saw a continued improvement in the level of missed collections after the issues experienced last year. The number of missed collections in Q1 was 1.117 per 1,000 collections - an improving trend, also marginally below the level for Q4 of 1.164. We continue to work closely with Kier to address this.		
Fly Tipping	An overall decrease of -279 fly tips, from 1,090 in 2018-19 to 811 in 2019-20, 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 July 2019 SWP continue to show a forecast budget underspend for the year. Emerging trends suggest an underspend for the year of 13k for the collection budget and 791k for the disposal budget. It should be remembered that tonnages can be very volatile and dependent on outside factors.		
Customer Interaction & Communications	Over 367,000 hits on our website in Q1, over 5,400 Facebook followers, almost 9,200 readers of our 'Sorted' e-zine, Waste Awareness Roadshows at ASDA reaching 600 customers and over 130 schools visited. Complaints from customers continued to fall over this period, down to a low of 168.		



Why do we measure and report this?

This part of the 2019-2024 Business Plan sets out what we need to do, so that the services we deliver ensure our household waste is effectively collected, reused, recycled and treated. Delivering excellent services will include activities and actions such as the transition to a new service model, moving away from landfill and improving and reviewing services.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
1.1) Transition to a new collection contractor & new service model			
i) Mobilisation of new contractor, procuring a new fleet of vehicles, developing depot infrastructure, new recycling containers - (1.1.1, 1.1.4, 1.1.5 & 1.1.7)	Green	All main fleet ordered, planning permission for Evercreech depot submitted, procurement of new bags underway and mobilisation on track. Legal work on leases is underway but behind schedule.	Continue with mobilisation plan. Review electric supervisor van trial. Seek to sign contract, finalise leases and designs for vehicle livery and new bags. Finalise plans for garden waste changes on day 1 of contract.
ii) Active management of current collection service contract & deeper engagement with staff (1.1.2 & 1.1.3)	Green	Vehicle maintenance issues have led to a degradation of service SUEZ have met with trade unions and reassured around no job losses and investment in infrastructure and training.	Close working with Kier to resolve vehicle maintenance issues. Drop in sessions with Kier staff planned for September. Training plan finalised.
iii) Recycling credits review (1.1.8)	Green	Review undertaken with SMG and s151 officers agreed that current 'payment in lieu of recycling credits' for dry recycling from SCC to Districts remains valid, & that it is not necessary or viable to change now.	SMG and s151 officers agreed that a review to be undertaken in 2023/24 once Recycle More rolled out, risk share mechanism reviewed & impact of legislate change known. To reflect in Business Plan 2020-25.
1.2) Moving away from landfill			
i) Oversee development of Walpole & Dimmer transfer stations & Avonmouth RRC (inc. testing & commissioning) - (1.2.1, 1.2.2 & 1.2.3)	Green	The build of the new Waste Transfer Station at Dimmer is complete whilst Walpole has been clad and services installed. The Avonmouth RRC is undergoing testing and cladding is underway.	The Avonmouth and Walpole builds are on track with 'hot commissioning' of the 2 transfer stations and Avonmouth expected to commence in late Autumn.
ii) Implementing changes at HWRCs to align with acceptance criteria - (1.2.4)	Green	All sites have now been added to the trial (with 2 residual waste bins, one for landfill and one for energy generation). Site staff have been trained. Sites on track to send 2/3 for energy generation (in line with expectation).	Communication materials (leaflets and signage) will be produced to help educate the public in the use of the skips and the benefit of not sending waste to landfill.
1.3) Improving services			
i) Revising opening hours at HWRCs - (1.3.1)	Green	The Board agreed change in Nov 2018 which were implemented in Apr 2019. The public have adapted well to the improved opening hours.	Sites will change to winter hours on 1 October (closing at 5pm on weekdays instead of 6pm). Publicity is planned ahead of that.
ii) Potential improvements at HWRCs - (1.3.2)	Green	A potential opportunity has arisen at Minehead HWRC to enlarge the site and SWP are exploring this.	Continue work to explore Minehead opportunity (inc. potential capital bid) and seek opportunities at other priority sites (esp. Frome and Yeovil).
iii) Optimise future schools waste and recycling service (1.3.3)	Orange	Work is underway to revise the pricing structure for schools (no overall cost increase expected) to find ways to incentivise recycling.	Finalise pricing, agree additional role for SWP in providing operational support to schools, plan for engagement with schools.
1.4) Reviewing services			
i) Review of opening hours and charging at Crewkerne & Dulverton CRS - (1.4.1)	Green	A review has been undertaken and the public are responding as expected (visitor numbers down slightly but tonnage per visit up).	Entrance charges will be removed for these two site from 1 Apr 2020.
ii) Review van/trailer permit scheme - (1.4.2)	Green	The Board agreed to extend the current scheme on 29 Mar 2019.	Publicity planned in Sep to raise public awareness.
iii) Review fees and charges - (1.4.3)	Green	Preparatory work undertaken - see Board paper on 27 Sep.	Changes as agreed by Board on 27 Sep to be implemented.
iv) Review HWRC signage - (1.4.4)	Orange	H&S signage review complete. Trial at Somerton planned.	RM/Behavioural change review, subject to resource constraints.
v) Anaerobic Digester contract review - (1.4.5)	Green	The contractually scheduled gate fee review has commenced and will identify if any pricing adjustments are required.	The contract review is due to conclude in Jan 2020.



Why do we measure and report this?

