

JOINT SCRUTINY PANEL OF SOMERSET WASTE BOARD

Wednesday 12 February 2020

2.00 pm Broughton House, Blackbrook
Park Avenue, Taunton



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

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

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services - 4
February 2020

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

Guidance about procedures at the meeting follows the printed agenda 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?**



RNID typetalk

AGENDA

Item Joint Scrutiny Panel of Somerset Waste Board - 2.00 pm Wednesday 12 February 2020

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

1 **Apologies for absence**

2 **Declarations of Interest**

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

3 **Minutes from the previous meeting held on 16 December 2019** (Pages 7 - 12)

The minutes are to be agreed as an accurate record.

4 **Public Question Time**

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

5 **Performance Monitoring Report Q3 2019/20** (Pages 13 - 36)

To consider the report.

6 **Business Plan 2020-25** (Pages 37 - 54)

To consider the report.

7 **Finance Update Q3 2019/20 and Annual Budget 2020/21** (Pages 55 - 66)

To consider the report.

8 **Revisions to the Inter Authority Agreement** (Pages 67 - 70)

To consider the report.

9 **New Collection Contract Mobilisation Update** (Pages 71 - 78)

To consider the report.

10 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

Item Joint Scrutiny Panel of Somerset Waste Board - 2.00 pm Wednesday 12 February 2020

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Agenda Annexe

Guidance notes for the meeting

1. Inspection of Papers

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

2. Members' Code of Conduct requirements

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

3. Minutes of the Meeting

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

4. Public Question Time

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

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

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

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

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

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

5. Exclusion of Press & Public

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

6. Committee Rooms & Council Chamber and hearing aid users

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

7. Recording of meetings

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

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

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

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

JOINT SCRUTINY PANEL OF SOMERSET WASTE BOARD

Minutes of a Meeting of the Joint Scrutiny Panel of the Somerset Waste Board held at Broughton House, Blackbrook Park Avenue on Monday 16 December 2019 at 10.00 am

Present: Cllr J Hassall, Cllr M Dunk, Cllr L Leyshon, Cllr B Hamilton, Cllr T Munt,

Other Members Present: None

Apologies for Absence: Cllr A Trollope-Bellow, Cllr G Kennedy

62 **Declarations of Interest** - Agenda Item 2

63 **Minutes from the Previous Meeting on 25 September 2019**–Agenda Item 3

The Panel has agreed the minutes subject to amendments to paragraphs 5.1, 5.5 and 5.7 to be made.

64 **Public Question Time** - Agenda Item 4

There were no public questions.

The Panel received a presentation about the purpose of the campaign and were advised it 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.

The Panel congratulated the board and board members on embedding this process into place before the Recycle More project in 2020 and even more delighted that Somerset County Council prevention Fund has supported the development

The Joint Scrutiny Panel of Somerset Waste Board welcomed the report and agreed 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.

66

The mobilisation programme is currently on schedule with no major areas of concern other than delays to the construction programme at Evercreech. Planning permission has been secured for the construction of a new area at Evercreech, but several issues (in particular related to water mains, electrical connections, drainage and ground conditions) mean that it is not now expected that the construction programme will not be completed until September 2019. SWP have worked closely with SUEZ and are confident that this construction delay will not impact upon the day to day service or the roll-out of Recycle More.

Every time SWP has rolled out a major service change it has phased the changes as it is not practical or desirable to make a change to 250,000 households recycling and waste collection services at one time. As the Board are aware and has been reflected in our communications, it has always been planned to roll Recycle More out in phases.

SWP provide recycling and rubbish collection services to 273 Somerset schools – 213 primary schools, 36 secondary schools and 24 specialist education centres. Schools’ overall recycling rates languish at 20% despite being able to recycle food, paper, cardboard, plastic bottles and cans. Support Services for Education (SSE – a trading arm of SCC) currently manage the schools service with minimal role for SWP.

SSE, SWP, SUEZ and schools are all committed to improving this recycling rate, and this has driven a major rethink about how this service is provided and how we support schools to Recycle More.

A panel member raised a query regarding how many schools that receive a collection have got the appropriate facilities to do so. The panel were reassured there is separate funding available to make it viable for all schools to increase recycling rates. A panel member suggested as part of their Neighbourhood Watch, the information is shared to ensure as many people of the community knows about the campaigns. Also raised was a suggestion to communicate with the different schools within the area through the chair Governors to enable them to understand and drive the programme forward.

The Joint Scrutiny Panel were also informed about the phase of the roll-out that is followed by a lesson learnt exercise to ensure continuous improvement.

The Joint Scrutiny Panel of Somerset Waste Board agree that the board

1. Notes the progress made in mobilising a new collection contract.

2. Agrees the case for applying the exempt information provision as set out in the Local Government Act 1972, Schedule 12A and therefore to treat the attached confidential report and its appendices in confidence, as they contain commercially sensitive information, and as the case for the public interest in maintaining the exemption outweighs the public interest in disclosing that information.

3. Subject to the approval of recommendation (2) above, agrees to exclude the press and public from the meeting for the consideration of the attached confidential report and its appendices where there is any discussion at the meeting regarding exempt or confidential information.

4. Notes the progress set out in the confidential report.

67 Performance Monitoring Report Q1 2019-20- Agenda item 7

The Board heard the presentation on the performance report as part of SWP's drive for continuous improvement, and as agreed at the September 2018 Board, 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, SWP will continue to improve how we report performance in the future to the board.

A panel member raised concern about 91% of recycling being completed in the UK, with only 9% sent overseas for recycling. A Discussion about the 9% that got sent overseas and the report will be in Your Somerset that will be sent out in the next 5 days showing an in-depth breakdown. For example, to meet demand in Africa and elsewhere in the developing world, just over half of Somerset's recycled textiles, clothes and shoes went overseas for sale and reuse. A query was also raised about whether Somerset Waste Partnership pays Somerset County Council for the article in Your Somerset and the cost. The Panel had a discussion on how to share the great work that is being carried out through Social media.

The Joint Scrutiny Panel of Somerset Waste Board agreed to note the performance results in the Second Quarter Performance Management Report.

68 Draft Business Plan 2020-2025 – Agenda Item 8

The Somerset Waste Board is required to annually approve a rolling five-year business plan. Our Business Plan explains how we will work towards our Vision over the next five years, with a focus on current year actions. The Business Plan contains three areas of focus, beneath which sit a range of activities. The three areas of focus are:

1. Delivering excellent services
2. Changing behaviours
3. Building our capability

Somerset Waste Partnership are undergoing the most significant transformation of services since it was formed – recycling more, moving away from landfill, transforming our technology to deliver better customer service, responding to the climate emergency and the changing national policy agenda.

The Joint Scrutiny Panel of Somerset Waste Board agreed:

- 1. That the Somerset Waste Board approves the Draft Business Plan for partner authority consultation.**

A Joint Scrutiny panel member discussed communications and marketing to drive increased take-up of recycling of small electrical items at the kerbside, and to ensure that reuse opportunities are maximised at recycling centres (subject to securing additional funding, potentially from WEEE compliance schemes). It was raised about supervisors using vans and what they are collecting on their route a discussion about them collecting cardboard, containers or delivering rubbish bins.

69 Financial Performance Draft Annual Budget 2020-2021– Agenda Item 9

Overall, the end of October position shows that the Somerset Waste Partnership budget is forecast to be underspent by £1,302,000 (2.8% of the current budget). This is an improvement on to the previous position reported to the September Board, which were July figures and showed an underspend of £804,000. This does not include the Recycle More project work, which is funded from a separate project fund.

The Joint Scrutiny panel member recognised the hard work and appreciation of the reports and acknowledging the extreme workloads that have gone into producing the products that is being offered.

The Joint Scrutiny Panel of Somerset Waste Board agree that the board

- 1. That the Somerset Waste Board notes the summary financial performance for 2019/2020 to date as contained in this report, and how this will impact on the budgetary requirements for 2020/2021.**

- 2. That the Somerset Waste Board approves a Draft Budget of £47,896,600 for 2020/2021 for partner authority consultation, as set out in section 3.0 below, taking into account the potential savings requests from the County Council as set out in paragraph 3.2.**

70 Proposed revisions to the Inter-Authority Agreement- Agenda Item 10

The following principles were agreed by SWB in September 2019, following agreement to these principles by the Strategic Management Group (SMG) and all partner Section 151 Officers. All revenue costs will be funded from the Recycle More Project Fund. These principles have informed the revisions required to the IA.

As the Board are aware, SWP and SUEZ will share recycling revenue risk. Recyclate revenue can fluctuate according to the tonnages of each materials collected and due to market prices. Once roll-out of Recycle More has been completed all partner section 151 Officers (endorsed by SMG) agreed that an equalisation reserve should be put in place in order to smooth out the risk of fluctuations in the level of recyclate income received by District Council partners.

The Joint Scrutiny Panel discussed what change of the Public Works Loan Board borrow rate and if it has had an impact the panel were informed that there was no impact as there is a complete separate budget. The Panel recognised the good planning process throughout.

The Joint Scrutiny Panel of Somerset Waste Board agree that the board

- 1. Agree the draft amended Inter-Authority Agreement (IAA) for partner consultation.**

71 Somerset Waste Board Forward Plan – Agenda Item 11

72 Any other items of urgent business – Agenda Item 12

The Joint Scrutiny panel discussed about implementing substitutes to stand in where members are unable to attend the meeting, members ensuring they inform the panel of their absence. The Panel were informed Cllr Wedderkopp had stood down as Board Member and had been replaced by Cllr Federica Smith-Roberts.

(The meeting ended at 12.05pm)

CHAIR

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Somerset Waste Board meeting
14 February 2020
Report for information

Paper
Item No.

Performance Report Quarter 3 – October 2019 to December 2019

Lead Officer: Mickey Green, Managing Director

Author: John Helps, Performance & Insight Officer

Contact Details: 01823 625705

Forward Plan Reference:	
Summary:	<p>This report summarises the key performance indicators for the period from October 2019 to December 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.</p> <p>It should be noted that at the time the Board reports were written, not all weight data had been received from our contractors. This means some sections of the report only cover the period October – November 2019. Affected sections are listed in the 'Intro' of the Performance Monitoring Report Q3 2019-20 (Appendix 1).</p>
Recommendations:	That the Somerset Waste Board notes the performance results in the Third 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

<p>Risk Assessment:</p>	<p>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.</p>
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1. Background

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

2. Summary

- 2.1.** Key headlines are:

- **Business Plan:** We have slight delays on our two major projects (moving away from landfill and Recycle More/mobilising a new collection contractor), though neither of these affect the service to the public or have a financial impact. These are due to the main Avonmouth Civils contractor (Clugston) having gone in to receivership, delaying final construction sign off and hot commissioning and a delay with collection vehicle provision due to third party component problems. We have however identified spare vehicles as a contingency from the old fleet, in case a shortfall runs into the first few weeks of contract start. We are about to roll out a major food waste campaign. Whilst challenging, we are making good progress in implementing a new online Customer Relationship Management system (My Waste Services).
- **Waste Minimisation:** Overall household arising were up by around 0.8% 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 54.44% (0.68% higher than the same quarter the previous year) with increases in garden waste, Cardboard and cans.
- **End use:** SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. In Q3 almost 57% 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

December being our highest month to date, with 30.14 tonnes collected.

