

SOMERSET WASTE BOARD

Friday 20 December 2019

10.00 am Taunton Library Meeting Room



To: The members of the Somerset Waste Board

Cllr S Dyke (Chair), Cllr C Paul (Vice-Chair), Cllr D Hall, Cllr D Mansell, Cllr A Wedderkopp, Cllr T Kerley, Cllr A Gilling, Cllr J Keen, Cllr M Martin and Cllr T Ronan

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services - 12 December 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 and is available at [\(LINK\)](#)

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

Are you considering how your conversation today and the actions you propose to take contribute towards making Somerset Carbon Neutral by 2030?



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AGENDA

Item Somerset Waste Board - 10.00 am Friday 20 December 2019

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

1 **Apologies for Absence**

2 **Declarations of Interest**

3 **Minutes from the meeting held on 27th September 2019 (to follow)**

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 Chairman 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 **Slim my Waste Feed my Face** (Pages 7 - 12)

To consider the report

6 **New Collection Contract Mobilisation Update** (Pages 13 - 14)

To consider the report, noting that there is a confidential appendix. Report to be published Friday 13 December.

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:

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).

Item Somerset Waste Board - 10.00 am Friday 20 December 2019

7 **Performance Monitoring Report Q2 2019-20** (Pages 15 - 38)

To consider the report

8 **Draft Business Plan 2020-2025**

To consider the report. Report to be published Friday 13 December.

9 **Draft Annual Budget 2020-2021**

To consider the report. Report to be published Friday 13 December.

10 **Proposed revisions to the Inter-Authority Agreement**

To consider the report. Report to be published Friday 13 December.

11 **Somerset Waste Board Forward Plan**

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

12 **Any other urgent items of business**

The Chairman 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?RPIId=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.

Somerset Waste Board meeting

20 December 2019

Report for information

Slim my Waste, Feed my Face – a campaign to tackle food waste

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green, Managing Director

Contact Details: 01823 625707

Forward Plan Reference:	SWB/19/07/03
Summary:	This report summarises the promotional campaign planned to increase participation in food waste recycling and capture more food waste – delivering significant environmental and financial benefits.
Recommendations:	It is recommended that the Board endorses the proposed approach to driving higher levels of food waste recycling through the ‘Slim my Waste, Feed my Face’ behavioural change campaign being implemented across Somerset in early 2020.
Reasons for recommendations:	Too much of Somerset’s food waste is put in the rubbish (26% of residual waste). The food waste in our rubbish is a bigger cause of climate change than the plastic in our rubbish, and costs Somerset taxpayers £950k every year. By using a campaign successfully developed and implemented by Bristol Waste company we aim to increase the tonnage of food waste collected by 16%, saving £213k in total, and increase levels of food waste recycling participation.
Links to Priorities and Impact on Annual Business Plan:	Task 2.2.1 within the SWB Approved Business Plan 2019-24 set out our ambition to tackle food waste through a stickering and behaviour change campaign.
Financial, Legal and HR Implications:	Financial savings: Turning food waste into energy and soil conditioner at our in-county anaerobic Digester is much lower cost than disposing of food waste in landfill or through Energy

	<p>from Waste. Through capturing more food waste, SWP expect that the Slim my Waste campaign will deliver financial savings of £105k in disposal costs in 2020/21 and a total saving of £213k up to 2022/23.</p> <p>Costs: The campaign will cost £283,000 of which £118,000 covers the design and production of the materials (potentially lower subject of finalisation of procurements) and £126,000 will be paid for labour and fleet movements. SWP has secured £173,000 in match funding (including from Viridor, our disposal partner) and £110,000 from Somerset County Council’s Improving Lives to Prevent Demand Fund. The anticipated increased cost of food waste caddies/bins (£39k) expected as more people start recycling their food waste will be funded from the Recycle More fund (as agreed with the Strategic management Group).</p> <p>Legal: There are no legal implications associated with this campaign.</p> <p>HR: Temporary agency staff will be required to undertake the campaign (delivering leaflets and affixing stickers to bins).</p>
<p>Equalities Implications:</p>	<p>An Equalities Impact Assessment was undertaken in July 2019 when funding from SCC’s prevention fund was secured. No adverse impacts were identified.</p>
<p>Risk Assessment:</p>	<p>The risks related to the behavioural change campaign are recorded in SWP’s overarching risk register. There are no red risks. The key risk we are managing at the moment is the risk that the complexity of the administering authority’s procurement processes places the implementation timetable at risk.</p>

1. Background

1.1. As part of its kerbside collection of recycling and refuse, Somerset Waste Partnership (SWP) collects food waste weekly. Properties are provided with a 5-litre kitchen caddy a 25 litre outside food bin. Householders are encouraged to line their caddies with newspaper or purchase compostable liners to help keep them clean.

SWP is currently going through a process to transition its refuse collection services from fortnightly to a three weekly service and these changes are scheduled to occur from June 2020 to September 2022. This will align with a move away from landfill and accepting even more recycling each week (plastic pots, tubs and trays,

cartons/Tetrapaks, batteries, small electrical items). The constraint on what people can put in their residual bin is a crucial element in driving higher uptake of recycling and food waste collections. With refuse moving to a three-weekly collection, residents will be encouraged to recycle their food waste using the weekly service, rather than use their black refuse bin.

- 1.2.** SWP collected 18,990 tonnes of food waste last year through its weekly kerbside service and, at an anaerobic digestion plant at Walpole (near Bridgwater), turns it into renewable energy to power homes and a nutrient rich fertiliser. This saved 380 tonnes of carbon.

SWP's analysis has shown that Somerset's householder rubbish bins contain over a quarter (26%) of food waste which could be recycled. Reducing the amount of food waste being sent to landfill would, not only lead to a significant environmental benefit but also generate cost savings of up to £950,000 per annum if all the food waste in the refuse bins was recycled. From analysing the food waste in Somerset's bins we know that on average, around one third (36%) of food waste is thrown away in its packaging, including unopened and out of date food, with a further 36% being avoidable e.g. it was edible prior to disposal.

Whilst we know that significantly more people recycle their food in Somerset (62% participation) than the national average, we also know that there is significant room for improvement – with only 26% of householders recycling food waste every week. Zero waste Scotland have shown that food waste is a greater contributor to climate change than plastic – with the food waste not being recycled in Somerset leading to 882 tonnes CO₂ equivalent (carbon) per annum.

- 1.3.** In 2017, the Bristol Waste Company launched the 'Slim My Waste, feed my face' (SMW) campaign which focused on encouraging householders to use their food waste bins and kitchen caddy by decorating them with face stickers to reflect their householder personality. The campaign achieved significant results in raising awareness, increasing recycling (by 16%) and reducing the amount of food waste being sent to landfill. As a result, the Somerset Waste Partnership (SWP) has agreed to deliver a variation of the campaign to residents in Somerset. It will adopt the same format as the Bristol campaign, but the artwork will be amended to reflect SWP branding and messaging and support the existing food waste collection service.