The actions in this element of the 2019-2024 Business Plan ensures that people recognise that waste is a resource and fully play their part in reducing, reusing and recycling waste. Changing behaviours will include activities and actions such as focussing on plastics, specific campaigns, changing behaviours through Recycle More and community engagement.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
2.1) Focus on Plastics			
i) Coordinate the Refill campaign in Somerset and promote SWP's Pledge Against Preventable Plastic - (2.1.1 & 2.1.4)	Green	We continue to promote the Refill campaign via social media and distribute the Pledge Against Preventable Plastic in print and via the Schools Against Waste programme with primary schools.	We propose to integrate this with our wider climate emergency response on Waste & Resources.
ii) Encourage take-up of plastic pot, tub and tray recycling at HWRCs - (2.1.2)	Green	Public response to this continues to be good - we received a record amount in June 2019 (over 25 tonnes in one month).	We will continue with our signage review so that we improve signs at all HWRCs, and in particular ensure that they complement and align with the kerbside, driving behaviour change.
iii) Work with partners to phase out use of single use plastic - (2.1.5)	Green	This remains a standing agenda item with our monthly partner senior officer meeting, and we have worked particularly closely with SDC and SCC to help them shape their own strategy.	We propose to integrate this with our wider climate emergency response on Waste & Resources.
2.2) Campaigns			
i) Tackle food waste through a stickering and behavioural change campaign - (2.2.1)	Green	We have secured funding (from SCC's Prevention fund, but also from all partners and Viridor) to undertake a major campaign in the new year.	We will continue to plan for the implementation of Bristol Waste Company's award winning "Slim my Waste, feed my Face" campaign in Somerset.
ii) Build trust in how we recycle and what happens to SWP recycling - (2.2.2)	Green	Created new infographics showing clearly where our recycling ends up and what happens to it, for web, media and social media purposes.	Media campaign with visuals about the new end use register - rebranded <i>Recycling to resources - what happens to your recycling.</i>
iii) Increase our reach, esp. on social media/website - (2.2.3)	Green	Facebook reach increased by 7% in 3 months. Average response rate of under an hour to most customer enquiries via social media.	Bespoke social media training workshop and new strategy, focussing on listening to customers and responding to need. Rebranding website.
iv) Enforce service rules & support householders	Orange	Ongoing work, made challenging by service issues.	Address service issues so we can be more proactive and not reactive.
v) Schools against Waste - (2.2.5)	Green	Cumulative total 22,000 primary schools (22 schools Apr-Jun) reaching 8,600 primary school children in Somerset.	Plan targeted schools engagement in low-participation areas for food waste (Jan campaign) and in Mendip and South Somerset for Recycle More.
2.3) Changing Behaviours through Recycle More			
i) Develop a robust comms, marketing & engagement plan and prepare Somerset for Recycle More - (2.3.1 & 2.3.2)	Green	Developed robust workstream with SUEZ, scoping out approach and strategy for comms and engagement for Recycle More. Researching possible community partners to maximise engagement reach.	Finalise comms plan for individual phases and engagement pre- and post- roll-out. Consolidate cross-team working with district councils (customer service and comms teams) to align messages.
2.4) Community Engagement			
i) Develop partnerships - (2.4.1)	Green	Scoped out areas of low participation and researched community groups with contacts in those areas to target communications.	Compile list of relevant groups and events for food waste campaign and two first Recycle More phases and target messaging accordingly.
ii) Review food waste & compost champions - (2.4.2)	Orange	Initial review commenced. Linked champion activity into wider engagement planning for two upcoming campaigns.	Targeted engagement approach will inform which areas of low-participation we focus on, including composting activity and available resources.
iii) Promote & refresh newsletters - (2.4.3)	Green	Q&A on plastics and infographic show new, modernised style.	Style continues through Sorted! and briefing which will be rebranded.
iv) Attend face to face events - (2.4.4)	Green	11 face to face events attended in this quarter.	Numerous events planned, plus prep for parish cluster meetings.
v) Refresh our approach to reuse - (2.4.5)	Orange	This remains a priority but we have not progressed in this quarter.	This will be integrated with our climate emergency work.



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, with this section ensuring that the SWP has the capability and resources to even more effectively deliver the Board's vision.

Building our capability will include activities and actions such as transforming our ICT systems, strategy and influence, ensuring homes are built with waste in mind and improving performance monitoring.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
3.1) Transforming our ICT systems			
i) Implement a new customer service system, enable web self-service and launch a mobile app - (3.1.1, 3.1.2 & 3.1.3)	Orange	All designs for the customer interface forms are completed and work taken with the District Partners to link our system with those in integration with the District Partners CRM systems are well underway.	Finalise the integration with the district partners Customer Service systems, test the system to make sure that everything works as expected and deliver training to staff and District Partners.
ii) Integrate in-cab technology - (3.1.4)	Green	Current/future process mapping has taken place with Suez to ensure that the technology can capture all foreseeable customer and crew interaction.	Continue to work with Suez make sure that the current state data is robust, and develop plans to train staff in new in-cab technology.
iii) Make best use of new technology - (3.1.5)	Green	Progress implementation of sharepoint to improve how SWP manage files, building on upgrade to operating system for SWP staff.	Deliver training session for SWP staff on use of new technology, move all files onto Sharepoint.
iv) Improve technology for making payments - (3.1.6)	Orange	For Spring 2020 SWP will take over payment processing for MDC, but will not change arrangements for other partner authorities (given the scale of other change underway and hence the risks).	System testing, user testing and snagging of payments system to be utilised for MDC customers.
3.2) Strategy and Influence			
i) Develop SWP long term strategy - (3.2.1)	Green	A project Initiation document has been developed and agreed with SMG (see Business Plan paper).	Subject to board support, progress work to develop our strategy (prioritising elements related to the climate emergency).
ii) Seek to influence national policy and work with regional partners - (3.2.2)	Green	Significant lobbying and engagement of national government around key elements of national strategy/policy.	Continue engagement and raise SWP profile, and seek appropriate collaboration opportunities regionally in relation to the climate emergency.
iii) Review how SWP supports local businesses - (3.2.3)	Green	Outline approach developed as part of climate emergency Waste & Resources workstream.	Review approach with SWB at informal workshop and engage with businesses and commercial waste service providers to refine approach.
3.3) Ensure homes are built with waste in mind			
i) Work with planning authorities to ensure new developments have adequate facilities - (3.3.1)	Orange	Workplan agreed and signed off by SMG. Progress has been affected by staff sickness at SWP. Working with 'Built Environment' Climate Emergency workstream to explore how we can work together.	Start to rewrite SWP Developer Guidance ahead of Recycle More, and agree joint working with 'Built Environment' Climate Emergency workstream, so that we ensure we maximise impact and effectiveness.
ii) Ensure services are implemented effectively when new developments are built and occupied - (3.3.2)	Green	Process Mapping surrounding new developments has taken place to identify weaknesses in our current approach, building on internal audit work we requested on this area.	Produce an action plan and identify resources to implement.
3.4) Improving Performance Monitoring			
i) Improve carbon and end use monitoring - (3.4.1 & 3.4.2)	Green	End Use Register has been rebranded as 'Beyond the kerb - recycling to resources', it includes carbon measurement & infographic.	Launch of 2018/19 report 'Beyond the kerb - recycling to resources' - member briefing, social media, press release + infographics.
ii) Focus on customer service - (3.4.3)	Green	Contractor supervisors have trained on complaint resolution and our Internal complaints review process is being adapted to allow greater transparency.	Closer and more effective control of complaint management with our contractor.
iii) Regular participation & composition analysis	Green	Undertaken in 2018 and reflected in new contract.	Undertaken in 2018 and reflected in new contract.
iv) Ensure accurate data held by SWP - (3.4.5)	Orange	Project planning has been hampered by resource constraints at SWP.	Survey communal refuse database & resolve SWP resource constraints.
v) Develop insights - (3.4.6)	Green	Focus on food waste to support bid for funds for campaign.	Focus on low participation areas to target engagement.