- **Missed collections:** We saw a significant decrease in missed collections in Q3, compared to Q2 (1.263 per 1,000 collections against 1.718 in Q2). This is likely to be attributable to Kier having taken a major strategic and operational decision and engaged a new maintenance provider. We will continue to monitor this and work closely with Kier on addressing issues that should help mitigate some of these issues, as the existing contract comes to an end.
- **Risk:** In addition to our corporate risk register we maintain 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
 - 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 move away from landfill in Spring 2020
 - 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 final quarter of the existing contract, ensuring that current service standards are maintained
 - Continue to closely monitor budgets and spend

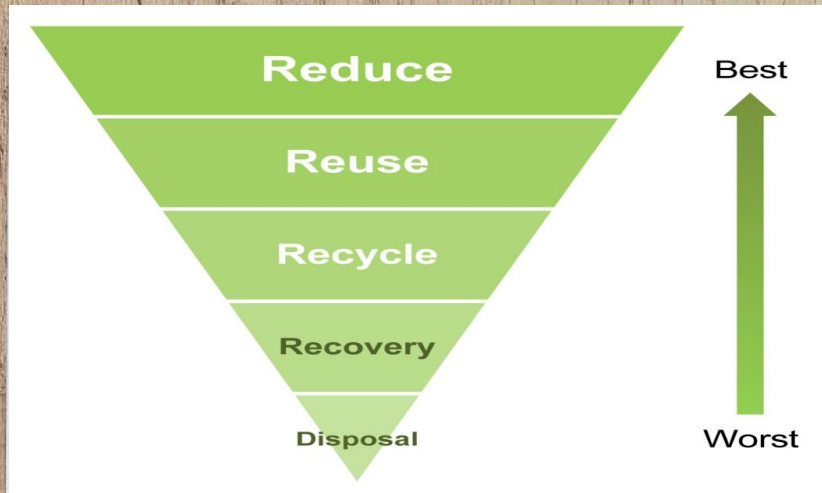
5. Background papers

- 5.1.** Performance Monitoring Report Q3 2019-20 (Appendix 1)

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Somerset Waste Board Third 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

Part Quarter, as December weight data was unavailable at the time of compilation for the following report items:

Page No.	Report Item
10	Waste Minimisation
11	All Recycling
12	Recycling Sites
13	End Use of Materials




Note: Reports using weight based data do not include information for December. (Oct & Nov Qtr Only)

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 - Third Quarter 2019-20 (Submitted to the Somerset Waste Board 14 February 2020)

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 also launched our refreshed approach to end use, and are developing detailed communications plans for Recycle More.		
Business Plan: Building our capability	There is a slight delay with our new online customer relationship management system (My Waste Services). We are in the final stages of testing and snagging the system, as well as technical issues, which still continue to be overcome . This is one of the most challenging tasks SWP has on its agenda.		
Risks	Our 'Recycle More' risk register are up to date. Our top 2 other risks are: 1) Inefficiencies due to customer services and partners IT systems not being joined up. 2) Lack of resources and complexity around implementation of new customer service system.		
Health & Safety	At our recycling centres the ratio of accidents reduced slightly to 0.57 per 100,000 visits (2 accidents), down from 0.67 per 100,000 in the previous quarter (3 accidents). There were no serious incidents. There were 9 accidents to Kier operational staff, down 4, from 13 in the previous quarter.		
Waste Minimisation	Although there was an increase in total household arisings of over 1,350 tonnes, most of this was accounted for with garden waste 1,136 tonnes and a reduction in residual waste of over -584 tonnes. Total household arisings for Q1-Q3 were 685kg/hh, around -0.72% down on the previous year.		
All Recycling & Recycling Sites	Our recycling rate (NI192) increased by 0.68% to 54.44% compared to 2018-19, with garden waste up by 1,136 tonnes, as well as increases in dry recycling such as cardboard, cans and mixed paper & cardboard. Visitors to recycling centres also fell 3.9%, down from 1,285,397 to 1,234,722.		
End Use of Materials	SWP continues to see strong demand from UK reprocessors for our high quality materials. Excl. residual waste, in Q3 almost 57% stayed in Somerset and almost 90% stayed in the UK. The PTT & plastic bottle banks at recycling centres continue to be popular, with 72 tonnes sent to Kent for reprocessing in Q3.		
Missed Collections	Q3 saw a significant decrease in the level of missed collections over Q2. The number of missed collections in Q3 were 1.263 per 1,000 collections - an improving trend, lower than the level for Q2 of 1.718 per 1,000. We continue to work closely with Kier on various initiatives to address this.		
Fly Tipping	An overall decrease of -653 fly tips, from 3,090 in 2018-19 to 2,437 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 December 2019 SWP continue to show a forecast budget underspend for the year. Emerging trends suggest an underspend for the year of 80k for the collection budget and 1,218k for the disposal. It should be remembered that tonnages can be very volatile and dependent on outside factors.		
Customer Interaction & Communications	Over 279,000 hits on our website in Q3, almost 6,700 Facebook followers & almost 9,400 readers of our 'Sorted' e-zine. A Facebook post on 'Got a button box? Start saving early for Christmas' also reached over 64,000 people. Complaints from customers reduced over this period, down to a low of 136 in Dec.		



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	Slight delay to vehicle provision due to third party component problems now resolved, identified spare vehicles as a contingency from old fleet, in case shortfall runs into the first few weeks of contract start.	Sign contract & finalise leases. Conclude designs for refuse vehicle livery. Continue with detailed communications and engagement planning.
ii) Developing depot infrastructure	Orange	Water main has been successfully moved from the planned construction area and construction has begun at the Evercreech depot. Piling and groundworks for the new buildings and recycling bays have begun.	Finalise electrical supply to new site (Area 5) and progress construction and finalise lease, including resolving dilapidations issues.
ii) Active management of current collection service contract & deeper engagement with staff (1.1.2 & 1.1.3)	Orange	Plans put in place for Christmas collections worked well, as did additional planned staff resources - vehicles also performed well (following replacement of maintenance contractor).	Work with Kier to ensure no service degradation before contract termination. Work with SUEZ to ensure follow up to measures letter is undertaken. MD to visit all depots. Attend SUEZ training weeked.
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. With the main Avonmouth Civils contractor (Clugston) having gone in to receivership, final construction sign off and hot commissioning is slightly delayed.	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) with little service impact.	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, SCC are considering impacts of the proposed depot changes.	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 (Including additional operational support).
1.4) Reviewing services			
i) Review of opening hours and charging at Crewkerne & Dulverton CRS - (1.4.1)	Green	Entrance charge removal approved by September 2019 SWB from 1 April 2020.	Preparation for the removal of entrance fee charging from 1st April 2020.
ii) Review van / trailer permit scheme - (1.4.2)	Green	The permit extension from October 2019 caused little operational impact.	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	Develop signage plans for HWRCs to drive behavioural change.	Site surveys to be completed by 31st March 2020.
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)	Red	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.	Working with partner authorities to see if all relevant customer facing staff (e.g. environmental health/trading standards) can flag Refill as part of their engagement with businesses.
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. Delays to one aspect of printing meant that the launch of the campaign has been delayed from late January.	Implementation of award winning 'Slim My Waste, Feed My Face' campaign in Somerset - from 4 February 2020.
ii) Build trust in how we recycle and what happens to SWP recycling - (2.2.2)	Green	Infographic was released post election/purdah (centre spread in Your Somerset).	Priority will be Slim my waste. Feed my face - though community engagement will continue to highlight Beyond the Kerb.
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	Process design is underway to targetted areas for intervention.	Revise processes to reflect in-cab technology.
v) Schools against Waste - (2.2.5)	Green	SAW cumulative reach: 28,000 children, 189 school visits. Agreed workshop to support food waste campaign, now scheduled for Q4.	Implement food waste targeted visits. Developing SAW resources and promotion supporting Recycle More phased rollout from Summer 2020.
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 phase 1 (and those parts of Mendip not in phase 1) and engagement pre and post roll-out. Work closely with MDC (customer service and communications teams) to align messages/approach.
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	Volunteers helped reach 100's people at food and composting themed stalls at Wells Food Festival & Yeovil library. Some new resources developed.	Review of Food & Compost Champions schemes ongoing - meeting volunteer commissioning manager to ensure compliance with SCC.
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	Final stages of testing and snagging the system, as well as technical issues, still continue to be overcome. A key element developed for SWP (data segregation) is not fully functional and has placed pressure on the timescale.	Finalise testing & go live. This timetable is reliant on successful testing & District elements of the build, our supplier fixing data segregation element. Add in improvements, working towards full operation for SUEZ start.
ii) Integrate in-cab technology - (3.1.4)	Green	The Suez CS system is in the final sign off stage, ensuring software is fully operational and integrated with our CRM prior to contract go-live.	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	Reviewed processes that link SWP system to SCC payments system (Adelante) to ensure they are robust.	Implement new system for bulky waste and for MDC customers only for taking garden waste payments.
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	Agreed with trading Standards service to jointly develop a business case for business support, commission work on public sector waste.	Commence work with Eunomia to develop feasibility study for joined up public sector estate recycling services.
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. Reflect in response to SWAT consultation on local 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. Embed approach in new MWS system.
3.4) Improving performance monitoring			
i) Improve carbon and end use monitoring - (3.4.1 & 3.4.2)	Green	Launch of 2018-19 report 'Beyond the kerb - recycling to resources' - member briefing, social media, press release & infographics.	Continue to monitor and publicise the report.
ii) Focus on customer service - (3.4.3)	Orange	Close contract management with Kier delivered a successful Christmas period. Ongoing work to improve right first time collection activities.	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 procurement of vehicles, 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. Existing vehicles have been identified to cover for any delays in new vehicles.

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:	20	Delay in implementation of Slim My Waste campaign due to problems with sticker material	25 (-)
	5	Risk that staff changes leads to reduction in knowledge and experience, impacting on service changes and large projects	9 (-)
Reduced Risks:	18	Risk that recycle is dealt with inappropriately	8 (10)
Increased Risks:	26	New vehicles not available in time due to supply chain problems	12 (6)
	39	Delays in commissioning of the new Energy from Waste Facility	8 (6)

Slim My Waste: A new risk register has been developed for this project. Key risks include delays in implementation due to problems with the sticker material, and also around ensuring there are enough staff to deliver the stickers and tape the bins.

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

No accidents notified under the Reporting of Injuries Diseases & Dangerous Occurrences Regulations (RIDDOR) and no Environmental Incidents reported.

There were no accidents to Viridor staff at all from October to December 2019. Therefore, for the first time, we report the accident rate per 100,000 hours worked on the Somerset contract by Viridor as zero (previously 6.6). A commendable achievement given the higher than average accident rate of the waste & recycling industry.

Near Miss (NM) reporting used to identify potential risks and hazards remained near constant, down one at to 14.

Injured site users for the quarter (Qtr) was 2, both for small cuts. One to the head following a slip on a ramp and a hand injury from impacting it on a container. Both were classed as minor and no contributing factor from sites was found. The resultant ratio for accidents per 100,000 site visits for the period now stands at 0.57.

There were 2 standard HWRC inspections from the Environment Agency (EA) in this Qtr. Both reports were good with no issues found or reported.

Kier ES - H&S Performance and Initiatives

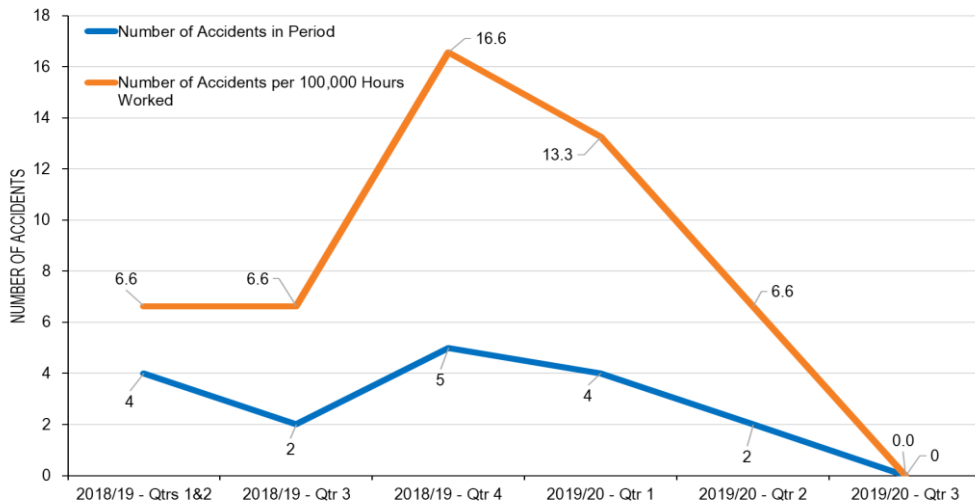
The number of reported accidents to Kier operational staff this quarter has achieved the hoped for drop in the number of accidents, with 9 being reported for Q3.

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 none resulted in time off work.

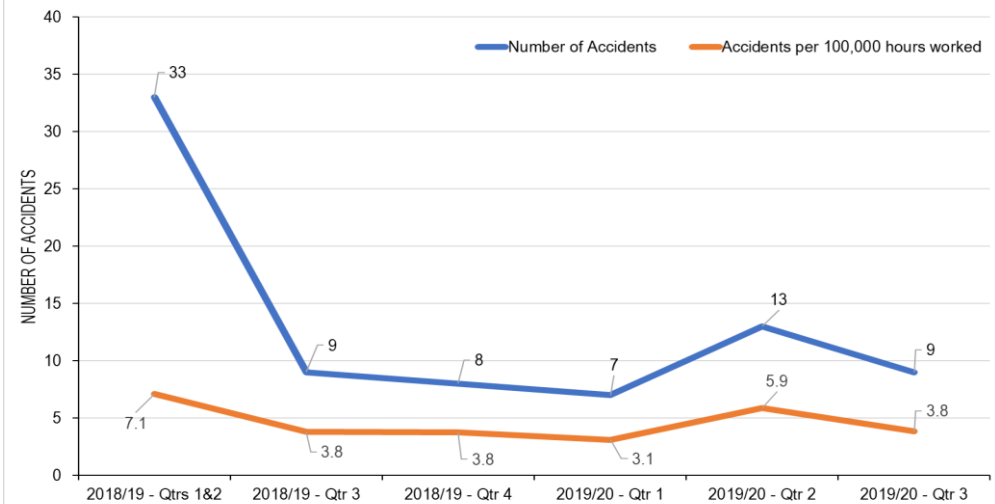
Although a nil accident return is always hoped for, it is reassuring to see this aspect of the contract performing well and supports the assurance from our contractor that the Health & Safety of workers continues to be a priority of their service provision.