2. Approach to the campaign

- 2.1.** The purpose of the campaign is to raise awareness of food waste recycling, encourage participation and increase capture. Specific objectives are to:

- Increase the tonnage of food waste collected by 16% in 2020/21 through targeted communications
- Prevent 5,000 tonnes of food waste from going to waste

- Save £105,000 in disposal costs in 2020/21 (£213k in total)
- Increase participation in the food waste service from 62% to 72% in 2020/21
- Engage with a minimum of 20 primary schools to raise awareness of the SMW campaign and encourage participation
- Involve 12 Co-op stores around the County as pick-up points for food waste bins/caddies

2.2. Key elements of the campaign are as follows:

- All kerbside service residents receive an information leaflet and 2 sheets of A5 'face' stickers to decorate their food waste caddy. The 6-page A5 leaflet promotes food waste recycling, explaining why we need to recycle food waste, the benefits, how to use the face stickers and step by step guide on how to use the food waste collection service. Content on what can currently be recycled at the kerbside and HWRCs and the upcoming 'Recycle More' service changes will also be included.
- Black bins have a 'I'm on a no food waste diet' sticker attached to their lid and are adorned with a bright yellow 'no food waste' measuring tape around the middle (their 'waist'). The stickers provide an ongoing visual reminder not to use their black wheelie bin for food waste.
- Targeted engagement is carried out in schools and communities in low food waste participation areas.
- We partner with Co-op county-wide as a collection point for food waste caddies.
- Residents are encouraged to share photos of their stickered bins on social media and can win a prize each month – using hashtags (e.g #Slimmywaste) to help create viral enthusiasm for the campaign
- The campaign will be supported by a dedicated page on the SWP website, a social media campaign, press releases, Sorted e-Zine, monthly parish council briefing, Your Somerset, briefings to key partner staff (e.g. customer services teams), schools engagement, roadshows and events.
- A comprehensive communications briefing pack will be issued to all stakeholders (including FAQs, key messages, social media posts etc) to ensure consistency in the campaign).

Examples of some of the communication materials will be presented to the Board at the meeting. The proposed roll-out programme is as follows:

Area	Households	Dates
Mendip & South Somerset	128,331	Late Jan – Feb 2020
Taunton Deane & Sedgemoor	109,243	March 2020
West Somerset	18,276	April 2020

2.3. As part of developing this campaign and the Recycle More campaign, SWP have developed a style guide to develop and maintain consistency in all our campaigns and communications, and to ensure that we align our branding with

national Recycle Now branding. National Recycle Now research has informed our approach, as this shows that the right tone of voice is critical to the success of recycling communication, which should:

- Provide consistent messaging to avoid confusion;
- Include positive message which encourage people to recycle more;
- Engage with people in a light-hearted and fun way rather than lecturing;
- Be factual and friendly;
- Use clear and simple language;
- Be action orientated; and
- Make recycling normal and mainstream.

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Somerset County Council

Notice of private meeting



The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – Regulation 5

Following prior publication in the Forward Plan on 3 April 2019, in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – Regulation 5, notice is hereby given that the Somerset Waste Board is requested to consider agreeing a resolution at its Meeting on 20 December 2019 to exclude the press and public from any part of the meeting where exempt information relating to the item below is to be disclosed.

New Collection Contract Mobilisation Update

Contact Officer: Mickey Green
Contact Details: 01823 625707

Reasons for the item to be considered in private session at the meeting
Local Government Act 1972 – Schedule 12A

The item is likely to contain information relating to the financial or business affairs of any particular person (including the authority holding that information).

Representations received to hold the item in open session
None.

Council's response to representations received
Not applicable.

Circulation:

Leader of the Council and Cabinet Members
Scrutiny Committee Chair's
All County Council members
Public notice board at County Hall, Taunton
Council's website
All members of the Somerset Waste Board

12 December 2019

Scott Woodridge – Monitoring Officer

<p>For questions about this notice please contact Scott Wooldridge, Strategic Manager, Community Governance, County Hall, Taunton, TA1 4DY. Tel: 01823 357628 Email:SWooldridge@somerset.gov.uk</p>

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Somerset Waste Board meeting

20 December 2019

Report for information

Performance Report Quarter 2 – July 2019 to September 2019

Lead Officer: Mickey Green, Managing Director

Author: John Helps, Performance Monitoring Officer

Contact Details: 01823 625705

Forward Plan Reference:	SWB/19/04/06
Summary:	This report summarises the key performance indicators for the period from July 2019 to September 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 Second 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:** Both our two major projects (moving away from landfill and Recycle More/mobilising a new collection contractor) are progressing well, though until hot commissioning of the new Energy from Waste plan is successfully completed we cannot be certain of the exact date at which we will move away from landfill, though we remain confident this will be in Spring 2020. 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), though this remains a key risk area for the partnership.
- **Waste Minimisation:** Overall household arising were up by around 0.5% compared to the same quarter the previous year. A key driver for this was an increase in the level of garden waste collected, due to better weather leading to an improved growing season.
- **Recycling:** Our recycling rate rose slightly to 54.96% (0.81% higher than the same quarter the previous year) with increases in garden waste, recycled street sweepings and non-packaging scrap metal.
- **End use:** SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. In Q2 55% stayed in Somerset and 90% in the UK. The popularity of the plastic pots, tubs and trays (and plastic bottle) banks at recycling centres continues to grow, with August being our highest month to date, with 25.64 tonnes collected. Market conditions for paper, card and textiles are challenging in the UK at the moment.
- **Missed collections:** Whilst there was an increase in missed collections in Q2, compared to Q1 (1.718 per 1,000 collections against 1.117 in Q1), Kier have taken a major strategic and operational decision and engaged a new maintenance provider in an attempt to address this problem. We continue to work closely with Kier on addressing issues that should help mitigate some of these issues.
- **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, and that depot development plans progress well
 - Continued focus on developing a new Customer Relationship Management system, My Waste Services, (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 risk register
 - Planning to launch the 2018-19 End Use Register in mid December 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 winter months, where the service can be placed under particular pressure due to the likelihood of poor weather and the increase in tonnages post Christmas
 - Continue to closely monitor budgets and spend

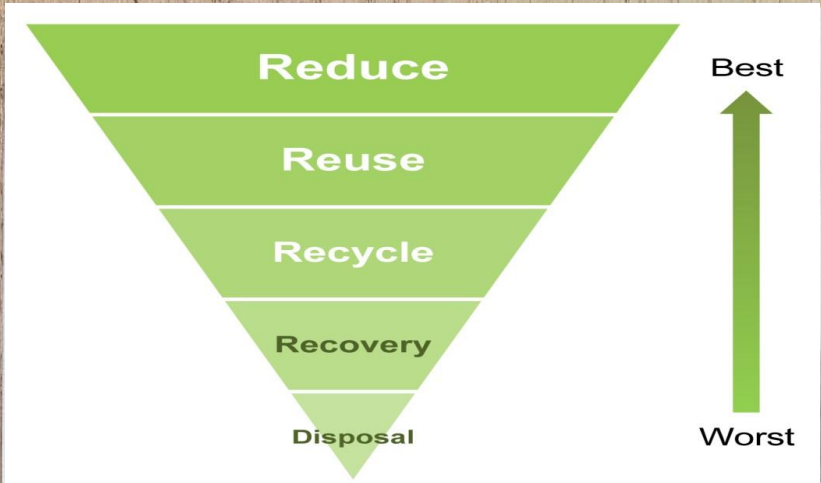
5. Background papers

- 5.1.** Performance Monitoring Report Q2 2019-20 (Appendix 1)

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Somerset Waste Board
Second 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 & Dulverton 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 - Second Quarter 2019-20 (Submitted to 20th December 2019 Somerset Waste Board)