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 top 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 impact on financial viability of service: requiring separate food at all communal properties, free garden waste collections for all, and preventing charging for non-household waste at Recycling
- 9) Legislation changes requiring minimum standards for collection services.
- 10) Waste profile changes due to introduction of Deposit Return Scheme.

Recycle More risks: Key risks are around the impact of Brexit on procurement of vehicles and containers, along with risk of incorrect round data affecting day 1 operations.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks and opportunities:	15	Changes in demand for materials (e.g. textiles) from reprocessors	12 (-)
	17	Risk that recycle is dealt with inappropriately	10 (-)
	18	Risk of problems with roll out of Slim My waste Campaign	12 (-)
Increased Risks:	Op 2	Opportunity to influence commercial waste producers	12 (9)
	Op 4	Opportunity to increase recycling with the #Slimmy campaign	16 (9)
	Op 5	Extended producer responsibility to be introduced which means producers will have to pay for the collection/disposal of their products.	16 (9)
	26	SWP Capacity insufficient to deliver Recycle More	9 (6)
	44	Waste Profile changes due to introduction of new policies, e.g. Deposit Return Scheme	16 (12)
	52	Contractor Defaults/Fails or sells off part of the business	12 (9)

No Deal Brexit: Key risks around staff affected, procurement of vehicles, parts and containers. No changes to risk levels since last reported. SWP in continued discussions with contractors to ensure impacts are limited.

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.
- 8-11) Review and respond to future Resources and Waste Strategy Consultations. Continue engagement with national bodies.

Recycle More risks: Vehicles have been ordered, alternative suppliers for containers as backup being sourced. Ongoing discussions between Suez, Kier and SWP to increase round information accuracy.

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.
 - 8-11) 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

There were 8 recorded injuries to members of the public on sites over the period April to June 2019. 4 accidents involved slips or trips, and 4 where a person contacted a sharp or blunt object. Injuries sustained were all classed as minor and were predominantly cuts and abrasions. No contributing factor from sites was found.

The 3 month period was a busy one with 439,065 recorded visits to Somerset Household Waste Recycling Centres (HWRC's). The accident frequency rate per 100,000 site visits rose to 1.82, up from the previous 1.41. Accidents increased by just 1, but that does have a large effect on this number.

Accidents to Viridor employees per 100,000 hours worked reduced to 13.3 from 16.6 (as seen in the chart) with accidents reducing from 5 to 4.

Near Miss (NM) and 'Hazard' reporting used to identify potential incidents or accidents remained near constant at 37. A further breakdown of the categories within this reporting shows that only 7 were classed as NM, with the remainder being classed as the more minor 'unsafe act'.

No accidents notified under 'Reporting of Injuries Diseases & Dangerous Occurrences Regulations (RIDDOR)'. 2 Environmental Incidents reported. Both for fires during compaction of the metal waste container. These have been stringently investigated and increased safety measures put in place to help avoid reoccurrence.

Kier ES - H&S Performance and Initiatives

The number of reported accidents to Kier operational staff continues to go down with 7 recorded accidents this quarter compared to 8 in the last.

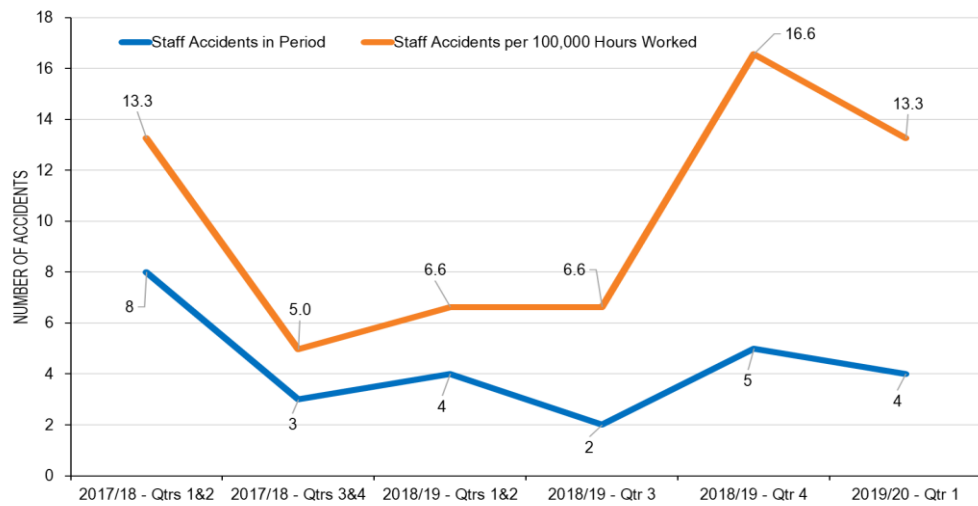
Whilst zero accidents should and is always our goal it is encouraging to see the level of incidents remains relatively low.

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

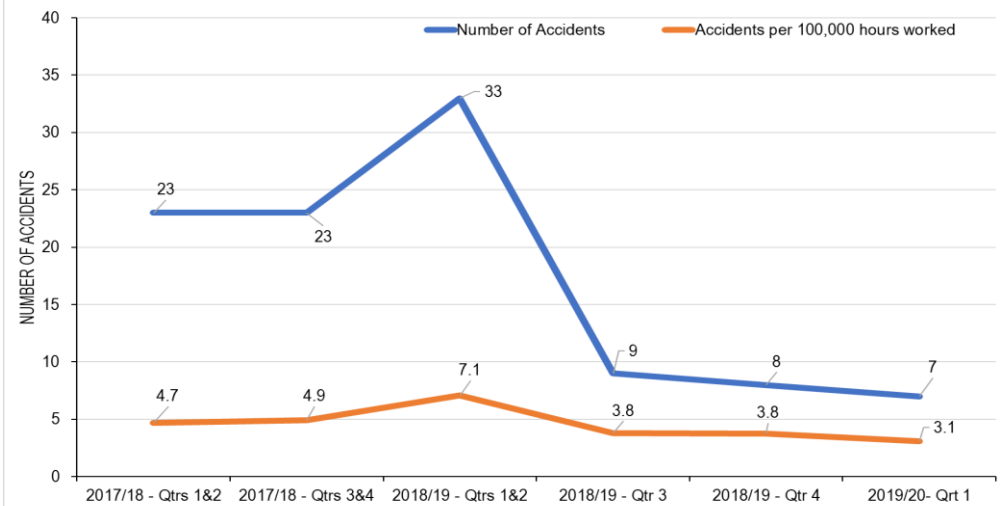
In April 2019 A Kier recycling vehicle was involved in a serious road Traffic Accident, resulting in life-changing injuries for a number of Kier employees. No members of the public were involved. It is still being investigated by the police and is hence under legal privilege.