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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?

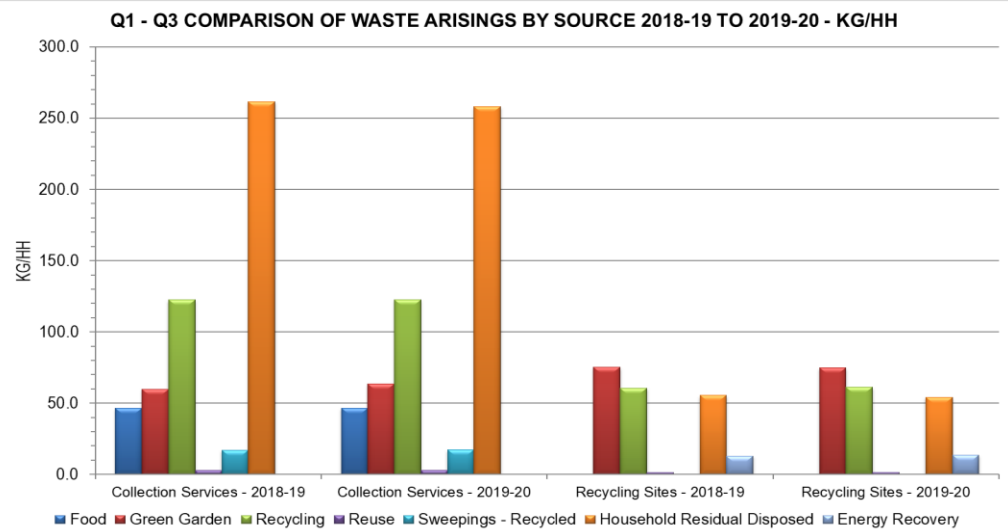
The amount of waste generated across Somerset in Q3 2019-20 showed the following changes:
 Total household arisings for Q1-Q3 2019-20 increased by 1,350 tonnes from 2018-19, to a total of 177,000 tonnes. This equates to 685.33kg/hh, a reduction of -0.46kg/hh of which -0.86kg/hh from the sites, but with an increase of 0.40kg/hh from the kerbside collections.

The total amount Reused, Recycled & Composted increased overall by 4.43kg/hh, with an increase of 3.93kg/hh at the kerbside and 0.50kg/hh at recycling sites. Of these amounts, dry recycling from the kerbside accounted for 0.16kg/hh, with 3.58kg/hh of green garden waste also coming from the kerbside and 0.60kg/hh of dry recycling from the sites.

Residual Household Waste per Household for Q1-Q3 2019-20 was 312.25kg/hh, a decrease of almost 5kg/hh from 317.14kg/hh, when compared to 2018-19. There was also a slight decrease in the amount of local authority collected waste landfilled, down 0.90% from 44.26% to 45.16%.

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?



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What are we doing to ensure we continue to improve?

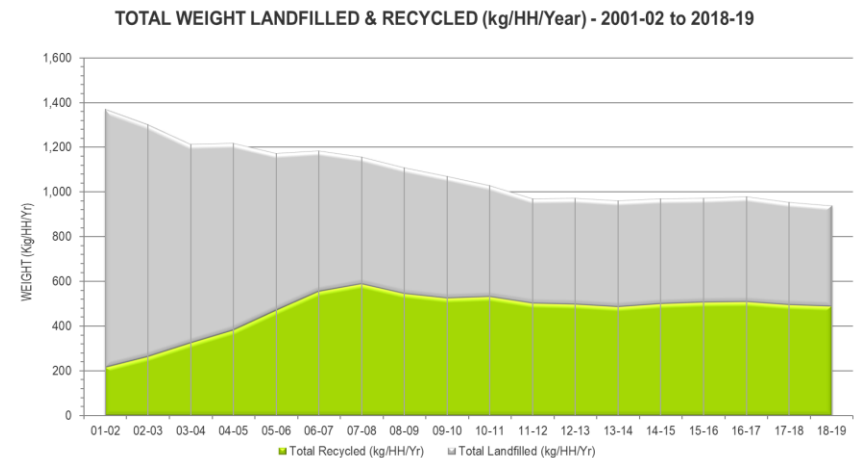
Various initiatives have either commenced, or are planned to do so over the next 12-18 months, some of which include:

- 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?

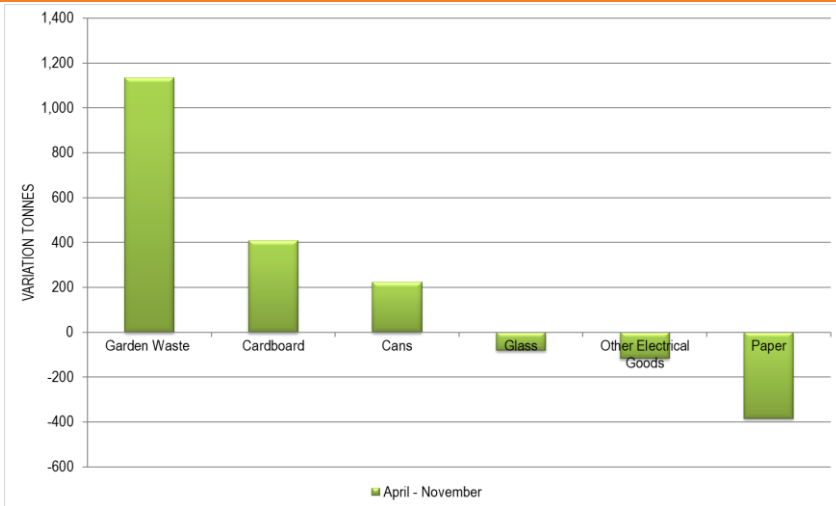
A reduction in the amount of household waste we handle, with more used as a resource - tackling the stagnation that has been seen in Somerset (and nationally) in driving down waste.



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-Nov 2019: 54.44% (increase of 0.68% 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 and is proceeding well, 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 early February 2020, with mobilisation for this project almost complete, including hire of both staff and vehicles, as well as procurement and printing of leaflets etc.

What has driven the changes in this quarter?

SWP's overall recycling rate for April - November 2019 of 54.44% was a slight increase when compared to the same period last year. This consisted of an increase of 0.76% in the recycling rate at the kerbside to 47.72% and an increase of 0.58% for recycling sites to 71.73%. The main drivers were, increases in garden waste and cardboard across kerbside collections, increases in scrap metal and textiles at recycling sites and a reduction in the amount of residual waste generated from both kerbside collections and recycling sites.

The large increase in garden waste this year was seen across both the kerbside collections, up 1,053 tonnes and the recycling sites, up 82 tonnes and was as a result of a much better growing season this year, compared to last.

Other materials that saw significant changes in the weight collected compared to the same period last year were: Cans up 224 tonnes, mixed paper & cardboard 160 tonnes, scrap metal 154 tonnes and recycled street sweepings 126 tonnes.

These were all offset slightly by decreases in the amount of paper recycled, down -385 tonnes, other electrical items down -118 tonnes and glass down -82 tonnes.

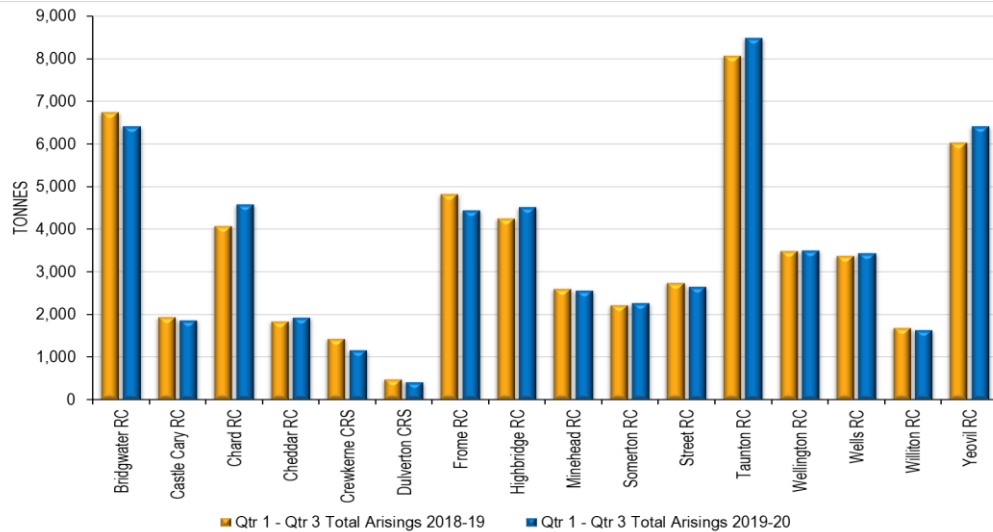
What will future success look like and what are we doing about it?

- 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.

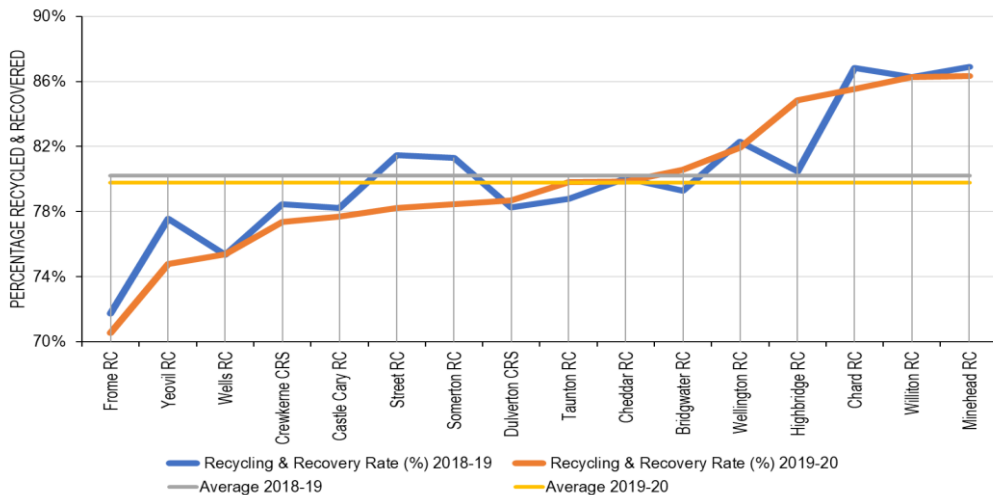
What has happened and what has changed in this quarter?



Recycling Site	Qtr 3 Visitor Numbers			
	2018-19	2019-20	Difference	% Change
Bridgwater RC	40,837	38,108	-2,729	-6.68%
Castle Cary RC	8,925	8,209	-716	-8.02%
Chard RC	25,332	26,025	693	2.74%
Cheddar RC	11,620	13,999	2,379	20.47%
Crewkerne CRS	5,111	3,534	-1,577	-30.86%
Dulverton CRS	1,852	1,595	-257	-13.88%
Frome RC	25,583	27,456	1,873	7.32%
Highbridge RC	30,088	28,920	-1,168	-3.88%
Minehead RC	22,897	20,712	-2,185	-9.54%
Somerton RC	13,675	14,792	1,117	8.17%
Street RC	17,770	17,588	-182	-1.02%
Taunton RC	56,658	60,779	4,121	7.27%
Wellington RC	22,262	21,284	-978	-4.39%
Wells RC	19,560	21,581	2,021	10.33%
Williton RC	10,449	10,543	94	0.90%
Yeovil RC	35,708	36,665	957	2.68%
All Sites	348,327	351,790	3,463	0.99%

Note : Table shows Q3 only and is not cumulative.

Q1 - Q3 RECYCLING SITE RECYCLING RATE % - 2019-20 COMPARED TO 2018-19



Total arisings are up by 489 tonnes. This total comprises of 795 tonnes of dry recycling and reuse, 218 tonnes of garden waste and 216 tonnes of hardcore & soil, all offset by decreases in residual waste of -549 tonnes and -191 tonnes of wood for recovery.

The best performing sites in 2019-20 are, Williton RC (85.49%) and Minehead RC (84.98%), with the worst performing being Frome RC (68.62%) and Yeovil RC (73.35%). 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.