Measure	Headlines	Performance Rating	Performance Indicator
Business Plan: Delivering excellent services	We are on track mobilising a new collection contractor, although there is a slight delay with the construction schedule at Evercreech Depot . New vehicle maintenance supplier has been engaged by Kier to help reduce vehicle downtime. We are also slightly behind on the hot commissioning at Avonmouth RRC.		
Business Plan: Changing behaviours	We continue to focus on plastics (with more plastic being taken at recycling centres than ever before) and to promote the Refill campaign via social media. We are also planning to refresh our approach to end use to be launched post election, and are developing detailed communications plans for Recycle More.		
Business Plan: Building our capability	We are on track with our new online customer relationship management system (My Waste Services), although launch was delayed until post election at the request of partner authorities. This is one of the most challenging tasks SWP has on its agenda.		
Risks	Our 'no deal Brexit' risk register and Recycle More risk register are up to date. Our top 2 other risks are: 1) Operational issues leading to delay of Recycle More. 2) Delay in implementing new CRM system.		
Health & Safety	At our recycling centres the ratio of accidents almost halved to 0.67 per 100,000 visits, down from 1.85 per 100,000 in the previous quarter. There were no serious incidents. 13 accidents to Kier operational staff, up 6, from 7 in the previous quarter.		
Waste Minimisation	Although there was an increase in total household arisings of over 640 tonnes, most of this was accounted for with garden waste 1,267 tonnes and a reduction in residual waste of over -739 tonnes. Total household arisings for Q1 & Q2 were 521kg/hh, around -0.36% down on the previous year.		
All Recycling & Recycling Sites	Our recycling rate (NI192) increased by 0.81% to 54.96% compared to 2018-19, although dry recycling fell slightly by 16 tonnes, with reductions in paper and glass and electrical goods, but with increases in garden waste, street sweepings and scrap metal. Visitors to recycling centres also fell 5.8%.		
End Use of Materials	SWP continues to see strong demand from UK based reprocessors for our high quality materials. In Q2 74% stayed in Somerset and 95% stayed in the UK. The plastic pots, tubs and trays (and plastic bottle) banks at recycling centres are popular - with almost 75 tonnes being sent to Kent for reprocessing in Q2.		
Missed Collections	Q2 saw a significant increase in the level of missed collections over Q1. The number of missed collections in Q2 were 1.718 per 1,000 collections - a worsening trend, much higher than the level for Q1 of 1.117 per 1,000. We continue to work closely with Kier to address this.		
Fly Tipping	An overall decrease of -460 fly tips, from 2,073 in 2018-19 to 1,613 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 September 2019 SWP continue to show a forecast budget underspend for the year. Emerging trends suggest an underspend for the year of 99k for the collection budget and 1,088k for the disposal. It should be remembered that tonnages can be very volatile and dependent on outside factors.		
Customer Interaction & Communications	Nearly 293,000 hits on our website in Q2, almost 5,900 Facebook followers & over 9,400 readers of our 'Sorted' e-zine. A Facebook post on 'Mendip start for Recycle More expanded collections' also reached over 36,000 people. Complaints from customers increased over this period, up to a high of 252 in July.		



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, new recycling containers - (1.1.1, 1.1.4 & 1.1.7)	Green	All main fleet build on track (Romaquip livery designed), planning permission for Evercreech depot received, procurement of bags and boxes underway. Legal work on key third party leases is nearing completion.	Continue with mobilisation plan. Conclude electric supervisor van trial. Sign contract & finalise leases. Conclude designs for refuse vehicle livery. Continue with detailed communications and engagement planning.
ii) Developing depot infrastructure	Orange	Numerous issues arose at Evercreech depot which have resulted in delays to the construction schedule. These proved time intensive to manage, but will not impact services on day 1, or the planned roll-out of recycle More.	Commence construction on area 5 at Evercreech Depot.
ii) Active management of current collection service contract & deeper engagement with staff (1.1.2 & 1.1.3)	Orange	New vehicle maintenance supplier & new approach to secure temporary labour. Drop-in sessions completed & plans for training well advanced. Arrangements in place for measures letters and staff/union engagement.	Close working with Kier for winter plan & service monitoring. Undertake measures letters consultation, assign staff to training weekend. SWP MD visits to all depots.
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)	Orange	Both Dimmer and Walpole transfer stations are complete. Work on Avonmouth progresses, but cold commissioning has taken longer than planned. The impact on the overall timetable is uncertain.	Closely monitor the 'hot commissioning' phase at Avonmouth to ensure that our move away from landfill proceeds as quickly as possible. SWP's financial savings are not affected.
ii) Implementing changes at HWRCs to align with acceptance criteria - (1.2.4)	Green	All sites now have 2 residual waste bins (one for landfill and one for energy generation) and we are near the end of finalising how to best ensure that everything that possibly can be is sent to Energy from Waste, not landfill.	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	Sites changed to winter hours on 1 October (closing at 5pm on weekdays instead of 6pm) and planned publicity raised awareness of that.	Continue to monitor the impact of changed opening hours, and use this to inform the signage review at HWRCs.
ii) Potential improvements at HWRCs - (1.3.2)	Green	SWP met with SCC Highways and Skanska to explore opportunities at Minehead and Frome recycling centres.	Continue work to explore viable solutions to improve Minehead HWRC and seek opportunities at other priority sites (esp. Frome and Yeovil).
iii) Optimise future schools waste and recycling service (1.3.3)	Green	A revised model for the schools service has been developed, which should support schools to significantly increase their recycling level.	Work with SSE to explain changes to schools, and put in place new components of schools service (Inc. additional operational support)
1.4) Reviewing services			
i) Review of opening hours and charging at Crewkerne & Dulverton CRS - (1.4.1)	Green	Entrance charges will be removed for these two sites from 1 April 2020.	Continue to monitor usage and publicise removal of charges.
ii) Review van / trailer permit scheme - (1.4.2)	Green	The Board agreed to extend the current scheme on 29 March 2019.	Continue to monitor permit scheme usage across recycling sites.
iii) Review fees and charges - (1.4.3)	Green	Board agreed changes on 27 September 2019.	Changes as agreed by Board on 27 September to be implemented.
iv) Review HWRC signage - (1.4.4)	Orange	Consistent signage model agreed (to align HWRC and kerbside)	Develop signage plans for HWRCs to drive behavioural change.
v) Anaerobic Digester contract review - (1.4.5)	Green	The contractually scheduled gate fee review is ongoing and will identify if any pricing adjustments are required.	Viridor Strategic Partnership Board scheduled in early March which should be conclusion of contract review.



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. In our recent round of parish council engagement we have been considering whether to develop guidance for those communities that want to organise a PTT collection point.	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	Implementation plans are well underway - see separate board paper.	Implementation of 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	Infographic will be released post election/purdah (centre spread in Your Somerset).	Media campaign with visuals about the new end use register - rebranded 'Recycling to resources - what happens to your recycling'.
iii) Increase our reach, esp. on social media/website - (2.2.3)	Green	Facebook reach increased again. Significant social media campaign planned for Slim my waste, Feed my Face (hashtagged photos enter a competition).	Changes to website linked to launch of My Waste Services. Use 'Slim My Waste, Feed My Face' campaign to increase ongoing engagement.
iv) Enforce service rules & support householders	Orange	Ongoing work, made challenging by service issues.	Revise processes to reflect in-cab technology.
v) Schools against Waste - (2.2.5)	Green	Reached over 25,000 children and 130 schools. Agreed targeted approach to support food waste campaign and Recycle More.	Implement food waste targeted SAW visits (Inc. enabling parents to pick up bins at school gates when we visit for a food waste focussed SAW event).
2.3) Changing behaviours - Recycle More			
i) Develop a robust communications, 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 communications and engagement for Recycle More. Researching possible community partners to maximise engagement reach.	Finalise communications plan for individual phases and engagement pre and post roll-out. Consolidate cross-team working with district councils (customer service and communications teams) to align messages.
2.4) Community engagement			
i) Develop partnerships - (2.4.1)	Green	Continuing to develop approach to Recycle More engagement, including working with Resource Futures to develop plans for SWEEP fund.	Finalise engagement plans for RM Phase1. Ensure new partnership with Coop (for food waste bins during Slim My Waste campaign) works well.
ii) Review food waste & compost champions - (2.4.2)	Orange	Initial review commenced. Engaging with parish councils about whether we can support localised activity through sharing our resources.	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	Increased sign up to newsletters.	Beyond the kerb and slim my waste newsletters.
iv) Attend face to face events - (2.4.4)	Green	Numerous parish cluster/similar meetings attended in this quarter.	Continue with regular attendance at key events.
v) Refresh our approach to reuse - (2.4.5)	Green	Scope for a commissioned piece of work being developed.	Finalise scope and commence procurement for external support.