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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 waste generated across Somerset in Q1 2019-20 showed the following changes:

Total household arisings for Q1 2019-20 decreased by -2,453 tonnes from 2018-19, to a total of 68,073 tonnes. This equates to 265.90kg/hh, a reduction of -9.58kg/hh of which -5.76kg/hh came from the kerbside service and -3.82kg/hh from the sites.

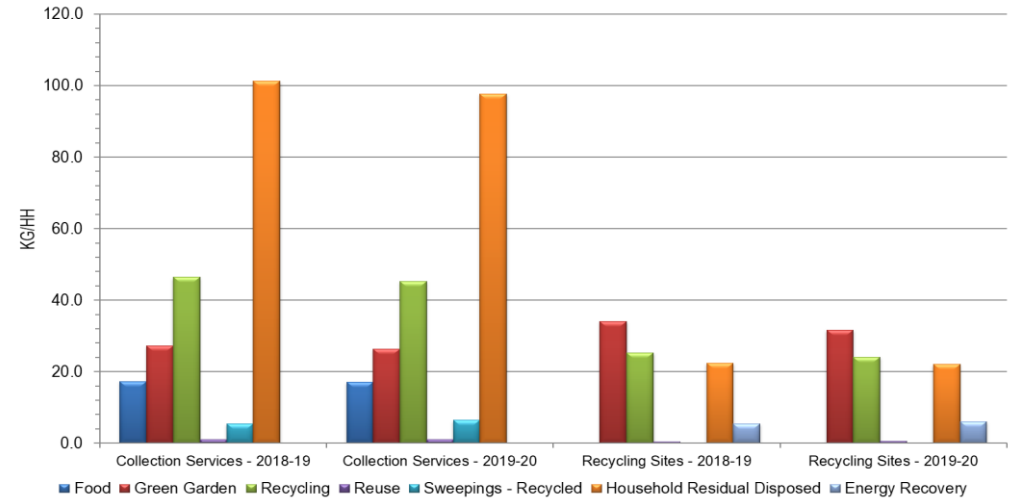
The total amount Reused, Recycled & Composted decreased overall by -5.60kg/hh, with a loss of -2.15kg/hh at the kerbside and -3.45kg/hh at recycling sites. Of these amounts, dry recycling from the kerbside accounted for -1.15kg/hh, with -2.39kg/hh of green garden waste coming from the sites.

Residual Household Waste per Household for Q1 2019-20 was 119.70kg/hh, a decrease of almost -4kg/hh from 123.69kg/hh, when compared to 2018-19. There was also a slight increase in the amount of local authority collected waste landfilled, up 0.25% from 43.43% to 43.68%. However, in reality both the amount landfilled and the total arisings for LACW decreased, although the landfill part to a lesser extent than the total arisings.

Our 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 happened and what has changed since last year?

Q1 COMPARISON OF WASTE ARISING BY SOURCE 2018-19 TO 2019-20 - KG/HH



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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:

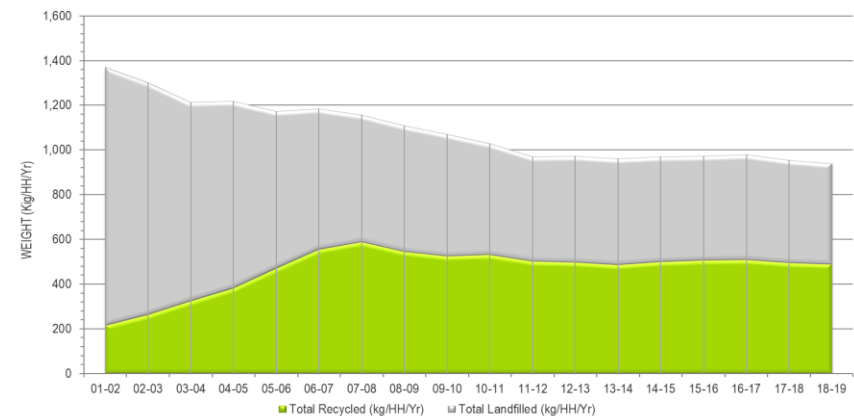
- 1) Schools education programme; School Against Waste
- 2) Recycle More, which will include the introduction of PTT, cartons, battery collections and increasing the capture of small electricals.
- 3) Food waste participation campaign; Slim my waste, feed my face
- 4) Increasing targeted social media publicity.
- 5) A new draft 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.
- 8) Focus on reuse.
- 9) Ensuring new developments are planned with waste in mind.

For more detail on the above initiatives, see the SWP 2019-2024 Business 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 (kg/HH/Year) - 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 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.

What has happened in this quarter?



What has driven the changes in this quarter?

SWP's overall recycling rate for April - June 2019 of 54.98% was a slight decrease when compared to the same period last year. This consisted of an increase of 0.31% in the recycling rate at the kerbside to 47.90%, but a decrease of -0.86% for recycling sites to 71.90%. The main drivers continued to be decreases in garden waste and dry recycling across both kerbside collections and recycling sites. However, there were also reductions in the amount of residual waste generated, which was greater for kerbside collections, hence the slight increase in its recycling rate.

The significant reduction in garden waste was seen across both the kerbside collections, down -220 tonnes and the recycling sites, down -613 tonnes and was a result of a poor growing season.

Materials that saw significant changes in the weight collected compared to the same period last year were: Garden waste down -833 tonnes, paper down -251 tonnes and glass down -140 tonnes.

These were all offset slightly by an increase in the amount of street sweepings recycled, up 240 tonnes, clothes and shoes up 89 tonnes and bric-a-brac up 47 tonnes.

Recycling and reuse rate (NI192) for Apr-Jun 2019: 54.98% (decrease of -0.12% over 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. Work on contract mobilisation by both SWP and Suez staff has begun ready for 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 secured funding 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. it is planned to launch this campaign in New Year 2020.
- 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?