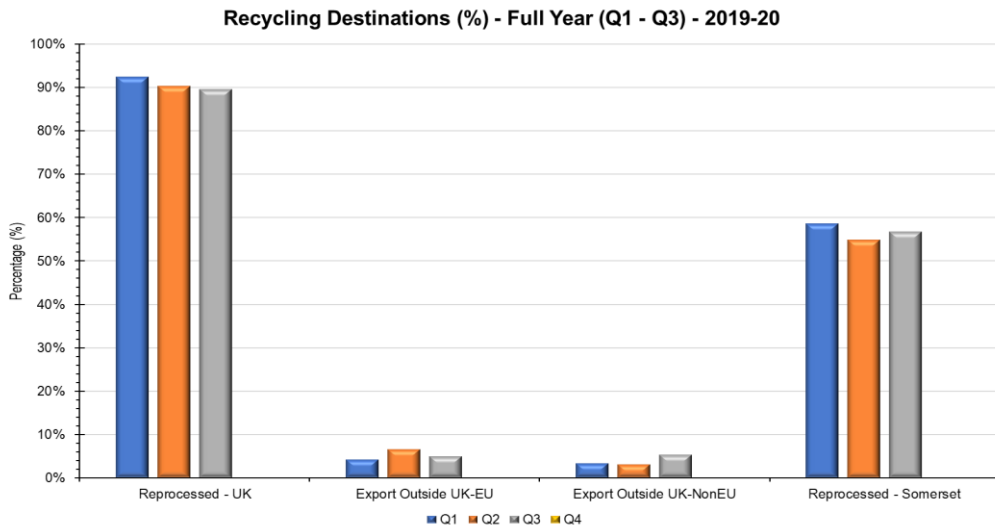
The number of visits decreased from 1,285,397 in 2018-19 to 1,234,722 in 2019-20, a fall of 50,675 (-5.78%). This reduction may be due to the opening hours and day changes implemented at the beginning of April, however it should be noted that the Automatic Number Plate Recognition system, used to count vehicles visiting sites, was inoperable for the second half of Q1 and the first half of Q2. Therefore, some of 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?



At this time, we only have 2 months data for Q3, so overall totals will change slightly once the final month's data is in. In Q3 we recycled around 90% of our waste in the UK with 57% reprocessed in Somerset. Roughly 5% of exports went to Europe and 5% further afield. 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. Cardboard and mixed paper & cardboard are the main materials exported this quarter, along with some plastic bottles. Whilst the high quality paper from the kerbside is recycled into newsprint in the UK, mixed paper from schools and recycling centres are sent to other markets. The paper and cardboard has been exported to Germany, Netherlands India, Thailand, Taiwan and Turkey. Plastic bottles are mostly recycled in the UK with some exported to Spain and Austria. Textiles continue to be exported to developing countries for reuse.

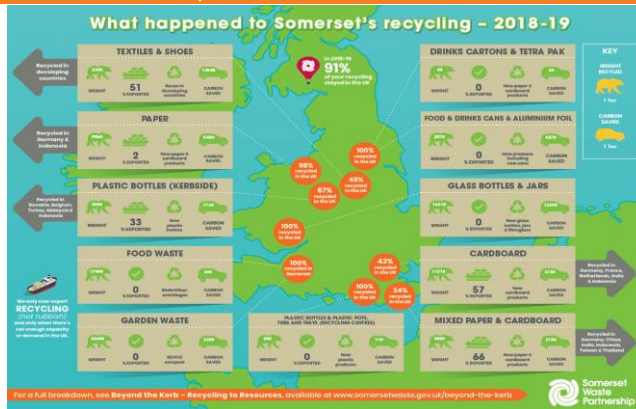
The banks for plastic bottles and pots, tubs and trays at recycling centres continue to prove increasingly popular with residents, with 42.14 tonnes collected in the first 2 months of Q3. The mixed plastics are sent to Viridor's plastic reprocessing plant in Kent where they are sorted into different plastic types and sent to reprocessors to be made into new plastic packaging and other products.

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

What will future success look like?

Our new infographic was published in Your Somerset which was distributed to all households in Somerset in December. It was sent out to all of our media contacts and stories published in a number of local publications, helping to increase trust in how we manage our waste.



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.

We continue to work with our contractors to increase transparency of reporting of end destinations and the next report will be the final one with Kier as our kerbside collections contractor.

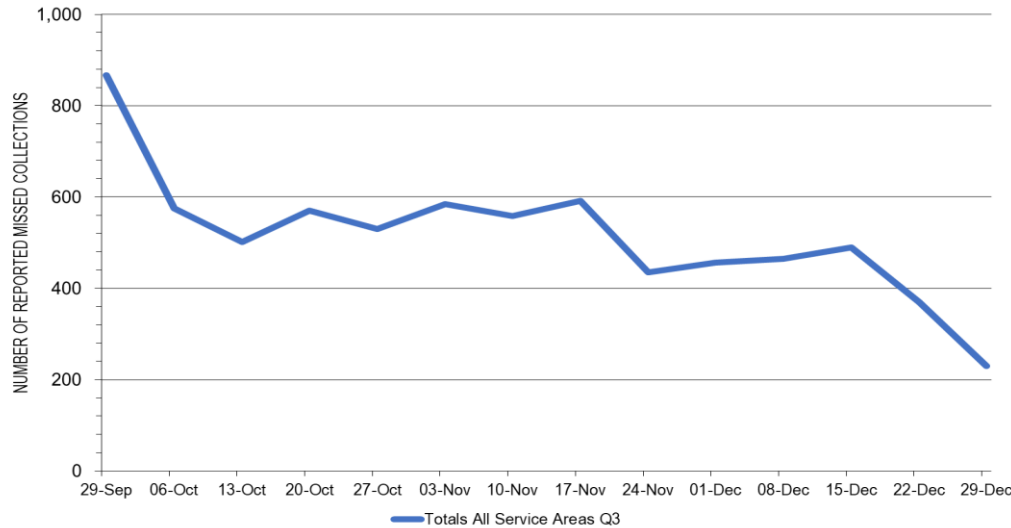
The kerbside textiles market is still problematic and Kier and Suez continue to look for alternative suppliers. Textiles banks at recycling centres, third party collection banks, and charity shops are not affected by this issue.



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?



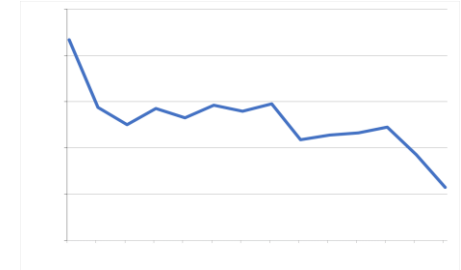
What are the issues underlying current performance?

Performance in Q3 has seen an improving picture with a number of initiatives being undertaken such as engaging a new maintenance provider, which seems to be having the desired effect. This combined with improved agency provision has also hopefully reversed the trend and we can see the improving performance. Down from a high of 867 at the beginning of October, to 230 at the end of December.

Comparing last quarter's performance graph below left (Q2), to this quarter below right (Q3), we can see the hoped for impact of recent interventions. However, like most major interventions this wasn't a quick fix and continues to require focused attention as we head toward the final quarter of the current contract.



Q2



Q3

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?

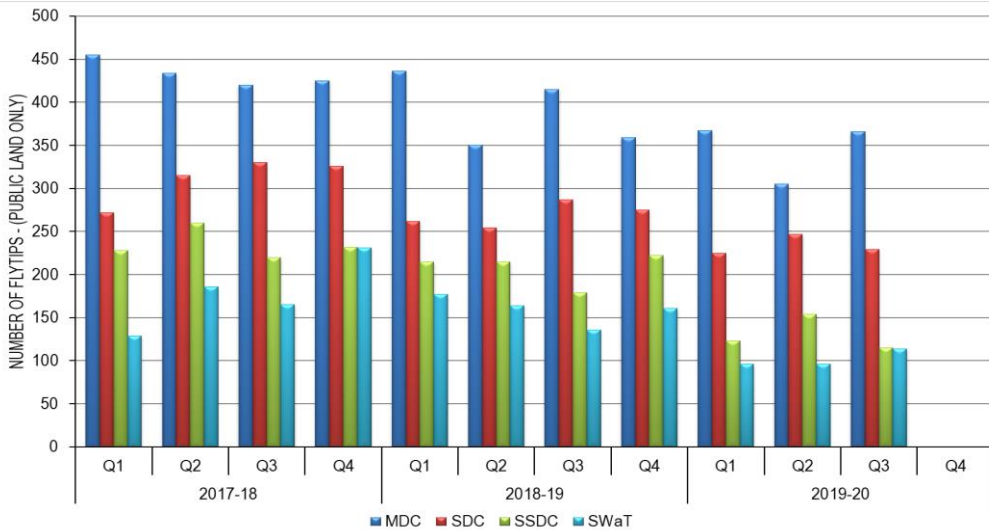
- 1) Continue to seek a smooth transition from Kier to SUEZ, whilst ensuring Kier continue to meet the requirements of the current demands as we head toward the new service.
- 2) SUEZ meeting the much more robust standards on missed collections that we have set in the new collection contract. This consists 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 the same period last year, although rose slightly compared to the previous quarter.

The number of incidents for Q3 2019-20 has dropped by a total of -193 incidents, from 1,017 in 2018-19 to 824 in 2019-20, with a combined fall over Q1-Q3 of -653 incidents from 3,090 down to 2,437. The number of fly-tipping incidents in Mendip and Somerset West and Taunton rose from the previous quarter, by 61 in MDC and 18 in SWaT, with the other two districts falling by -58 in Sedgemoor and -39 in South Somerset. 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' (+54), 'Other (unidentified)' (+31) and 'Clinical' (+4), with the decreases being 'Other household waste' (-309), 'Tyres' (-132) and 'Construction / demolition / excavation' (-115).

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).

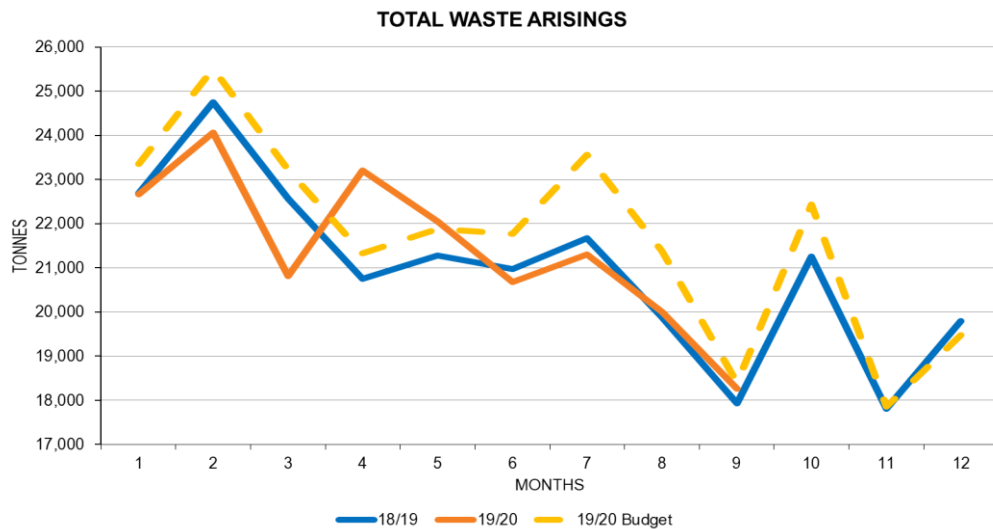
Implementation of a scheme similar to that of Hertfordshire Fly tipping Group's, 'Let's S.C.R.A.P Fly tipping' campaign, leading to a continued reduction in the number of reported fly tips across the Somerset, as well as closer working relationships with groups such as the Police, NFU and other interested 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 December 2019. It compares the budget (set in Dec 2018) to the actual spend for the first 9 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 to an £80,000 forecast underspend. The improved position is due to an estimated reduction in container purchase and delivery costs, Head office costs and Bulky waste collections. The collection budget is also underspent due to the reduction in the numbers of customers subscribing to the garden waste service compared to that budgeted. This is measured annually is September for contract payments.

Disposal budget: The current forecast for the year is an underspend of £1,218k. This budget is predominantly tonnage based and the underspend is a result of reduced volumes compared to budget. There was 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.

What have we achieved during the year?