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)	Red	Substantial testing undertaken to ensure robustness of system, development of app, finalisation of most forms. Go live was pushed back at partner request to avoid election period.	Finalise system testing, user testing, end to end testing and go live in January 2020 (soft launch). This timetable is reliant on successful testing and District Council elements of the build proceeding successfully.
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	Agreed support for SWP. Change Management team to help us through changes to officer processes, and how we can explore future innovation.	Session with SUEZ, SWP staff and officers from other councils to work through new/changed processes resulting from in-cab technology.
iv) Improve technology for making payments - (3.1.6)	Orange	For January 2020 SWP will take over payment processing for MDC, but will not change arrangements for other partner authorities (given the scale of other changes underway and hence the risks).	Ensure processes that link SWP system to SCC payments system (Adelante) are robust and go live in January 2020.
3.2) Strategy and influence			
i) Develop SWP long term strategy - (3.2.1)	Orange	A project initiation document has been developed and agreed with SMG. SWB endorsed approach in September 2019.	Delay is likely as the next phase of national consultations appear to be delayed (to Spring 2020).
ii) Seek to influence national policy and work with regional partners - (3.2.2)	Green	Engagement with national government around key elements of national strategy/policy. SWP helping coordinate some regional events.	Continue engagement and raise SWP profile. National consultations delayed.
iii) Review how SWP supports local businesses - (3.2.3)	Green	Approach reviewed with SWB at informal workshop and engagement with businesses and commercial waste service providers commenced.	Agreed with trading Standards service to jointly develop a business case for business support, commission work on public sector waste.
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)	Green	Started to rewrite SWP Developer Guidance ahead of Recycle More and agreed joint working with 'Built Environment' Climate Emergency workstream, so that we ensure we maximise impact and effectiveness.	Work with Minerals and Waste Planning team at SCC to align with their plan. Continue to rewrite developer guidance to reflect Recycle More. Seek to strengthen commitment through SWP Business Plan.
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 in this area.	Discuss with SMG and agree action plan to implement SWAP findings.
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)	Orange	Working with Kier to ensure that vehicle maintenance improvements follow through to service improvement & to ensure a robust winter plan in place.	Weekly emails to senior Kier management to be resumed to highlight missed collection performance concerns.
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)	Green	Communal refuse data being updated.	Review schools data to ensure up to date.
v) Develop insights - (3.4.6)	Green	Focus on food waste to support bid for campaign funds.	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: Key risks are around the impact of Brexit on procurement of vehicles and containers, operational delays to the launch date, and risk of incorrect round data affecting day 1 operations.

Avonmouth RCC: Minor risks with delays in hot commissioning leading to late move away from landfill by Spring 2020.

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: Vehicles have been ordered, suppliers for containers being sourced. Discussions between Suez, Kier & SWP to increase round accuracy. Ongoing negotiations with Suez regarding additional works.

Avonmouth RRC: Minimal ability at this stage for us to manage any potential risks, as these are solely in the hands of Viridor, however we are being kept informed of progress via weekly updates.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks and opportunities:	27	Lack of stakeholder buy-in for Recycle More communications	4 (-)
	28	Suez designed communications do not meet SWP guidelines	9 (-)
	29	Communications materials not being delivered on time	12 (-)
	30	Lack of communications support from the contractor	9 (-)
	31	Negative feedback from press and Social Media about Recycle More	9 (-)
	32	Operational issues leading to delay of Recycle More	16 (-)
Increased Risks:	9	Delay in implementing new CRM system	20 (16)
	20	Cost of mobilisation and external support exceeds budget	9 (6)
	23	Depot leases not completed on time	9 (6)
	46	Aging fleet becoming unreliable as contract ends	12 (9)

No Deal Brexit: Register up to date but on hold due to Brexit delay. Key risk is around vehicles and potential tariffs. Most vehicles due to be delivered before Brexit.

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

Accidents involving members of the public reduced from 8, down to 3. All accidents were classed as minor and resulted in cuts and abrasions from contact with a sharp or blunt object. All were in August when visitor numbers are at their highest. No accidents to visitors in July or September.

Accidents for site users calculated against visit numbers of near 450,000 for the quarter, giving an accident ratio of 0.67 accidents per 100,000 visits (previously 1.82) - a good reduction.

Accidents involving Viridor staff also showed a good reduction (as seen in the graph below). The number reduced to 2 from the previous 4, giving an average of 6.6 accidents per 100,000 hours worked. The lowest on this contract since we started reporting H&S statistics to the SWB.

Near Miss' (NM) reporting, that is used to identify hazards having the potential for harm, reduced from 37 to just 15. Reporting of NM's is seen as a positive and Viridor continue to stress the importance to all staff of remaining vigilant and reporting any risks/hazards they observe.

No incidents under the 'Reporting of Injuries, Diseases & Dangerous Occurrences Regulations'.

There was one 'Environmental Incident' caused by a fire in a metal skip that happened whilst it was being compacted. This incident prompted a safety review of the compaction process itself, resulting in the implementation of further safety measures, to reduce risk of re-occurrence on all Somerset recycling sites.

Kier ES - H&S Performance and Initiatives

The number of reported accidents to Kier operational staff have almost doubled this quarter to 13 up from 7 for Q1. As a result, Kier have investigated the potential causes and have taken steps to mitigate against these increased risks.

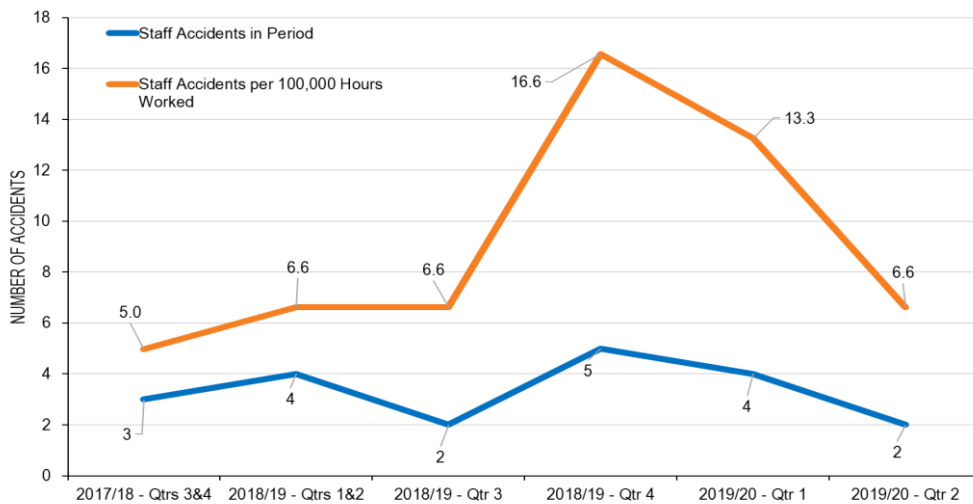
A sustained period of above average temperatures and a higher reliance on agency staff during this quarter have been identified as potential causes.

In mitigation toolbox talks have been reviewed and a greater emphasis has been placed on working in extreme weather conditions and the talks have been reviewed to assist supervisors in giving greater attention and assistance to first-time agency staff. Kier continue to develop tool box talks with a particular emphasis on maintaining the Health and Safety of their staff.