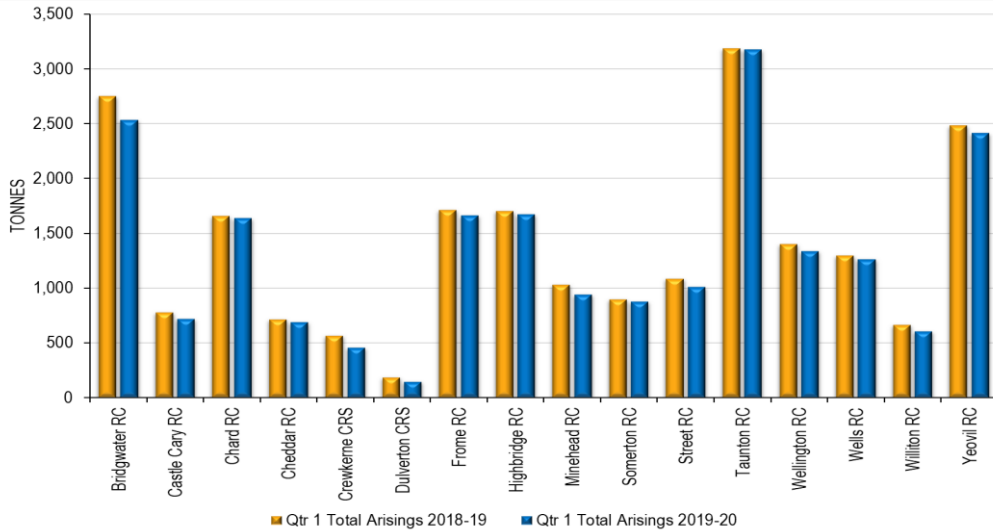
- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing 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) 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?

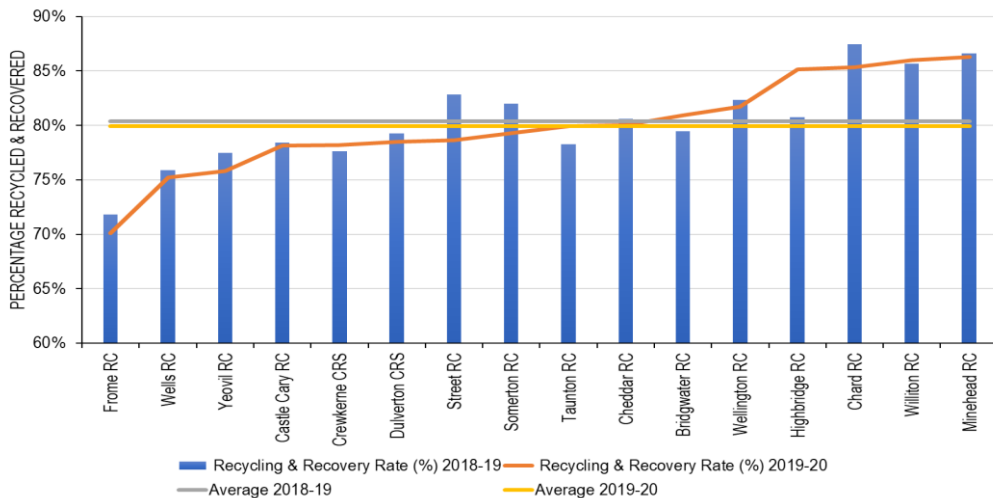
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Recycling Site	Qtr 1 Visitor Numbers		
	2018-19	2019-20	% Change
Bridgwater RC	59,354	51,590	-13.08%
Castle Cary RC	13,150	11,614	-11.68%
Chard RC	38,100	33,512	-12.04%
Cheddar RC	15,862	15,859	-0.02%
Crewkerne CRS	7,757	6,060	-21.88%
Dulverton CRS	2,396	1,940	-19.03%
Frome RC	28,342	33,833	19.37%
Highbridge RC	41,127	35,319	-14.12%
Minehead RC	30,878	26,950	-12.72%
Somerton RC	17,943	13,866	-22.72%
Street RC	24,576	26,019	5.87%
Taunton RC	76,952	70,765	-8.04%
Wellington RC	30,858	26,750	-13.31%
Wells RC	26,900	27,502	2.24%
Williton RC	14,477	12,537	-13.40%
Yeovil RC	51,106	44,949	-12.05%
All Sites	479,778	439,065	-8.49%

Note : Table shows Q1 only.

Q1 RECYCLING SITE RECYCLING RATE % - 2019-20 COMPARED TO 2018-19



Total arisings are up by 478 tonnes. This total comprises of 659 tonnes of dry recycling and reuse, 95 tonnes of residual waste and 109 tonnes of hardcore & soil, all offset by a decreases in garden waste of -138 tonnes and -247 tonnes of wood for recovery.

The best performing sites in 2019-20 are, Minehead RC (86.27%) and Williton RC (86.00%), with the worst performing being Frome RC (70.11%) and Wells RC (75.21%). 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.

The number of visits decreased from 479,778 in 2018-19 to 439,065 in 2019-20, a fall of 40,713 (-8.49%). This reduction may be due to the opening hours and day changes implemented at the beginning of April, however it should be noted that the Automatic Number Plate Recognition system, used to count vehicles using the sites, was out of action for half of Q1. The remaining data for Q1 was extrapolated to produce full quarter visitor numbers and therefore may be flawed. Additional quarters may provide more accurate data over time and indicate any influence changes to opening patterns has had.

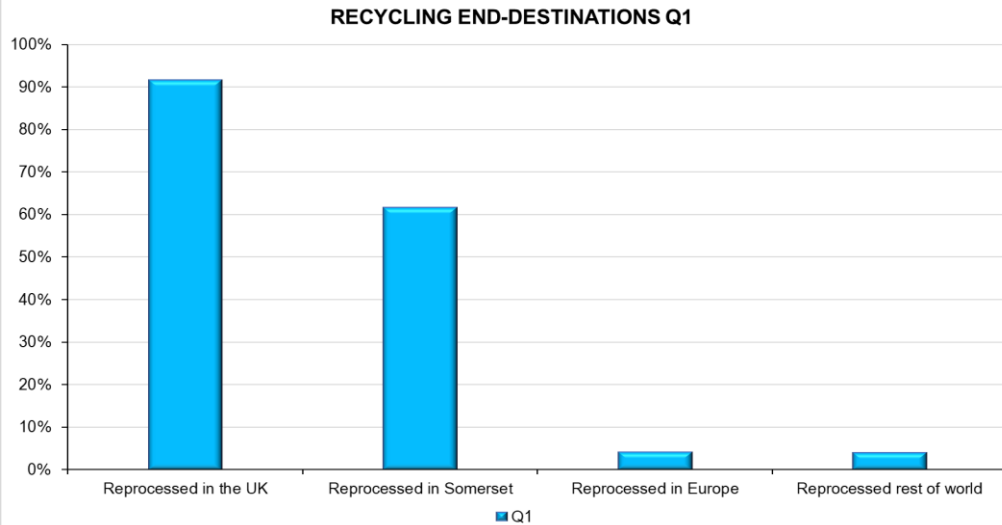


Why do we measure and report this?