- 1) Head Office Cost underspend of £80k: Which due to staff savings from the recent restructure and a reduction in other head office costs.
- 2) Disposal contract cost underspend: 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.
- 3) Collection costs: The current forecast outturn for all District partners is close to budget at just a 80k 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 was updated and reflected in contractor payments as at the end of September (note that this will also be reflected and offset by the income received at each district - shown in each district council partner's own accounts).
- 4) Recycle More project funding: The fund Stands at £1,101,040. To date a total of £121,363 of this has been spent. It is anticipated this will be fully spent this financial year. 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	
Marketing ²	£480k	2. Includes notification packs (c£140k), services leaflets/stickers (c£160k), newsletters (c£100k)
Customer Support	£340k	
Total	£2,140k	Revenue Total £820k

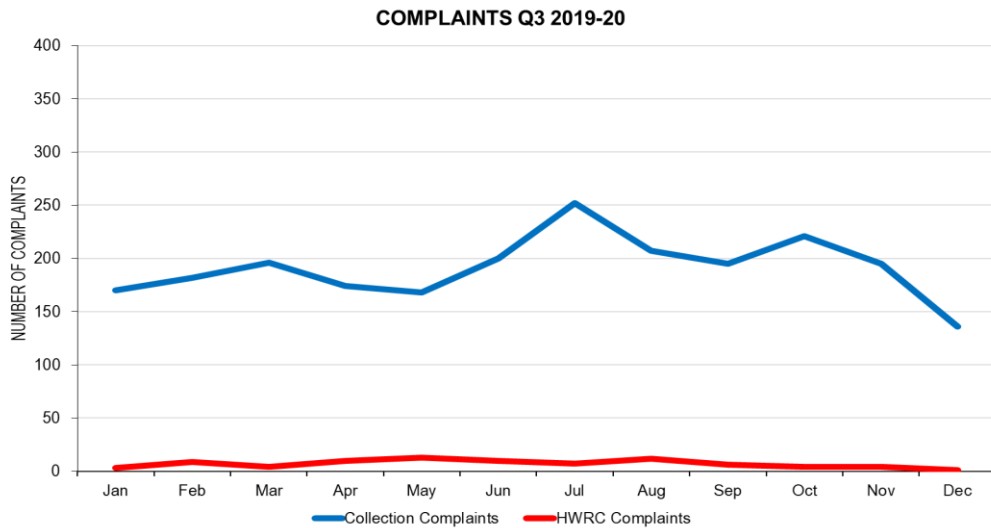


Why do we measure and report this?

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



Kier was well resourced during the Christmas period, allowing them to complete their scheduled work daily. The increase of staff numbers has allowed Kier to provide more staff stability, which has allowed services to be delivered right first time more often. Vehicle maintenance issues are still a problem due to the age of the vehicles and due to the proximity to contract end capital replacements are not viable. However, Kier's change in maintenance provider has improved the availability of the vehicles, yielding a small, but measurable improvement.

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 continues, with our contractors focussing on reducing missed assisted collections and repeat missed collections.

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

What will future success look like?

- 1) My Waste Services will be embedded across the SWP and partner authorities. This will give customers easier access to the services we provide and allow channel shift to a digital platform, reducing the requirement for multiple interactions.
- 2) As Kier will be in the final stages of demobilisation, its imperative that the SWP continues to work with the outgoing contractor to ensure that they remain committed to excellent service quality throughout this period.
- 3) Director level commitment has been achieved at Kier to ensure that the temporary to permanent level is maintained to contract end. Kier are directly contacting labour agencies outside of those already contracted to ensure that their staff supply chain is in place.
- 4) MWS will be in the final stages of linking with Suez customer service.

- 1) My Waste Services will be embedded into the SWP. As with all IT changes we expect their to be some hiccups along the way. Support and resources has been aligned to this change, to ensure that the transition of digital offerings is undertaken as seamlessly as possible.
- 2) Maintaining the morale and focus of Kier through the final stages of demobilisation is key to ensuring customer satisfaction throughout the period.
- 3) Through our enhanced technology offering through our new contractors, we are hoping to reduce the administrative burden of Garden Waste Renewals and improve the customer experience.

What are the headline numbers?

- 1) Continuing to develop the strategy, timeline and messaging for effective, robust Recycle More communications with SUEZ.
- 2) Accelerating work with SCC colleagues to rebrand and restructure our website to be more user-friendly for Recycle More and to integrate it with My Waste Services.
- 3) Continuing to grow effective social media to ensure a unified approach by customer services and communications, with greater reach and impact.
- 4) Aligning the successful Schools Against Waste programme operated by 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) Continuing to use clear infographics in print and online, and developing video materials, to respond to the public interest on the destination of recycled materials to further build trust.
- 6) Continuing to offer 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:	5,892	Start Oct	6,677	End Dec
Twitter followers:	2,397		2,472	

Website Hits

Oct	78,870	Page Views	65,431	Unique Page Views
Nov	67,604		55,899	
Dec	132,738		113,178	




Sorted Ezine

Oct	9,390	Deliveries	1,384	Unique open with images
Nov	9,372		5,883	
Dec	9,340		5,954	




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

What are our current priorities?

Facebook Topics

	15/10/2019	Yes, you can recycle cooking oil at every recycling site	Reach	16,023
	02/11/2019	Got a button box? Start saving early for Christmas		64,038
	04/12/2019	Save early for Christmas - eat that orange, reuse the peel ...		48,769

Twitter Topics

	09/10/2019	Tasty cheap delicious ... you can eat every bit of a pumpkin	Reach	3,125
	14/11/2019	Refill app pilot aims to mainstream plastic-free shopping.		1,805
	23/12/2019	All the Christmas and New Year collection changes		1,941

What do we want to achieve?

- 1) Deliver an effective and resilient communications and engagement plan for Recycle More, ensuring that everyone has the right information at the right time.
- 2) Use infographics and video to increase awareness about where recycling and rubbish goes and why the kerbside sort method is important, to 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 are 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.





SWP Business Plan 2020 – 2025

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Page 3	About Somerset Waste Partnership
Page 4	Key Challenges and Opportunities
Page 5	Approach to Business Plan
Page 6	Action Table
Page 15	Draft Budget Table 2020/21

Change History	
20/11/19	First draft
26/11/19	Second draft following officer review

About Somerset Waste Partnership

Our vision and values

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

Background to SWP

Somerset Waste Partnership (SWP) was established in 2007 and manages waste services on behalf of Mendip, Sedgemoor, Somerset Waste and Taunton, South Somerset District Councils, and Somerset County Council. This made it the first county-wide waste partnership in the country. It has a history of innovation – the first to roll out food waste at scale, the first to publish an annual report showing exactly what happens to all its recycling, and is known for its commitment to collecting quality source separated recycling materials which are used as resources by UK industry.

SWP is accountable to the Somerset Waste Board (SWB), which consists of two members from each of the partner authorities. For further information about Somerset Waste Partnership and the Somerset Waste Board visit www.somersetwaste.gov.uk.

SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. From 2020 these duties are in turn contracted to SUEZ (collection services) and Viridor (recycling sites, landfill sites and treating food, garden and residual waste). 2020 is a year of significant change for SWP – a new collection contractor (SUEZ Recycling and Recovery UK), a move away from landfill to generating energy from waste, and the start of the Recycle More collection service model.

Key Challenges and Opportunities

Political	The impact of withdrawal from the EU: Whilst SWP recycles over 90% in the UK, waste is a global business and this may have impacts in the short term (e.g. on fuel availability/import controls affecting vehicle purchases) and longer term (e.g. on UK recycle prices, legislation, the labour market).
	Local Government reorganisation: Any development of proposals for local government reorganisation may have a significant impact upon SWP.
	National living wage: Whilst all staff working for SWP or on our contracts are already paid above this level, this may make recruitment more challenging
Economic	Financial pressure on partner authorities: The financial environment in which we operate remains very tightly constrained.
	Recyclate value: SWP will share risk with its collection contractor on recycling value and changes in global prices will impact directly on us. SWP is contractually protected against price fluctuations with its treatment contractor
Social	Demographic changes: Somerset's ageing population needs to inform our planning for the future. Somerset benefits from near full employment, which can make recruitment more challenging.
	Social media: Increasing use of social media presents an opportunity to reach more people but raises expectations about speed of response.
Technical	Big data: The ability to manipulate large data sets (be it around people's behaviour or the life-cycle of resources and waste) can be powerful.
	New materials: New materials may emerge onto the market quicker than our ability to manage them at the end of their life, and they may be difficult to handle using our current processes. New materials often make claims for how they can be processed which do not reflect reality on the ground.
Environment	Somerset's Climate Emergency: SWP have been asked to lead the 'Waste & Resources' workstream and this provides an opportunity for us to work more closely with partners to progress our vision. However, our ability to implement further change will be constrained by resources.
	Public Awareness: Many people are much more aware of climate change and keen to do more, and frustrated if they feel they cannot do more.
Legal	National legislative change (Consistency): Whilst SWP is a leader in consistency and supports most of this agenda there are certain aspects of potential changes which SWP do not believe have the evidence to support them (e.g. free garden waste and restrictions on residual waste frequency).
	National legislative change (Extended Producer Responsibility): Should these changes be introduced in 2023 it should result in significant funding for SWP, though nothing is yet certain.
	National legislative change (Deposit Return Scheme): Should this be introduced it will have major negative impacts on SWP – with many high value recycling streams being taken away from us and public confusion.
	National legislative change (Business waste): The tightening of requirements on businesses (around separate dry recycling and food waste collection) as an opportunity for us to work with others to make Somerset more sustainable.

Approach to Business Plan

Our Business Plan explains how we will work towards our 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. The three areas of focus are:

Focus	Delivering excellent services	Changing behaviours	Building our capability
Outcome	<i>Household waste is effectively collected, reused, recycled and treated</i>	<i>People trust SWP and see waste as a resource - managing their waste properly</i>	<i>SWP has the capacity, capability and influence to deliver our vision</i>
Activity	Changes to collections	Campaigns	Transforming systems and processes
	Changes to disposal	Looking beyond domestic waste	Strategy & Influence
	Improving services	Community Engagement	Building partnerships

The actions currently underway remain the most significant set of changes to Somerset's waste services since SWP's inception in 2007, covering all aspects of our services. We are also expecting the most significant set of changes to national resources and waste policy for a generation, and the environmental impact of waste has a public profile higher than ever before. The scale of policy change expected will have significant impacts upon our future business plans. The three areas of focus set out the actions which reflect this but need to work together for maximum impact. For example, our transition to the Recycle More service model is set out under 'delivering excellent services', but this will not be a success unless we support this by 'changing behaviours', and 'building our capability' is vital to enabling us to achieve this.

In addition to the actions set out in the Business Plan, SWP propose to continue with the two charities we adopted in 2019 to support through staff fundraising and volunteering. In 2019 we undertook a volunteering day with RAFT, have raised over £100 and have promoted both on social media.

Local Charity	National Charity
RAFT (Refugee Aid from Taunton)	WasteAid
RAFT provide aid through donations to help refugees and displaced people wherever and whenever they are able, regardless of colour, culture and religion. It demonstrates an innovative approach to reuse and hence aligns well with SWP's vision and the waste hierarchy.	70% of the plastic in the oceans comes from places with no waste management. WasteAid helps people turn their waste into useful products, sharing recycling skills to create green jobs, improve public health and protect the environment. It works with community-based organisations to help develop waste collection and recycling businesses.

1. Delivering excellent services			
<i>What</i>		<i>When</i>	<i>Why</i>
1.1	Changes to collections		
1.1.1	Transition to SUEZ as collection contractor		
1.1.1a	Fully utilise in-cab technology	April 2020	This technology will be operational from day 1 of the contract and integrated with SWP's new customer relationship management system. It will be vital to support crews in getting used to using the technology, so that we make the most out of it.
1.1.1b	Improve quality of service	April – June 2020	A much more stringent set of standards for service quality (e.g. missed collections) has been set with SUEZ. The first three months enable SUEZ to transition from the level of service delivered by Kier to this more robust standard.
1.1.1c	Day changes to garden waste service	April 2020	From day 1 of the contract garden waste collection days will be separated from the rubbish/recycling collection day. This is necessary as it enables us to deliver this service more efficiently with fewer vehicles.
1.1.1d	Health and safety & contract management	Ongoing	Effective management of our contracts and the significant health and safety risks inherent in this industry is a key building block of our success.
1.1.1e	Staff engagement	Ongoing	It is vital that SWP works closely with front-line crews and keeps them engaged in SWP's activities.
1.1.2	Depot improvements to enable Recycle More		
1.1.2a	Evercreech Depot	May 2019 – June 2020	A significant programme of works managed by SUEZ to cope with additional recycling material, improve staff welfare facilities and enable us to deliver a higher quality service. This will include new buildings, new sorting and baling equipment, new bays and improved workshops. Bridgwater and Taunton depots will work more closely together than they currently do. A temporary site for vehicle parking will be required for part of the phased programme.
1.1.2b	Bridgwater and Taunton Depots	April 2020 – April 2021	
1.1.2c	Williton Depot	June 2020 – Nov 2021	
1.1.3	Transition to Recycle More <i>(note that each roll-out phase is preceded by an engagement and communications campaign, and followed by a lessons learned exercise)</i>		
1.1.3a	Roll-out phase 1 of Recycle More	June – July 2020	Mendip (c50,000 properties) – services provided from Evercreech depot.
1.1.3b	Roll out Phase 2 of Recycle More	Sept – Oct 2020	Eastern part of South Somerset (c60,000 properties) – where recycling is provided from Evercreech depot.