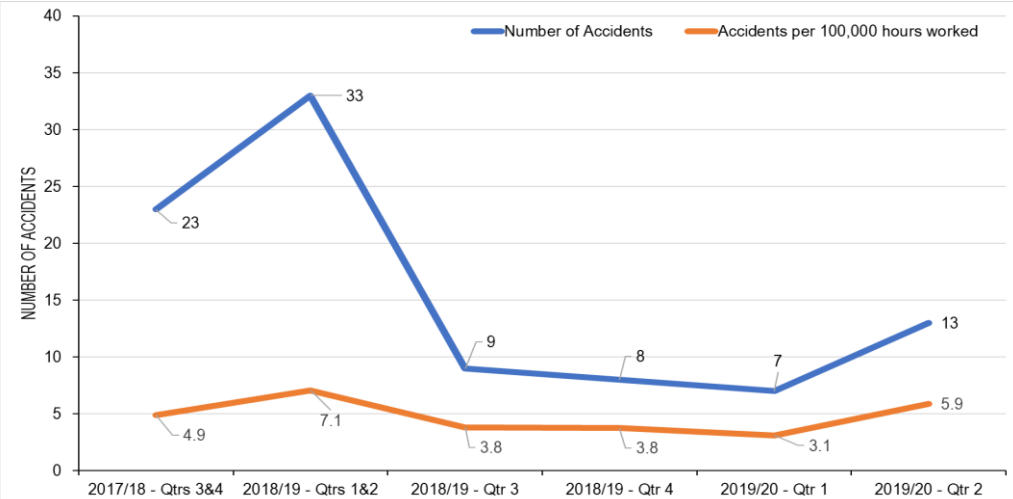
There were no injuries to members of the public, or incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Of the incidents reported to Kier staff only one resulted in time off work (7days).

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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 Q2 2019-20 showed the following changes:
 Total household arisings for Q1 & Q2 2019-20 increased by 640 tonnes from 2018-19, to a total of 134,500 tonnes. This equates to 521.00kg/hh, a reduction of -1.86kg/hh of which -1.41kg/hh came from the kerbside and -0.45kg/hh from the sites. (Although we have a +ve tonnage, the -ve kg/hh figure is due to an increase in the number of Somerset households)

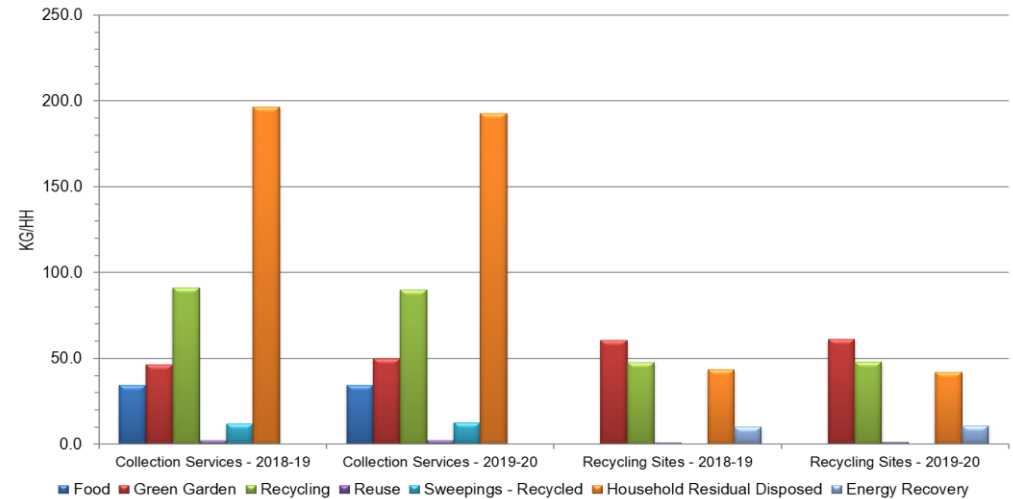
The total amount Reused, Recycled & Composted increased overall by 3.20kg/hh, with an increase of 2.25kg/hh at the kerbside and 0.95kg/hh at recycling sites. Of these amounts, dry recycling from the kerbside accounted for -1.31kg/hh, with 3.44kg/hh of green garden waste also coming from the kerbside.

Residual Household Waste per Household for Q1 & Q2 2019-20 was 234.68kg/hh, a decrease of over 5kg/hh from 239.74kg/hh, when compared to 2018-19. There was also a slight decrease in the amount of local authority collected waste landfilled, down 0.82% from 44.71% to 43.89%.

Our relatively high percentage of municipal waste landfilled, will reduce significantly when we start sending Somerset's residual waste to the new Avonmouth RRC, in Spring 2020.

What has happened and what has changed since last year?

Q2 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:

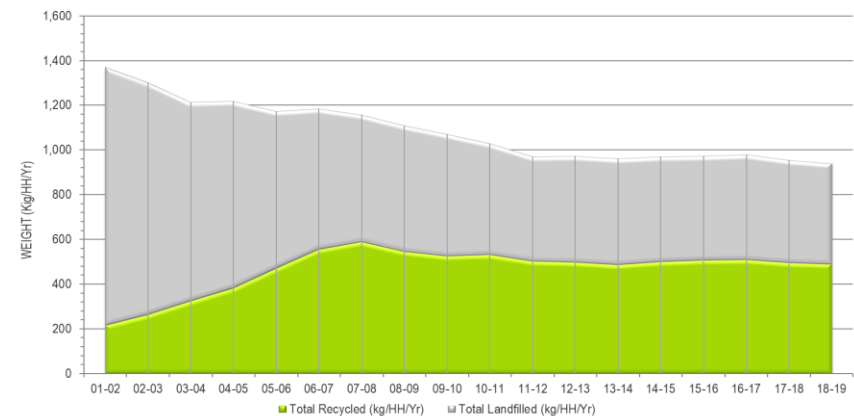
- 1) Schools education programme; School Against Waste
- 2) Recycle More, which will include the introduction of PTT, cartons, battery collections and increasing the capture of small electricals.
- 3) Food waste participation campaign; Slim my waste, feed my face
- 4) Increasing targeted social media 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

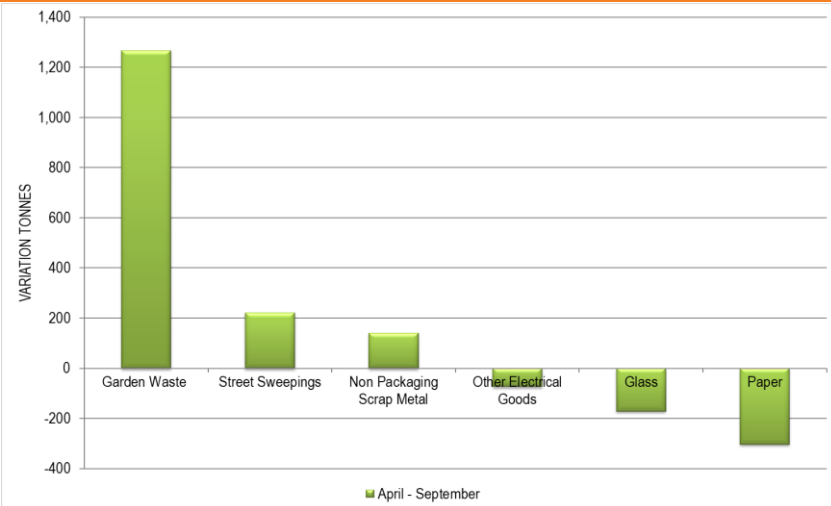




Why do we measure and report this?

Where waste does arise, the best thing that can be done with it is that it is reused or recycled. The recycling rate at kerbside and at our recycling centres helps keep track of how we are managing our household waste, ensuring we are pushing as much of it as we can up the waste hierarchy to derive the most benefit from it, whilst keeping our costs down.

What has happened in this quarter?



Recycling and reuse rate (NI192) for Apr-Sep 2019: 54.96% (increase of 0.81% 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 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) A trial between Viridor Ltd and Vegware Ltd to test the composting of cups from Vegware was successful completed, however, Vegware have subsequently pulled out of the project. Although it was found that this product could be composted, there were issues with keeping the material separate from other material, especially food waste.

What has driven the changes in this quarter?

SWP's overall recycling rate for April - September 2019 of 54.96% was a slight increase when compared to the same period last year. This consisted of an increase of 0.79% in the recycling rate at the kerbside to 47.76% and an increase of 0.83% for recycling sites to 72.41%. The main drivers were, increases in garden waste across both kerbside collections and recycling sites and a reduction in the amount of kerbside dry recycling waste generated.

The large increase in garden waste this year was seen across both the kerbside collections, up 998 tonnes and the recycling sites, up 279 tonnes and was a result of a much better growing season this year compared to last.