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 Q1 we recycled 92% of our waste in the UK with 62% reprocessed in Somerset. Roughly 4% of exports went each to Europe and further afield, and around half of the exports went to Germany. 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.

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 Germany, Belgium, Netherlands, India, Indonesia and Thailand. Plastic bottles are mostly recycled in the UK with some exported to Indonesia, Turkey, Spain and Netherlands. 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 71.34 tonnes collected in Q1 compared to 58.52 tonnes in Q4 last year. 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?

We have renamed the End Use Register - 'Beyond the Kerb - Recycling to Resources'. The name change reflects our move to highlight waste as a resource. We have also been working on calculating our waste carbon footprint which in 2018-19 was 1.04 tonnes CO₂ eq per person. By recycling our waste in 2018-19 we saved over 66,000 tonnes of carbon emissions - equivalent to removing nearly 26,000 cars from the road for a year. The 2018-19 report will be available on our website shortly.

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.

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.

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.

One of the major textiles reprocessors (and the one which we use) has announced their withdrawal from the kerbside collections market due to increased competition from other markets including China, and also the low quality of material presented due to the UK's love of 'fast fashion'. SWP's existing contracts are to be honoured and Kier, Suez and Viridor are all in discussions with other suppliers. This does not affect the third party clothing banks which are in place around the county.

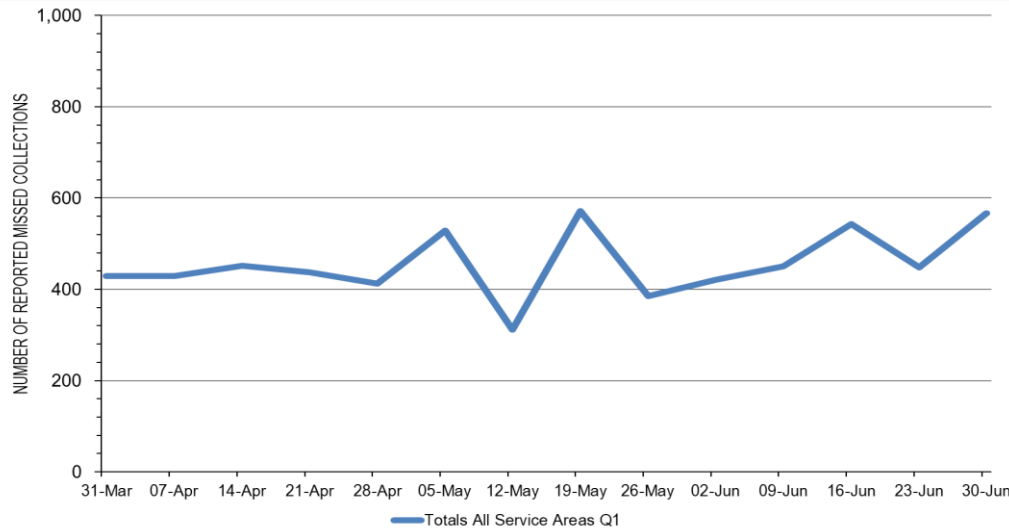
In future, we plan further work on developing our carbon reporting so that as well as weight based reporting, we can look at materials by their carbon impact. Some materials have a high weight and high carbon impact (food waste), whilst others may have low weights, but high carbon impact (textiles).



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?



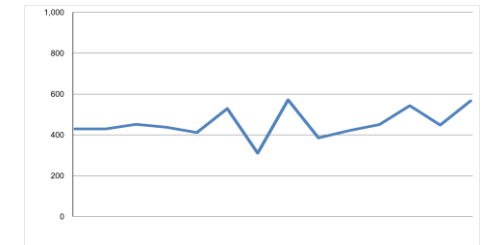
What are the issues underlying current performance?

Performance continues to fluctuate showing slumps followed by interventions pushing performance back in the right direction. However, the general trend upwards whilst slow, does reflect increasing problems with the aging fleet. Unfortunately these issues have become more prevalent as the temperature has increased and has become an additional strain on the contractors ability to deliver the service.

Comparing last quarter's performance graph below left, to this quarter below right, we can see although weather is a factor the extremes at this time of year are less volatile and a smoother performance line can be achieved although the upward trend continues to cause concern.



Q4



Q1

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) We have managed to secure additional vehicles from other contracts which are coming to the end of their term with our current contractor. Whilst this does increase fleet capacity for spares, they are second hand and at the end of their operational life and whilst showing some benefit, they don't offer the security and performance new vehicles would provide. We continue to monitor and investigate improved maintenance programmes, to help mitigate against these issues
- 3) We continue to meet regularly with the senior management at Kier, to review performance.

Where do we expect to be by the end of the year?

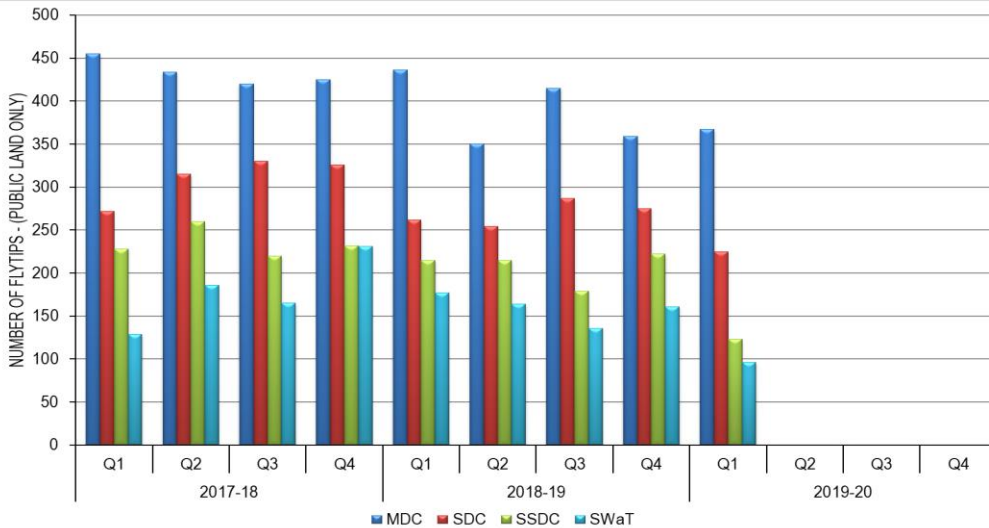
- 1) A smooth transition from Kier to SUEZ, with no service degradation as we head toward the new service.
- 2) SUEZ meeting the much more robust standards on missed collections (0.045%) that we are setting through the new collection contract, and delivering our expectations on improving the quality 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 Q1 2019-20 have dropped by a total of -279 incidents, from 1,090 in 18-19 to 811 in 19-20. The number of fly-tipping incidents in all Districts continues to improve this year by between -37 and -92 incidents, with the smallest reduction in Sedgemoor (-37) and the greatest in South Somerset (-92). There is no evidence that any of SWP's activities have contributed to any increases in fly-tipping.