Business Plan 2020-25

1.1.3c	Roll out Phase 3 of Recycle More	June – July 2021	Remainder of South Somerset and eastern parts of Somerset West and Taunton (c70,000 properties) - where recycling is currently provided from Taunton depot.
1.1.3d	Roll- out Phase 4 of Recycle More	Sept – Oct 2021	All of Sedgemoor and very small proportion of properties in neighbouring Districts (c55,000 properties) - where recycling is currently provided from Bridgwater depot.
1.1.3e	Roll-out Phase 5 of Recycle More	Feb – March 2022	Western parts of Somerset West and Taunton (c 17,000 properties) – those served from Williton depot.
1.2	Changes to disposal		
1.2.1	Managing the transition away from landfill	April 2020 onwards	Close management will be required in the early days of the Energy from Waste plant and the move away from the use of landfill.
1.2.2	Embedding the agreed changes to the Core Services Contract	April 2020 onwards	Ensuring that the Core Services Contract Deed of Variation is fully implemented
1.2.3	Signage review at recycling centres	April – Oct 2020	Completion of the signage review commenced in 2019/20 to improve signage at all recycling centres and align it with the kerbside service.
1.2.4	Heat offtake from Avonmouth Energy from Waste	Ongoing	Whilst some heat will be used to power the UK’s largest plastic processing facility, SWP will continue to work with Viridor to ensure that the heat is fully utilised and the environmental efficiency optimised.
1.2.5	Improvements to Recycling Centres	Ongoing	To seek opportunities to improve our recycling centres, subject to development of viable solutions and robust business cases. Minehead, Frome & Yeovil Recycling Centres are top priorities.
1.2.6	Closely manage site maintenance	Ongoing	With an ageing network of sites it is vital that high standards of site maintenance are maintained.
1.3	Improving services		
1.3.1	Reuse		
1.3.1	Develop a clear strategy for driving increased levels of reuse	2020/21	Working with both our contractors (Viridor and SUEZ) and potentially commissioning external support to improve reuse across Somerset, utilising the recycling centres and bulky waste collection service, and through more effective partnership working with the many reuse organisations/VCSE groups across Somerset (including furniture reuse groups, men’s sheds, repair cafes etc).
1.3.1b	Implementing reuse strategy	2020	Implementing the approach developed un 1.3.1a subject to securing funding

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		onwards	and a viable business case.
1.3.2	Greening our fleet		
1.3.2a	Seek to pilot alternative fuels in the SWP fleet	Ongoing	SWP will seek opportunities to pilot potentially viable technologies within its fleet.
1.3.2b	Develop plans for alternative fuels ahead of partial re-fleet	Now - 2024	SWP will seek to be in a position to take advantage of alternative fuels when it procures a number of new refuse vehicles in 2024, though this will be dependent upon viable technologies emerging.
1.3.3	Schools service		
1.3.3a	Revise service model to drive recycling and waste reduction	April 2019 – March 2020	SWP will revise the service model to address the barriers we have identified, including through providing more operational support to schools
1.3.3b	Roll out Recycle More to Schools	Autumn 2020 – autumn 2021	Additional recycling (adding plastic pots, tubs and trays to the food, paper, card, plastic bottles and cans they can already recycle) and greater separation of recycling (to maximise environmental benefit) rolled out in two phases – the east of the County first as vehicles will utilise Evercreech depot.
1.3.4	Service reviews		
1.3.4a	Collection contract & recycling credits review	2022/2023 - tbc	To review the contract and recycling credits mechanism following the roll-out of Recycle More & legislative change.
1.3.4b	Assisted collection review	2020/21	Regular review of our assisted collection database to ensure it is up to date.
1.3.4c	Communal collection point review	Ongoing	Review of all communal collection points to identify if it is possible to transfer households onto the kerbside service.
1.3.4d	Exploring prevention/improving lives opportunities	Ongoing	With a new collection partner and a new fleet of vehicles/in-cab technology there is potential to explore how we can support wider public services, for example exploring utilising our vehicles to provide road condition surveys, how we can use in-cab technology and our crews on the ground to support adult social care's prevention agenda.
1.3.5	Health and safety and contract management		
		Ongoing	Effective management of our contracts and the significant health and safety risks inherent in this industry is a key building block of our success.

2. Changing behaviours			
What		When	Why
2.1	Campaigns		
2.1.1	Recycle More Comms & Engagement	Ahead of each phase	To ensure that residents are aware of the new service, feel excited about the benefits, know what is changing for them and can access support if needed.
2.1.1a	Engagement	3 months prior to roll-out	Online information through the SWP website, attendance at community events, roadshows, social media (including video content), local media/council publications, provision of communication toolkits for partners, briefings to elected members, and targeting the Schools Against Waste programme.
2.1.1b	Introductory leaflet	8 weeks prior to roll-out	This visually appealing leaflet will be distributed to each household through the Royal Mail to raise awareness of the planned changes and delivery timescales. It will encourage those who are nervous about the change to seek support and encourage sign-up to My Waste Services app for collection day reminders and further information.
2.1.1c	Service change information pack	4 weeks prior to roll-out	This pack will be sent to each household (letter, instructional information and collection day calendar) telling them exactly when their service will be changing (including any collection day changes), why and what they need to do. It will encourage those who are nervous about the change to seek support.
2.1.1d	Last refuse collection tag & new recycling box stickers	1 - 2 weeks before rollout	The tag will be issued as a final reminder about the service change and will be distributed with a new 60 litre weighted reusable sack. New stickers will also be applied to householders existing recycling containers to reinforce what can be collected in each container
2.1.1e	Ongoing support	2 - 3 months post roll-out	Additional staff will support residents (e.g. those who are struggling, and those whom have not responded to the change). This will include thanking residents for their efforts. This is in addition to the usual resident support SWP provides.
2.1.1f	New livery for SWP fleet	April 2020	All SWP vehicles (including the new recycling and other vehicles) will be rebranded to reflect the change in service, the focus on social norming in our branding, and our environmental agenda. The main panel on the recycling vehicles will be refreshed every 2 years to align with our wider communications strategy.
2.1.2	Moving away from landfill	Spring 2020	Raising awareness that SWP has moved away from landfill and is instead generating electricity from what cannot be recycled (some of which is used to power the UK's largest plastics processing facility).

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2.1.3	Slim my waste & feed my face	2020/21 – 2021/22	Monitor impact of ‘Slim my waste, feed my face’ campaign and learn lessons to inform future behavioural change campaigns.
2.1.4	Beyond the kerb	Annual	Using SWP’s annual publication of its ‘Beyond the kerb’ report showing exactly what happens to all our recycling to further build trust and explain the environmental benefit of kerbside sort. We will continue to improve the transparency of this report.
2.1.5	Action on plastics	Ongoing	Ongoing work (including promoting our pledge against preventable plastic, publicising phased roll-out of kerbside collections, HWRC recycling of plastics, promotion of the Refill scheme in Somerset), and working to support partners as they seek to minimise the use of single-use plastic.
2.1.6	Targeted seasonal campaigns	Ongoing	Campaigns targeted at key peaks in waste (e.g. Christmas – packaging and plastics, Halloween – pumpkins, Easter – plastic packaging, Summer – garden waste and BBQs).
2.1.7	Target material campaigns		The carbon impact of materials not being recycled varies (with food and textiles being the most carbon intensive) and the composition of what is in our bins changes of time. Focussing on carbon-intensive materials in waste (as opposed to waste) is an important part of delivering our vision.
2.1.7a	Textiles	Funding dependent	Explore funding opportunities and alternative delivery models to increase uptake of textile recycling (the most carbon intensive material in our waste).
2.1.7b	Small electrical items and batteries	Funding dependent	Comms and marketing to drive increased take-up of recycling of small electrical items at the kerbside, and to ensure that reuse opportunities are maximised at recycling centres (subject to securing additional funding, potentially from WEEE compliance schemes).
2.1.7c	SW:EEP funded activities	2022/23	The SW:EEP fund aims to undertake 2 campaigns per year focussed on increasing the capture of target materials which provide a return on investment within 6 months.
2.2	Looking beyond domestic waste		
2.2.1	Public sector waste – leading by example		Currently, waste collection contracts are disparately managed across the estate of the five Somerset local authorities – there is no single, co-ordinated system. SWP hopes to demonstrate that, if demand across its public estate is aggregated it becomes commercially viable for a contractor to offer a high-quality (source-segregated) recycling service at a lower price. This market does not exist yet, but using public sector purchasing power could create a market in Somerset.
2.2.1a	Pre-procurement phase	Spring 2020	Commission support from Eunomia to develop a procurement strategy, including

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			modelling the benefits. This will also explore whether other parts of the public sector/VCSE could be part of this approach, and how any contract should be managed. £10k funding from the joint Somerset climate strategy fund has been indicatively allocated towards this. Support from all partner FM teams will be required.
2.2.1b	Procurement and mobilisation	Summer 2020 – Spring 2021	Undertake a procurement, subject to the pre-procurement phase demonstrating a viable business case and subject to funding necessary to manage this procurement. Given the scale of change needed in the market to deliver this service, an April 2021 contract start date is considered ambitious.
2.2.2	Pilot a collaborative procurement for commercial waste	2020/21	Seek to pilot collaborative procurement for recycling and waste in one or more of Somerset’s market towns – reducing costs for businesses, improving environmental outcomes and aligning with local needs (working jointly with the industry and supply chain workstream).
2.2.3	Supporting businesses to make more sustainable choices	2020/21	Work with business/ partners to identify what support and guidance can be provided to Somerset’s businesses (e.g. food & drink producers, retailers/food outlets), and how best to provide that support (e.g. exploring growth hub/trading standards).
2.2.4	Support schools to tackle climate change (with a focus on waste)	April 2020 onwards	Whilst many schools in Somerset sign up to the Eco-Schools programme, the cost of assessment can be a barrier to schools progressing this. SWP will deliver a one-year pilot project to provide funding to schools to cover assessment costs, with the aim of increasing uptake of Eco-Schools (with a focus on waste).
2.3	Community engagement		
2.3.1	Attending community events	Ongoing	Attending parish cluster meetings and meetings of environmentally motivated/interested groups is a key part of ensuring we remain close to our communities, particularly in the run-up to Recycle More.
2.3.2	Social media	Ongoing	Social media (especially Facebook) provides a cost-effective means to communicate with people, and to enable them to communicate with us (especially when we enable on-line missed collection reporting). Developing high quality digital content will become increasingly important.
2.3.3	e-Newsletters	Ongoing	SWP publish a monthly newsletter which is circulated to all parish council clerks and the Sorted e-newsletter for all residents. With the roll-out of My Waste Services and Recycle More we will review and refresh our approach.
2.3.4	Enforcement of service rules and householder support	Ongoing	SWP work closely with contractors and partners to resolve complex issues, investigate complaints, find solutions to problems and clamp down on abuse (including trade waste abuse & side/excess waste). Enforcement remains the last option, but in some

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			cases is the only way to resolve issues.
2.3.5	Schools against Waste	Ongoing	Utilising SW:EEP funding seek to build on our successful Schools against Waste programme to reach more schools and drive more behaviour change (both within schools and in domestic waste).
2.3.6	Community action groups	2022/23	Working with SUEZ to explore SW:EEP funded arrangements whereby we develop community capacity to reduce waste, increase reuse and recycling.
2.3.7	Food waste at communal properties	2020 - 2023	A programme of engagement to encourage increased participation in dry recycling and in taking up food waste recycling (i.e. enabling communal properties to utilise the kerbside food waste service where we can make this viable).

3. Building our capability			
What		When	Why
3.1	Transforming systems and processes		
3.1.1	My Waste Services: do it online	Spring 2020	Raising awareness of the ability to undertake key transactions online on the SWP and partner websites. Encouraging people to sign up to the My Waste Services app to receive collection day reminders/push notifications.
3.1.1a	Raising awareness of app	Ongoing	As well as undertaking transactions/reporting issues this will remind people of their collection day. This will be a crucial part of making the move to 3 weekly refuse easier for Somerset residents.
3.1.1b	Encouraging web self-service	Ongoing	Getting more residents to sign-up to My Waste Services will improve the customer experience, divert demand away from call centres, and open up a new communication channel with residents. This will include reconfiguring our website to better align with our vision, business plan and online transactions.
3.1.1c	Making best use of in-cab technology	Ongoing	In-cab technology (and 360 cameras on all vehicles) will be critical to improving our service reliability and to protecting and supporting our hardworking crews. Whilst this system will be live from day 1 of the new collection contract, we will need to support crews and our staff to make best use of it.
3.1.1d	Centralising payments through SWP	April 2021	Whilst some payments (bulky waste, HWRC charged services) are undertaken by SWP, most garden waste payments are taken by Districts. By SWP taking payments this will improve the customer experience and enable residents to sign up for a year at any time, and remove the need for garden waste stickers.
3.1.1e	Review CRM platform	2021/22	The contract with our current system (My Waste Services) expires in 2022 and ahead of that SWP will review our approach and procure a new system.
3.1.1f	Exploring innovative opportunities	Ongoing	Once in-cab technology is effectively implemented we will explore innovative opportunities – from Alexa apps through how we can better support the most vulnerable in our communities, to whether we can undertake road condition surveys.
3.1.2	Building homes with recycling in mind	Ongoing	If new homes are not built in a way that makes it easy for people to recycle (and in particular to access our kerbside service) then we lock in sub-optimal environmental performance and cost for future generations.
3.1.2a	Updating developer guidance	2020/21	In addition to updating our developer guidance, this includes providing District partners with standard content for pre-application guidance/'local lists' and permitted development.