Materials that saw significant changes in the weight collected compared to the same period last year were: Garden waste up 1,267 tonnes, recycled street sweepings up 221 tonnes and scrap metal up 140 tonnes.

These were all offset slightly by an decrease in the amount of paper recycled, down 304 tonnes, glass down 172 tonnes and other electrical items down 74 tonnes.

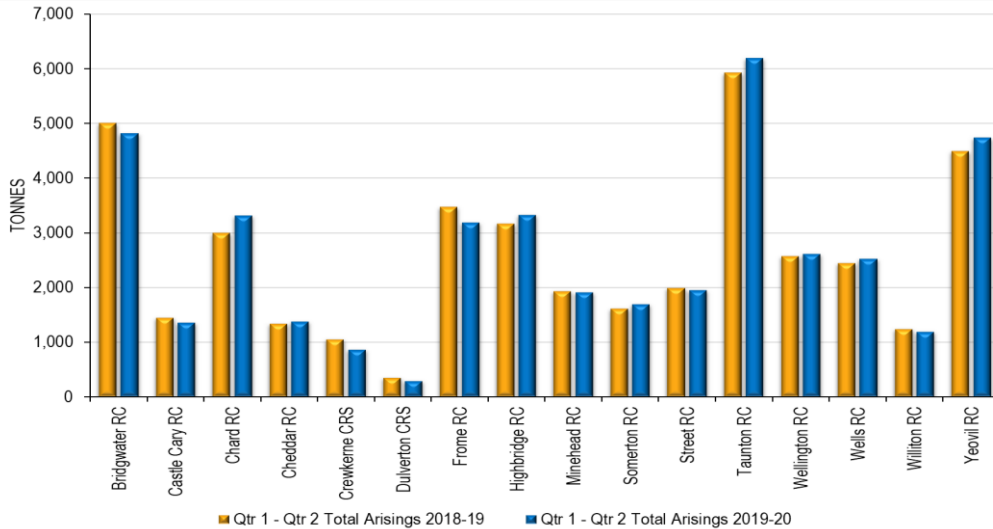
What will future success look like and what are we doing about it?

- 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.
- 4) 'Slim My Waste, Feed My Face': Due to start early in the new year, aims to significantly increase the amount of food waste collected, with the potential to capture an additional 5,000 tonnes per year from 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.

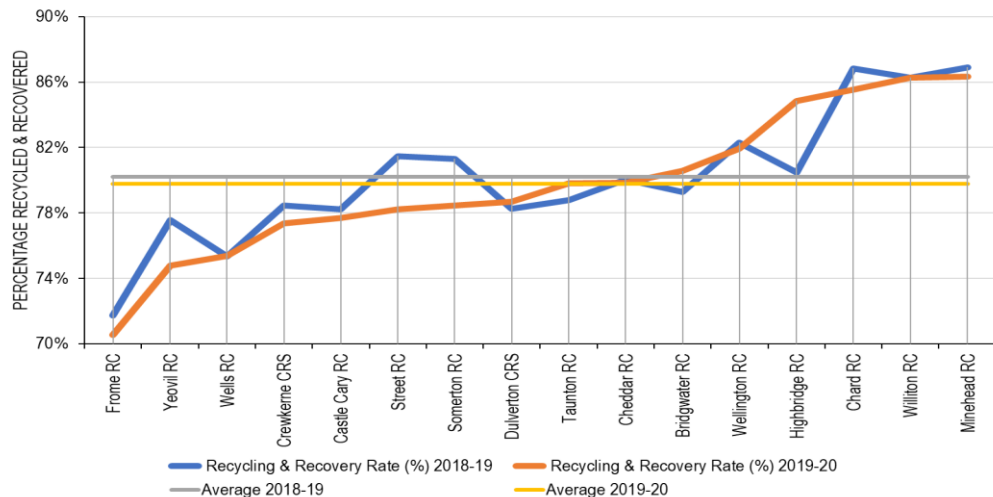
What has happened and what has changed in this quarter?



Recycling Site	Qtr 2 Visitor Numbers		
	2018-19	2019-20	% Change
Bridgwater RC	54,985	50,936	-7.36%
Castle Cary RC	12,828	11,567	-9.83%
Chard RC	34,481	34,671	0.55%
Cheddar RC	15,351	16,904	10.12%
Crewkerne CRS	8,207	6,394	-22.09%
Dulverton CRS	2,339	2,098	-10.30%
Frome RC	31,741	33,668	6.07%
Highbridge RC	39,691	36,277	-8.60%
Minehead RC	29,968	28,903	-3.55%
Somerton RC	15,970	14,580	-8.70%
Street RC	24,705	25,266	2.27%
Taunton RC	72,155	73,227	1.49%
Wellington RC	29,208	27,827	-4.73%
Wells RC	25,717	28,249	9.85%
Williton RC	13,279	12,508	-5.81%
Yeovil RC	46,667	46,483	-0.39%
All Sites	457,292	449,558	-1.69%

Note : Table shows Q2 only and is not cumulative.

Q1 - Q2 RECYCLING SITE RECYCLING RATE % - 2019-20 COMPARED TO 2018-19



Total arisings are up by 297 tonnes. This total comprises of 600 tonnes of dry recycling and reuse, 279 tonnes of garden waste and 85 tonnes of hardcore & soil, all offset by decreases in residual waste of -439 tonnes and -228 tonnes of wood for recovery.

The best performing sites in 2019-20 are, Minehead RC (86.33%) and Williton RC (86.27%), with the worst performing being Frome RC (70.55%) and Yeovil RC (74.79%). 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 937,070 in 2018-19 to 882,932 in 2019-20, a fall of 54,138, (-5.78%). 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 visiting sites, was inoperable for the second half of Q1 and the first half of Q2. Therefore, the data for Q1-Q2 was extrapolated to produce full period visitor numbers and may be flawed. Additional quarters may provide more accurate data over time and indicate any influence changes to opening patterns may have had.

Why do we measure and report this?

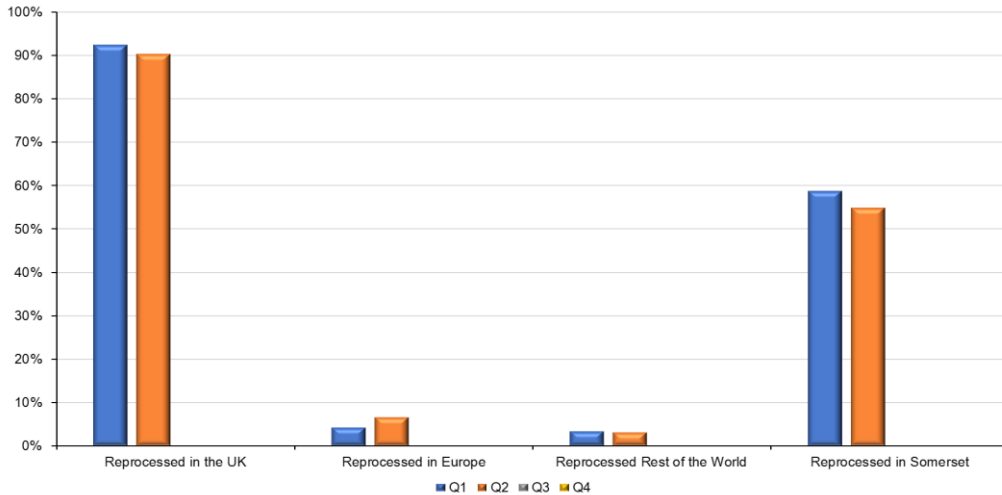
As the first Authority in the UK to publish the detail of what we do with our household waste, it remains important that we are transparent to our Members and residents in terms of how and where we treat and recycle the materials we handle - in particular how much stays in Somerset and the UK, and how 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?

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RECYCLING END-DESTINATIONS 2019-20



In Q2 we recycled 90% of our waste in the UK with 55% reprocessed in Somerset. Roughly 7% of exports to Europe and 3% further afield, and around 56% 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.