Overall across the Partnership the main increases were 'Other commercial waste' (+24), 'Other (unidentified)' (+5) and 'Chemical-drums-oil-or-fuel' (+3), with the decreases being 'Other household waste' (-78), 'Construction / demolition / excavation' (-68) and 'Tyres' (-60).

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?

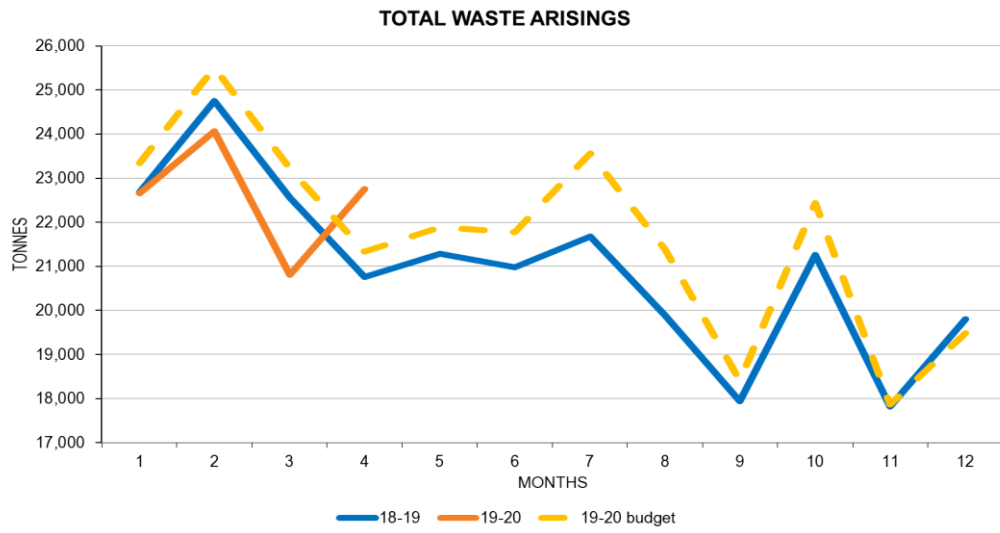
A continuing reduction in the total number of fly tips across the Somerset, as has been demonstrated over the last couple of years. No negative impacts from any SWP actions. Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).

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 finance report July 2019. It compares the budget (set in Dec 2018) to the actual spend for the first 4 months of 2019-20 and an expectation of what the full year budgetary position will look like.

Collection budget: The budget for all collection partners is forecast to be underspent by £13k by the year end. There is a shortfall in credits for dry recycling due to lower than budgeted tonnages, but this is more than offset by small savings across other budget lines. This forecast is based on the first 4 months of actual data.

Disposal budget: The current forecast for the year is an underspend of £791k. This budget is predominantly tonnage based and the underspend is mainly a result of reduced volumes of both residual and green waste collected at the kerbside and savings at the recycling centres. It should be remembered that tonnages can be very volatile and dependent on outside factors such as the weather and we are only 4 months into the financial year.

What have we achieved during the year?

- 1) Head Office Cost underspend of £40k: Which due to staff savings from the recent restructure.
- 2) Disposal contract cost underspend of £740k: this is driven by 3 key factors. Firstly, the budget was set early last year and tonnages at the end of the year were lower than estimated, effectively setting the budget too high. Secondly disposal costs were lower than the estimates accrued for at the end of the 2018-19 financial year. When this accrual was reversed in Q1 of the 2019-20 financial year it resulted in a c£140k benefit to the current year budget. Thirdly, actual total tonnages for the year to date have been lower than were predicted when the budget was set in December 2018. Tonnages are currently 0.6% less than the same period last year.
- 3) Collection costs: The current forecast outturn for all District partners is very close to budget at just a £13k underspend on a £17.7m collection budget. This will need to be monitored carefully to try and manage the variable elements of the contract such as container replacements. Dry recycling yields lead to recycling credit payments from the County Council, these are currently lower than we would wish so this area will be tracked and reported on as the year progresses. Garden customer participation is updated and reflected in contractor payments as at the end of September, so this budget line will change (noting that this will also be reflected and offset by the income received at each district - shown in each district council partner's own accounts).

5) Recycle More project funding: The fund at the start of the year for this project stands at £920k. This will all be spent in the current year on the mobilisation and implementation costs prior to the new contract start on the 28th March 2020. Costs to be covered include Kier termination costs (such as pensions, plant and equipment), technical advice, cost relating to new depot requirements and financing costs for vehicles which need to be built ready for contract start date. The project roll-out costs for moving to the new service model will be incurred during the two years 2020/21 and 2021/22. 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:

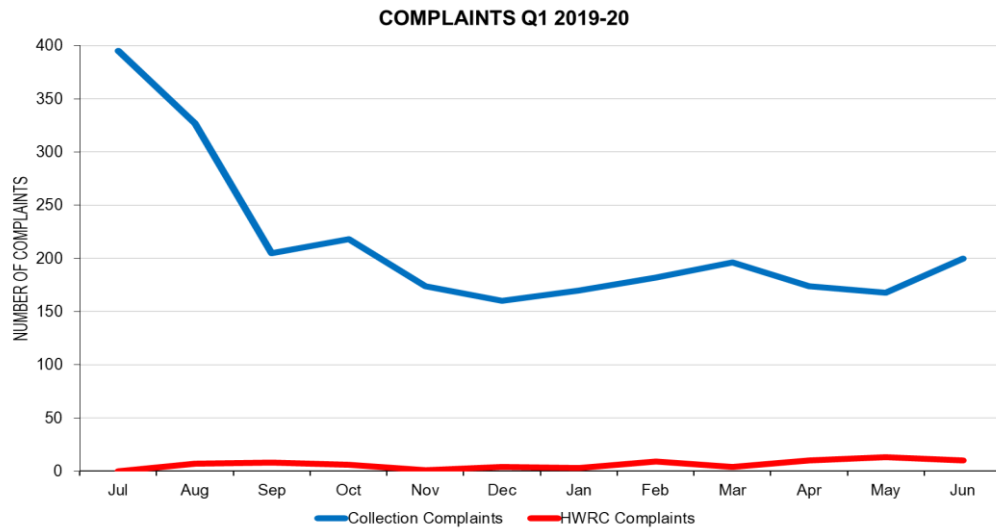
Recycle More: Roll Out Costs		
Container Supply ¹	£775k	1. Proposed capital items
Container Delivery ¹	£545k	2. Includes notification packs (c£140k), services
Marketing ²	£480k	leaflets/stickers (c£160k), newsletters (c£100k)
Customer Support	£340k	
Total	£2,140k	Revenue Total £820k