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3.1.2b	Embedding revised planning consultation arrangements	2020/21	A standardised approach to SWP being consulted on developments above a certain threshold, and a consistent process for doing so will help ensure that SWP comment on key applications.
3.1.2c	Making planning for waste a local statutory requirement	Ongoing	Seek District council agreement to including SWP developer guidance as part of their local development plans, and raise awareness of the importance of ensuring homes are built with waste in mind, including through the County Waste and Minerals plan.
3.1.2d	Embedding planning for waste in climate emergency agenda	2020/21	Work with the 'Built Environment' joint councils climate emergency team to ensure waste is considered alongside other climate change factors in how Somerset tackles the built environment.
3.1.3	Providing operational support to schools	2020/21 onwards	Our review of the school's service has identified that schools would benefit from additional operational support to ensure that they recycle effectively, and SWP have agreed with Support Services for Education that this support will be provided by SWP. The costs of this will be covered through charges to schools. The pricing structure enables us to cover the costs of staff and provide schools with 'binrastructure' inside and outside of schools.
3.1.4	Embedding behavioural insights into our work	Ongoing	Understanding behaviour will be crucial to target interventions, and regular participation and composition analysis is crucial to this. In addition to capturing intelligence through our in-cab technology, SUEZ are required to conduct participation analysis every 2 years and composition analysis will be undertaken alongside this.
3.1.5	Improve data on containers in use	Ongoing	Ensuring we have robust, detailed and up to date data on containers in use (for additional kerbside refuse capacity, communal properties and schools), will enable us to target improvements more effectively.
3.1.6	Improve processes around occupation of new homes	2020/21	Implement process improvements identified in SWAP audit to ensure that notification of new property occupation/home ownership is seamless and that we take advantage of this opportunity to change behaviours
3.2	Strategy and influence		
3.2.1	Develop SWP long term strategy	2020/21	A long-term framework to 2050 is needed to align with Central Government's Resources and Waste Strategy to set out our ambition, the outcomes we want to achieve, our high-level targets and our over-arching approach. The timing of this will depend upon the timing of further consultations from central government, as these will have a key impact on our own strategy.
3.2.2	Seek to influence national policy	Ongoing	With a number of major government consultations expected from central government, it will be crucial that SWP uses its reputation as a sector leader. Working with partners

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	decisions		across the region may enable SWP to achieve things that are not possible through working solely at the County level.
3.2.3	Ensure that waste is seen as a resource	Ongoing	Viewing waste as a resource and moving to a more circular economy reflect SWP's vision of a more sustainable Somerset. The joint climate emergency strategy provides an opportunity to embed this agenda across the public sector in Somerset.
3.3	Building partnerships		
3.3.1	Working with communities	Ongoing	With limited resources, we need to develop strong partnerships with others in order to ensure that we cost-effectively drive people to change behaviours. Developing strategic partnerships with others, especially third sector organisations working in areas with low recycling performance, is a crucial means to do this. SW:EEP funding will potentially help support behavioural change in communities.
3.3.2	Support for alternatives to disposable nappies and wipes	Ongoing	Support for local cloth nappy library groups to encourage more people to take up reusable nappies, and to explore how we can work more effectively with health visitors and other stakeholders (e.g. Wessex Water in relation to disposable wipes).
3.3.3	Support for parish and town councils	Ongoing	Explore how we can share our toolkits and guidance (e.g. on composting, food waste, and setting up a plastic pot, tub and tray collection point) for those town and parish councils who want to take more local action on climate change.
3.3.4	Review food and compost champions	2020/21	With our scarce resources we need to ensure that the activities we undertake are delivering value for money
3.3.5	Exploring prevention opportunities	Ongoing	In addition to training all collection staff to be dementia aware, SWP will seek to identify other ways in which we can support the wider agendas of our partner authorities – for example how we can more effectively use the eyes and ears of our staff on the ground to better support vulnerable residents, whether we can undertake road condition surveys using our vehicles.

SWP Budget 2020 - 21

The following table shows the projected year budget for Somerset Waste Partnership. A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board, with the final budget due in February 2020. Income from residents for waste related services is currently mostly retained by the collection authorities and is therefore not shown in this paper (whilst the costs of delivering these services are shown). The most significant portion of this is Garden Waste subscriptions, which will generate income for district councils of £55.50 for each wheeled bin subscription in 2020/21 – a reduction in the charge on the previous year made possible by our new contract, whilst still ensuring that the service is subsidy free.

Recycle More Implementation

As set out in section 1.1.3 of this Business Plan, the roll-out of the new Recycle More collection service is scheduled to be completed in February 2022. No savings as a result of the new contract will be taken from the Somerset Waste Partnership by any partner until all roll out costs have been fully funded – ensuring that all partners benefit equitably. Savings are expected to be seen from Recycle More in 2022/23 once roll-out costs have been fully funded. The overall savings are anticipated to be over £2m per annum.

All partners have agreed capital borrowing to purchase the vehicles (c£18m), fund depot works and equipment (c£7m), and purchase additional containers. Each district partner is borrowing £5.0m on behalf of the Somerset Waste Partnership at a return of the Public Works Loan Board (PWLB) rate plus 1%. In addition to this direct return to each borrowing partner (paid for through the contract), SUEZ are providing an additional £1.8m per annum collection contract discount reflecting the value to them of not having to borrow capital themselves.

The revenue costs associated with roll-out will be funded from a Recycle More Project Fund. This will cover the costs of recycling advisors (supporting people with the transition), communications and marketing and in-year transition costs (the additional costs of the current service model as opposed to Recycle More, based on forecast tonnage and material values. This also includes an allowance for risk (such as the risk that capital borrowing rates change before funds are actually drawn down). An equalisation reserve will be established after the roll-out period in order to smooth out potential fluctuations in recycle revenue, built up from 20% of forecast annual recycle revenue.

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6.2 Full Draft Budget Summary 2020/21

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Business Plan 2020- 2025							Business Plan 2020- 2025					
Summary Annual Budgets 2020/2021							Summary Draft Annual Budgets					
Rounded £000s	Total	SCC	MDC	SDC	SSDC	SWaT	Rounded £000s	2020/21	2021/22	2022/23	2023/24	2024/25
Expenditure							Expenditure					
Salaries & On-Costs	1086	494	125	125	176	165	Salaries & On-Costs	1086	1097	1108	1119	1130
Other Head Office Costs	255	116	28	30	42	39	Other Head Office Costs	255	255	255	255	255
Support Services	126	55	14	15	22	20	Support Services	126	126	126	126	126
Disposal - Landfill	12448	12448					Disposal - Landfill	12448	12696	13280	13890	14528
Disposal - HWRCs	10158	10158					Disposal - HWRCs	10158	10240	10639	11054	11485
Disposal - Food waste	1656	1656					Disposal - Food waste	1656	1613	1698	1786	1880
Disposal - Hazardous waste	214	214					Disposal - Hazardous waste	214	253	268	285	302
Composting	1863	1863					Composting	1863	2151	2321	2504	2702
Kerbside Recycling	9829		2022	2023	3007	2777	Kerbside Recycling	9829	10207	10599	11007	11430
Green Waste Collections	2905		556	651	871	827	Green Waste Collections	2905	3016	3127	3247	3371
Household Refuse	6618		1363	1360	2015	1881	Household Refuse	6618	6872	7136	7410	7694
Clinical Waste	129		26	28	39	36	Clinical Waste	129	134	139	144	150
Bulky Waste Collection	91		20	15	28	28	Bulky Waste Collection	91	94	98	101	105
Container Maintenance & Delivery	246		49	53	78	65	Container Maintenance & Delivery	246	255	265	275	286
Container Supply	483		93	123	154	114	Container Supply	483	502	521	541	562
Pension Costs	69		2	2	63	2	Pension Costs	69	69	69	69	69
Depot Costs	209		42	45	63	59	Depot Costs	209	209	209	209	209
Village Halls	5		5				Village Halls	5	5	5	5	5
Transfer Station Avoided Costs	341	341					Transfer Station Avoided Costs	341	351	361	372	383
Recycling Credits	2645	2645					Recycling Credits	2645	2724	2806	2890	2977
Capital Financing Costs	231		52	41	78	60	Capital Financing Costs	231	231	231	231	231
Total Direct Expenditure	51606	29989	4393	4516	6633	6075	Total Direct Expenditure	51606	53100	55261	57521	59880
Income							Income					
Sort It Plus Discounts	-80		-16	-17	-24	-23	Sort It Plus Discounts	-80	-80	-80	-80	-80
Transfer Station Avoided Costs	-341		-69	-73	-102	-96	Transfer Station Avoided Costs	-341	-351	-361	-372	-383
Garden & Bulky Income	-674		-603	-15	-28	-28	Garden & Bulky Income	-674	-677	-681	-685	-688
Recycling Credits	-2615		-552	-523	-806	-734	Recycling Credits	-2615	-2693	-2774	-2857	-2943
Total Income	-3709	0	-1240	-628	-960	-881	Total Income	-3709	-3801	-3896	-3994	-4095
Total Net Expenditure	47897	29989	3153	3888	5673	5194	Total Net Expenditure	47897	49299	51365	53527	55786
Assumptions							Assumptions					
This is a continuation budget and does not include the impact of recycle more or a new contractor							This is a continuation budget and does not include the impact of recycle more or a new contractor					
1% annual pay award for all years							1% annual pay award for all years					
1% housing growth for all years							1% housing growth for all years					
Collection contract inflation 3% in all years							Collection contract inflation 3% in all years					
Disposal contract inflation between 2.5% & 4.25% (for different contract areas), annually in all years							Disposal contract inflation between 2.5% & 4.25% (for different contract areas), annually in all years					
Tonnage growth 1.5% annually for all years							Tonnage growth 1.5% annually for all years					

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Somerset Waste Board meeting
 14 February 2020
 Report for decision

Paper
 Item No.

Financial Performance Update 2019/2020 and Final Budget 2020/2021

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

Author: Sarah Rose, Finance Officer

Contact Details: serose@somerset.gov.uk

Forward Plan Reference:	
Summary:	<p>The report sets out the financial performance against the approved Annual Budget for the first 9 months of the current financial year from April to the end of December.</p> <p>The Board is asked to approve a final Annual Budget for 2020/21 in accordance with its constitution and Inter Authority Agreement.</p>
Recommendations:	<p>That the Somerset Waste Board:</p> <ul style="list-style-type: none"> • notes the summary financial performance for 2019/2020 to date as contained in this report, and how this will impact on the budgetary requirements for 2020/2021. • Approves a final budget of £47,894,210 for 2020/2021 as set out in Appendix 1 taking into account the potential savings requests from the County Council as set out in paragraph 3.2.
Reasons for recommendations:	<p>The Board needs to be aware of the financial performance of the Somerset Waste Partnership as it delivers the approved Business Plan and delegated waste service functions, to ensure that it is being managed appropriately.</p> <p>There is a requirement within the Constitution for the Board to agree a final Annual Budget for the following year by the end of the previous February.</p> <p>Partner authorities will need final budget figures for their overall financial planning processes.</p>

<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>The Annual Budget is linked to the Annual Business Plan and sets out the financial resources required to deliver the Plan and the waste collection and disposal services that have been delegated to the Somerset Waste Board. Financial monitoring will show how the Partnership is managing its resources as it delivers the Annual Business Plan.</p>
<p>Financial, Legal and HR Implications:</p>	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end.</p> <p>When considering the draft Annual Budget for 2020/2021, current trends in demographic growth, service uptake and waste tonnages arising in 2019/2020 are a key contributory factor in shaping the forward budget.</p> <p>The Annual Budget, once finally approved, will become the new measure for our financial performance for 2020/2021. We will continue to share the costs amongst partners in the same way as previously as set out in our Cost Sharing Agreement. As previously agreed, during the roll out period, no Recycle More savings will be taken by partners until the project roll out has been fully funded.</p> <p>There are no specific legal or HR implication. This budget has been agreed on the principles agreed by the board at the September board meeting and as reflected in the draft revised Inter Authority Agreement.</p>
<p>Equalities Implications:</p>	<p>None.</p>
<p>Risk Assessment:</p>	<p>Members will be aware from previous reports that the waste budget and actual costs, particularly disposal volumes, remain highly volatile.</p>

1. Background

1.1 The Annual Budget for 2019/2020 was originally set at the Board meeting of 15 February 2019 at £46,243,485. The budget now stands at £46,031,055. This is as a result of the agreed movement of the vehicle lease monies at the Board meeting on 28 June 2019 of £262,430 to the Recycle More project fund and the additional SCC carry forward of £50,000 for Slim my Waste Feed my Face. Partners contribute to the overall costs in accordance with our Cost Sharing Agreement. Individual contributions are based on key cost drivers such as household numbers, sparsity and garden waste customer numbers. As the waste disposal authority, all such costs fall to the County Council.