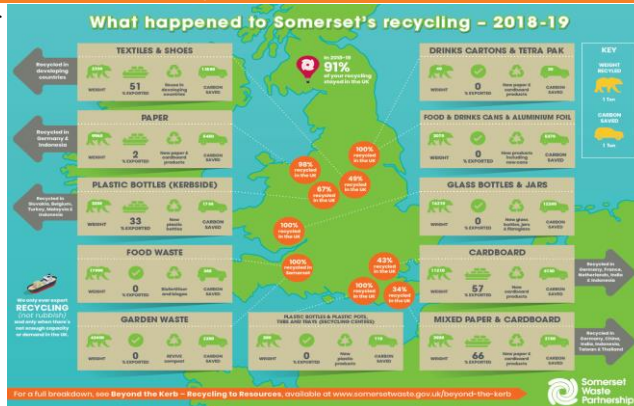
Cardboard and paper are the main materials exported this quarter, along with some plastic bottles and a small quantity of cans. Whilst the high quality paper from the kerbside is recycled into newsprint in the UK, mixed paper from schools and recycling centres are sent to other markets. The paper and cardboard has been exported to Germany, India, Thailand, Pakistan and Vietnam. Plastic bottles are mostly recycled in the UK with some exported to Spain and Germany. A small quantity of aluminium cans were exported to Germany. 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 74.76 tonnes collected in Q2 - an increase of 3.42 tonnes. 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'. We have produced a new infographic for this year, helping people to see 'at a glance' what happens to the materials we collect. We will be publishing the annual Beyond the Kerb recycling register from 16 December (post general election) and will be highlighting this and the infographic in the Your Somerset publication, press, website and social media.



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.

Somerset residents will be aware of the existence of the Beyond the Kerb recycling 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.

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).

Due to volatility, in the fibre market (textiles), it may become more difficult for both Kier and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful outcome.

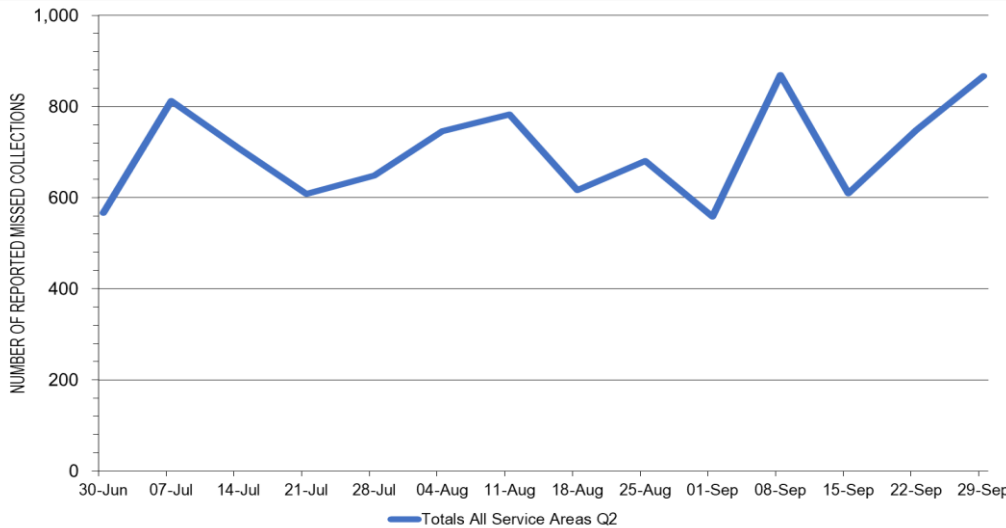
The kerbside textiles market is still problematic and Kier and Suez continue to look for alternative suppliers. Textiles banks at recycling centres, third party collection banks, and charity shops are not affected by this issue.



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 in Q2 has seen a continuing upward trend in problems, with the main factor affecting this performance being the reliability of the vehicles. Despite a number of initiatives being undertaken, this level of failure has become untenable and therefore Kier have taken a major strategic and operational decision and engaged a new maintenance provider, in an attempt to address this problem.

Comparing last quarter's performance graph below left (Q1), to this quarter below right (Q2), we can see a clear need for a major intervention. However, like most major interventions this wasn't a quick fix and required time to instigate and performance continued to cause concern whilst these steps were being introduced.



Q1

Q2

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) Kier have engaged a new maintenance provider and although this has taken time to introduce we are confident this will improve the reliability and availability of the fleet. The new service provider is a proven expert in the field of maintaining waste vehicles and corporately is in a more secure and stable position than the previous provider.
- 3) We continue to meet regularly with the senior management at Kier, to review performance. As part of this process, we consistently analyse performance and these outcomes are discussed in detail where plans to improve and mitigate against identified negative trends are developed. We also engage regularly in tri-partied meetings with the incoming and outgoing contractor to discuss areas where co-operative planning and work streams can be developed, to assist in the smooth transition to the new contract with SUEZ.

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

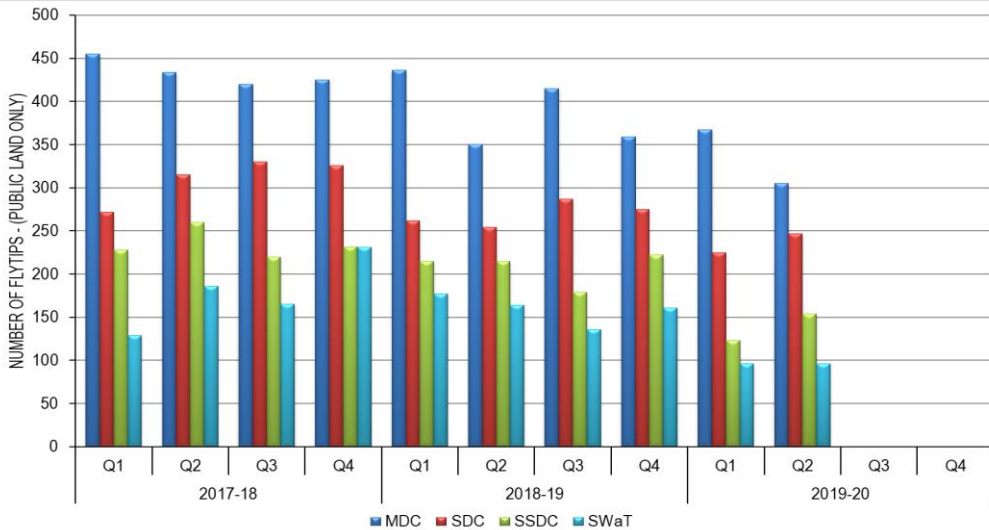
- 1) Continue to seek a smooth transition from Kier to SUEZ, whilst ensuring Kier continue to meet the requirements of the current demands as we head toward the new service.
- 2) SUEZ meeting the much more robust standards on missed collections that we have set in the new collection contract. This consists of a target set at the level currently achieved by our existing contractor, Kier, and reducing to the new level of (0.045%) over the first 3 months of the new contract. This should help in 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 fly tipping incidents continues to fall compared to both the same period last year and to the previous quarter.

The number of incidents for Q2 2019-20 has dropped by a total of -181 incidents, from 983 in 2018-19 to 802 in 2019-20, with a combined fall over Q1-Q2 of -460 incidents from 2,073 down to 1,613. The number of fly-tipping incidents in all Districts continues to improve this year by between -44 and -153 incidents, with the smallest reduction in Sedgemoor (-44) and the greatest in South Somerset (-153). 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' (+37), 'Other (unidentified)' (+12) and 'Clinical' (+4), with the decreases being 'Other household waste' (-150), 'Construction / demolition / excavation' (-92) and 'Tyres' (-92).

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.