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, however during the latter part of the reporting period issues relating to vehicle reliability and staffing shortfalls within our collection contractors service offering adversely affected service provision.

Complaints at Recycling Sites reduced through the quarter and remained fairly static at or around average levels. Nine compliments were received from members of the public through the review period. Contact surrounding changes in opening hours has diminished.

Container demand through the period has reduced significantly and customer SLA compliance has been uniformly met.

Behavioural change work with Kier Supervisory staff is underway, however changes in our contractors personnel have reduced the effective of this initiative.

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

- 1) Should the issues surrounding vehicle reliability and staffing provision within the collection contract continue, we can expect some level of customer service disruption.
- 2) Behavioural change work is being undertaken with Kier Supervisors and Management to improve the accountability of crew actions, we would hope that this will 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 also 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.

What are the headline numbers?

- 1) Working with SUEZ, setting up the communications workstream to plan our strategy, timeline and messaging for an effective and robust comms approach to Recycle More.
- 2) Working with colleagues at SCC to rebrand and restructure our website, making it more user-friendly ahead of Recycle More.
- 3) Developing an effective social media strategy, where our customer service and communications teams work in a joined-up way to give the right responses at the right time.
- 4) Working with Carymoor Environmental Trust to develop and target our successful Schools Against Waste programme, so that it aligns with our forthcoming food waste campaign and Recycle More, providing education where it's needed most (particularly in low-participation areas).
- 5) Responding to the public focus on plastics with a comprehensive Q&A about where their recycling goes and why they can trust us.
- 6) Working with new and existing community groups to offer support and education about what we do and why we do it.

Key highlights in performance

Social Media

Facebook followers:	5,106	Start Apr	5,460	End Jun
Twitter followers:	2,315		2,360	

Website Hits

Apr	151,389	Page Views	124,795	Unique
May	126,968		104,645	PViews
June	88,672		73,494	




Sorted Ezine

Apr	9,093	Deliveries	5,548	Unique open
May	9,191		6,153	with images
June	no issue		no issue	


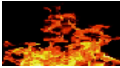

Monthly Briefing sent to 326 parishes, and County and District councillors
 Schools Against Waste reached 20,000 pupils at 130 Somerset primary schools
 Waste awareness roadshows reached 600 ASDA customers

What are our current priorities?

Facebook Topics

	01/04/2019	Attention: Somerset garden waste subscribers	Reach	17,407
	13/05/2019	Somerset selects SUEZ as waste collections contractor		90,919
	04/06/2019	Supermarket chases Somerset's low-waste pioneers		56,215

Twitter Topics

	01/04/2019	TODAY: all change at recyclesites	Reach	1,860
	19/05/2019	Bridgwater evacuation after fire spreads from waste bin		4,502
	05/06/2019	On #WorldEnvironmentDay you could ...		

What do we want to achieve?

- 1) Create and deliver an effective and resilient communications and engagement plan for Recycle More, ensuring that everyone has the right information at the right time.
- 2) Increase awareness about where recycling and rubbish goes and why the kerbside sort method is important, so we can encourage behaviour change.
- 3) A collaborative approach to working with partners, aligning our messages with theirs and learning from best practice elsewhere.
- 4) A vibrant, dynamic and invigorated approach to communications, ensuring maximum engagement with our communities and stakeholders so we can work with them to educate, support and improve outcomes.
- 5) A reputation for honest and transparent communications, showing that we're approachable, open to discussion, and trustworthy in the services that we provide.



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.



Somerset Waste Board meeting
27 September 2019
Report for Approval

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:	SWB/19/04/01
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</p>

	<p>any shortfall at year end. However, during Recycle More roll out any variations to budget relating to the project will remain within 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 stands at £1,101,040 following the transfers approved at the June board. 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
Increase / (Decrease)		146,405	151,672	216,650	206,185
Percentage		4.0%	4.0%	4.0%	4.0%

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. 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.
- 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.
- 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 recycle 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 recycle 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 recycle 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).

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

Proposed Fees and Charges 2020/2021

Lead Officer: Colin Mercer Contracts Manager

Author: Colin Mercer

Contact Details: 01823 635700

Forward Plan Reference:	SWB/19/04/03
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: Equalities Impact Assessment

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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 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. 	□	⊗	□

Other, e.g. carers, veterans, homeless, low income, rurality/isolation, etc.	<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. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>
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	<input type="checkbox"/>
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	<input type="checkbox"/>
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	<input type="checkbox"/>
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	<input type="checkbox"/>

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:	

Somerset Waste Board meeting
27 September 2019
Report for decision

Somerset Waste Partnership – Outline Business Plan 2020 - 24

Lead Officer: Mickey Green / Managing Director

Author: Mickey Green

Contact Details: 01823 625700

Forward Plan Reference:	SWB/19/04/04
Summary:	<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>
Recommendations:	<p>That Somerset Waste Board:</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>
Reasons for recommendations:	The Board is required to approve a draft business plan annually for consultation with, and approval by, the partners. Producing an

	<p>outline at this stage helps the Board to identify key areas for inclusion and to direct officers to prepare more information on any area it highlights.</p>
<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>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.</p>
<p>Financial, Legal and HR Implications:</p>	<p>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.</p>
<p>Equalities Implications:</p>	<p>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.</p>
<p>Risk Assessment:</p>	<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

	<p>complete, but which will be developed in tandem as much as possible)</p> <p>Risk assessments will be undertaken for any service changes or new programmes as they are developed and the SWP risk register will be updated accordingly as part of the business planning process.</p>
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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

that 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>
	<p>Local Government reorganisation: Should there be any development of proposals for local government reorganisation these may have a significant impact upon SWP.</p>
Economic	<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	<p>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.</p>

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

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

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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
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