Fly-tipping (criminal dumping of waste) on public and private land creates environmental damage, so SWP in conjunction with Partners aims to develop a business case/pilot by exploring best practice in tackling fly-tipping on all land, whether publicly or privately owned (noting that fly-tipping on public land has been falling in Somerset). This will include working with the Police, NFU and other interested partners and may include adoption of the model developed by Hertfordshire Flytipping Group. Their 'Let's S.C.R.A.P Fly tipping' campaign (Suspect, Check, Refuse, Ask, Paperwork) brought together 11 LAs, Police and other organisations and provided a one-stop portal where residents and businesses could obtain information about disposing of waste correctly, report fly tipping and check waste carrier details. The campaign led to a 17.9% reduction in fly tipping in 2017-18.

What will future success look like?

Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).

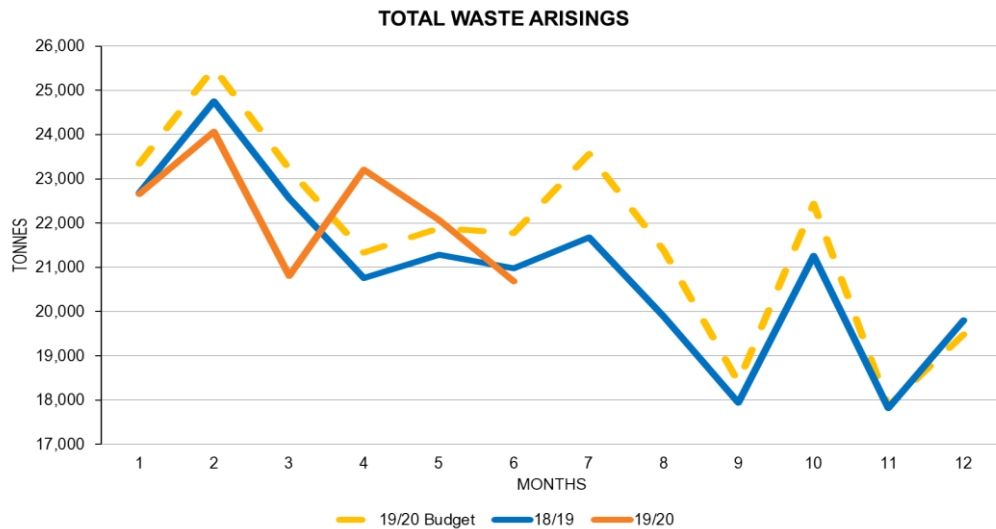
Implementation of a scheme similar to that of Hertfordshire Fly tipping Group's, 'Let's S.C.R.A.P Fly tipping' campaign, leading to a continued reduction in the number of reported fly tips across the Somerset, as well as closer working relationships with groups such as the Police, NFU and other interested partners. All leading to reductions in fly tipping similar to the levels seen in Hertfordshire of around 18%.

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 September 2019. It compares the budget (set in Dec 2018) to the actual spend for the first 6 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 has moved from a forecast underspend of £13k to an underspend of £99k. The number of garden waste customers at the end of September form the basis of the charge from Kier for the full year; these are much lower than budgeted to the value of £85k. There will also be a corresponding drop in income collected at the individual districts. Other budget lines have not moved significantly since the Q1 report, as the most significant contractor costs are based on annual sums.

Disposal budget: The current forecast for the year has moved from an underspend of £791k to an underspend of £1,088k. This budget is predominantly tonnage based and the underspend is a result of reduced volumes compared to budget. There has been an increase in green waste in Q2, but residual waste volumes continue to be lower and so this dominates the underspend. There are also additional underspends with both haulage and management fees at the recycling sites. However, it should be remembered that tonnages can be very volatile and dependent on outside factors such as the weather.

Note: The finance information in this section covers to the end of Q2 only, whereas the main Board Finance report is for a 7 month period, to give a more up to date picture to members.

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

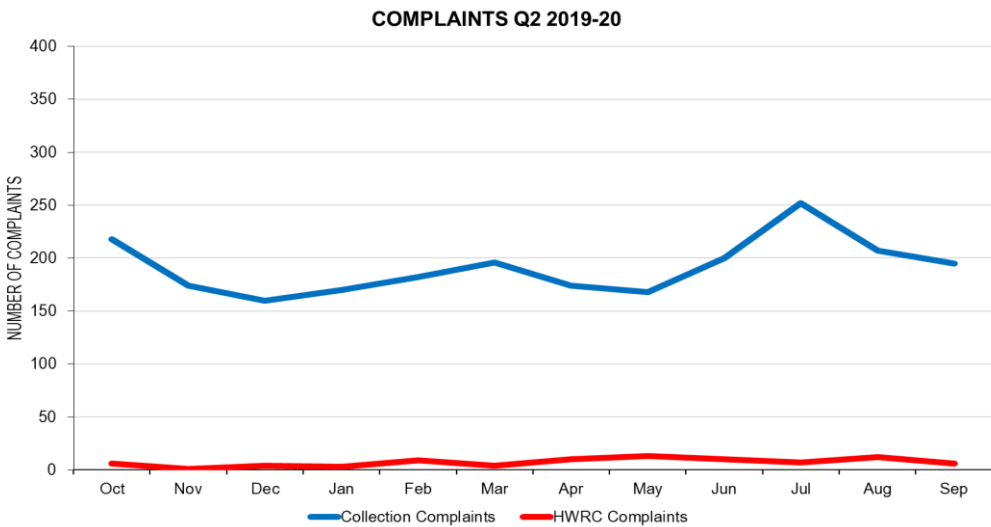


Why do we measure and report this?

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



Strain on Kier's service delivery through vehicle and staffing issues has led to a reduction in the quality of the service that has been provided. SWP has been working with Kier to ensure that known areas of failure such as repeated missed collections and assisted collections have not escalated to by a similar proportion as missed collections as a total.

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. No further complaints around opening hours have been received.

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?

What will future success look like?

- 1) Annual leave at Kier's depots will have stabilised, providing a more consistent level of staff on the service, it is expected that performance of the collection contract should get to near normal levels through the autumn.
- 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) Director level commitment has been achieved at Kier to ensure that the temp to perm activity is maintained to contract end. Kier are directly contacting labour agencies outside of those contracted to ensure that their staff supply chain is in place.
- 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 January 2020.

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

Communications

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What are the headline numbers?

- 1) Developing with SUEZ the strategy, timeline and messaging for effective, robust Recycle More communications.
- 2) Continuing work with SCC colleagues to rebrand and restructure our website to be more user-friendly for Recycle More.
- 3) Maintaining effective social media to ensure a unified approach by customer services and communications.
- 4) Developing and targeting the successful Schools Against Waste programme with Carymoor Environmental Trust to align it with the 'Slim My Waste' food recycling campaign and Recycle More for education where needed most (especially in low-participation areas).
- 5) Responding to the public focus on the destination of recycled materials with clear infographics for use online and in print to further build trust.
- 6) Offering support and education to new and existing community groups about what we do and how and why we do it.

Key highlights in performance

Social Media

Facebook followers:	5,460	Start Jul	5,892	End Sep
Twitter followers:	2,360		2,397	

Website Hits

Jul	99,730	Page Views	82,311	Unique Page Views
Aug	105,261		87,522	
Sep	87,769		72,193	

Sorted Ezine


Jul	9,308	Deliveries	6,419	Unique open with images
Aug	9,344		4,559	
Sep	9,412		6,279	

Monthly Briefing sent to 326 parishes, and County and District councillors.


What are our current priorities?

Facebook Topics

Reach

 23/07/2019 Park smart to save a life (and get recycling collected) 17,407

 28/08/2019 Frome Recycling Centre reopens after bomb scare 9,050


 27/09/2019 Mendip start for Recycle More expanded collections 36,172

Twitter Topics

Reach

 12/07/2019 Missed collection? Apologies. Trucks clearing pick-ups 1,410

 28/08/2019 Bomb disposal team makes safe possible grenade 900

 01/09/2019 It's in our hands - Recycle Week 2019 3,924

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 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.