1.2 The Annual Budget is predominantly spent on making payments to our main contractors.

2. Current Financial Position

2.1 Summary of budget variances

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	(37)	(9)	(9)	(13)	(12)	(80)
Disposal Costs	(1,081)	0	0	0	0	(1,081)
Collection - Recycling	0	(0)	(0)	(0)	(0)	(0)
Collection - Refuse	0	(0)	0	(0)	(0)	(0)
Collection - Garden	0	(23)	(36)	33	(59)	(86)
Collection Costs	0	(2)	(3)	(4)	(3)	(12)
Recycling Credits	(89)	18	19	26	26	(0)
Container Purchase & Delivery	0	(6)	14	(4)	(19)	(15)
Other	(11)	(1)	(1)	(11)	(1)	(25)
	(1,218)	(24)	(15)	26	(68)	(1,299)

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

Overall, the end of December position shows that the Somerset Waste Partnership budget is forecast to be **underspent by £1,299,000** (2.82% of the current budget). This does not include the Recycle More project work, which is funded from a separate project fund.

2.2 Waste Collection

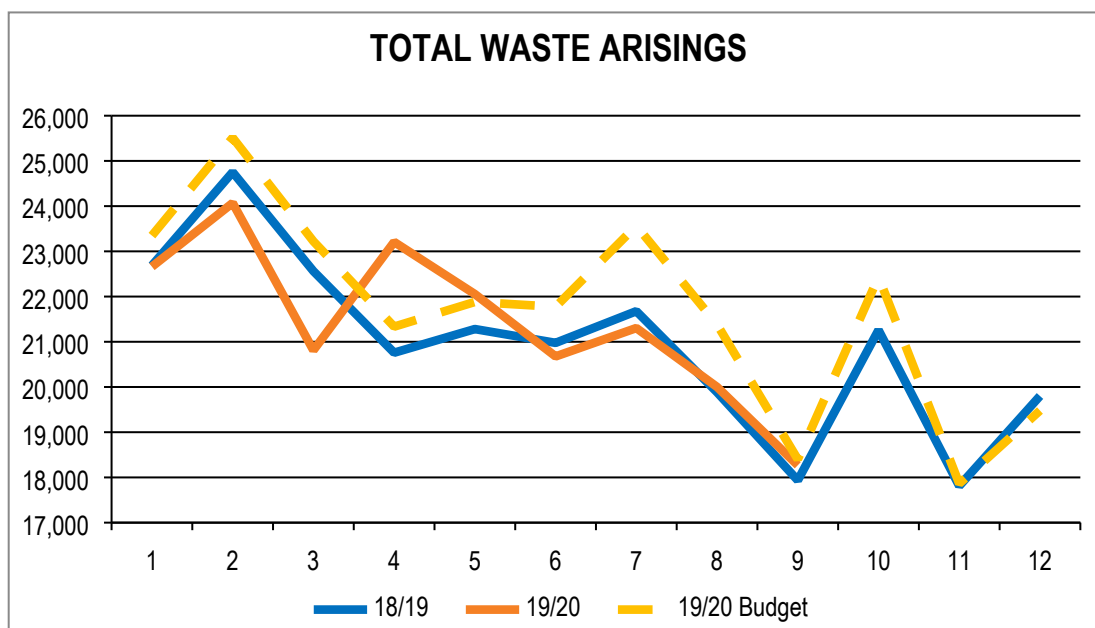
The collection position is £80,000 underspent, which is an improvement of £22,000 from the £58,000 underspend reported at the December Board.

The improved position is due to a reduction in container purchase and delivery costs, Head office costs and the number of Bulky waste collections. The collection budget is also underspent due to the reduction in the numbers of customers subscribing to the garden waste service compared to that budgeted. This is measured annually in September for contract payments and the reduction was reported to the board in December.

2.3 The Recycle More project fund stands at £1,101,040 following the transfers approved at the June board. To date a total of £121,363 of this has been spent. It is expected that this will be fully spent this financial year. This will be spent on implementation costs (including costs in relation to termination of the kier contract, lease and depot costs and technical advice) and pre contract borrowing.

2.4 Waste Disposal

The waste disposal figure as at the end of December showed an underspend of £1,218,000 which is a small adverse movement on the figures reported to the December Board of an underspend of £1,244,000.



Forecasts have been reprofiled throughout the year to reflect that tonnages to date are less than budgeted. There have been significant waste reductions for residual waste at both the kerbside and recycling sites compared to budget. This is the most expensive waste stream so any reduction or diversion results in the

largest savings. This trend in tonnages has been taken into consideration when proposing the budget for 2020/21.

The movement from the position reported to the December board is due to HRWC increased costs as a result of improved recycling and green waste at both kerbside and at recycling centres being higher than anticipated.

It should be noted that tonnages can be volatile and generate significant cost movements.

2.5 2019/20 SCC savings update

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

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

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

3.0 Annual Budget 2020/2021

The February Waste Board is where our Constitution and Inter Authority Agreement require us to agree the Annual Budget for the next financial year. It is also important that partners receive the necessary information to allow them to build any additional costs into their local budget requirements.

The detailed line by line budget requirements for each partner are set out in Appendix 1.

3.1 Final Budget 2020/2021 – Collection

The table below shows the total budget requirements for each partner for 2020/2021.

		MDC	SDC	SSDC	SWaT
19/20 Final Budget		3,647,950	3,766,020	5,459,003	5,119,011
Inflation - Collection	2.82%	113,178	115,751	167,179	158,152
Household Growth	0.83%	22,437	37,361	40,384	18,218
Garden Waste	-0.45%	(16,577)	(27,905)	44,687	(49,675)
Recycling Credits		(17,337)	(13,432)	(24,979)	(20,332)
Salaries	2.75%	5,432	5,736	8,059	7,594
Pension Deficit		0	0	0	0
Transfer Station Offset		(2,008)	(2,130)	(2,983)	(2,800)
Bulkies / Containers		3,035	9,326	87	(12,444)
Depot Rent Reviews		4,737	5,023	7,036	6,604
Subtotal		3,760,848	3,895,750	5,698,474	5,224,329
Garden & Bulky Income		(603,170)	(15,230)	(26,760)	(28,530)
Proposed Savings		0	0	0	0
20/21 Budget		3,157,678	3,880,520	5,671,714	5,195,799
Increase / (Decrease)		(490,273)	114,500	212,710	76,788
Percentage		-13.4%	3.0%	3.9%	1.5%

The Annual Budget reflects the latest information regarding garden waste customers, bulky collections, containers and other contract cost changes.

There have only been a small number of changes required since the draft budget presented to the board in December. These changes result in a reduction of £2,386 to the additional budget requirement from that reported in the draft budget.

Amendments have been made in relation to household growth (now 0.83% across the whole of Somerset) and the latest information available for Bulky waste and containers.

Household growth is based on the Household numbers provided by the district partners. Members are reminded that each collection partner will be charged according to their individual district housing growth. The growth figures for each area are as follows;

Mendip	0.78%
Sedgemoor	1.22%
South Somerset	0.91%
Somerset West and Taunton	0.48%

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

There is a new budget line for income collected on behalf of Mendip for their garden waste charges and for all the district partners for their bulky waste charges. This new income line amounts to £673,690 across the district partners.

During 2020/21 there will be roll out costs for Recycle More which will be funded through the Recycle More project fund, these will be managed outside of the 'core' Somerset Waste Partnership budget.

3.2 Final Budget 2020/ 2021 - Disposal

Inflation indices are not finalised until February's figures are published, and are estimated to provide a final Annual Budget as usual. The latest tonnage trends available have been used to set this budget.

However, most recent forecasts are:-

- Landfill Tax rates from 1 April 2020 have been confirmed by the Treasury as **£94.15 per tonne**. This is an increase from £91.35 of 3.07% on the 2019/2020 rate. This has less of an impact as we are moving away from landfill.
- Contract inflation for disposal is based on a number of indices within the various disposal contracts. These are highly volatile, particularly the civil engineering ("Baxter") index, which is an industry standard and includes a significant fuel element. Indices for disposal run from February 2019 to February 2020 and are not published until March.
- Volume growth is based on projected household growth. The current assessment is 1.0% growth.
- The total additional budget required for the above pressures is £351,400 (landfill, inflation and volumes).
- There is an additional pressure for Avonmouth of £1,746,700. This is the reversal of the savings (pre-contract payments) which were taken early by SCC (reflecting the particularly acute budget pressures on SCC in recent years). Energy for Waste remains cheaper and more environmentally friendly than landfill.
- In addition, the County Council is requesting savings from the Somerset

Waste Board of £361,100

- £200,000 – Year 2 of the core services contract extension (previously agreed by the board in November 2018)
- £20,000 - Fly-tipping compensatory scheme removal (ceasation of scheme agreed by the board in September)
- £36,000 - Minimisation Cap (linked to core contract extension)
- £105,100 – Slim my Waste, Feed my Face food campaign
- The standstill cost for the disposal budget is therefore £1,737,000, an increase of 6.17% on the original 2019/2020 budget.

3.3 Recycle More

The above budget is for the roll out period of Recycle More during 2020/21. The roll out will be funded from the Recycle More Project Fund and where appropriate capital monies to fund vehicles and depot works.

No savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded. These costs include pre contract borrowing and implementation costs. Implementation costs include costs in relation to the termination of the Kier contract, lease and depot costs and technical advice. A great deal of work has gone into ensuring these figures are extremely prudent.

Roll out is due to complete in February 2022. Savings will start to be seen in 2022/23 once roll out has been fully funded. The overall savings are anticipated to be over £2 million per annum.

4. Consultations undertaken

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

5. Implications

- 5.1** Potential over and underspends as in section 2 above, if trends continue, would result in these figures at outturn for the individual partners.
- 5.2** Financial figures as set out in the draft budget in section 3 above will be incorporated in the setting of the Annual Budget for 2020/2021. Any movement at this stage, particularly for collection partners, would be relatively marginal.

6. Background papers

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

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Somerset Waste Partnership Annual Budget 2020/21

	2019/20	2020/21	SCC	MDC	SDC	SSDC	SWAT
Expenditure	Price Base						
Single Client Group							
Salaries & on-costs	945,220	994,670	455,157	109,209	115,817	162,226	152,261
Salaries pension deficit	84,500	84,500	38,667	9,278	9,839	13,781	12,935
MDC customer services impact	6,760	6,950		6,950			
Travel & Subsistence	51,770	51,770	23,690	5,684	6,028	8,443	7,925
Admin, training, meetings & IT	85,420	85,420	39,088	9,379	9,946	13,932	13,076
Advertising & campaigns	47,000	47,000	21,507	5,160	5,473	7,665	7,195
Office rent & accommodation	70,380	70,380	32,206	7,727	8,195	11,479	10,774
Support Services							
Legal	10,400	10,400	4,759	1,142	1,211	1,696	1,592
Insurance	5,280	5,280	2,416	580	615	861	808
Finance	81,490	81,490	37,290	8,947	9,488	13,291	12,474
Internal Audit	10,920	10,920	4,997	1,199	1,271	1,781	1,672
Human Resources	5,200	5,200	2,380	571	605	848	796
ICT	5,360	5,360	2,453	588	624	874	820
Democratic Services	6,960	6,960		1,409	1,494	2,093	1,964
Direct Services							
Waste Disposal							
Disposal - Landfill includes clinical disposal	11,181,815	12,448,452	12,448,452				
Disposal - HWRCs	9,941,250	10,158,008	10,158,008				
Disposal - food waste	1,484,330	1,655,930	1,655,930				
Disposal - Hazardous waste	231,310	213,510	213,510				
Composting	1,872,280	1,862,570	1,862,570				
Kerbside Recycling							
Sort it+ SP5 all districts	9,411,080	9,742,210		2,007,909	2,003,076	2,982,683	2,748,542
	82,520	85,420		14,179	19,712	23,689	27,839
Communal Recycling SP5							
Garden	2,856,110	2,887,180		552,682	646,731	865,676	822,091
Garden sticker admin	18,000	18,000		3,470	4,059	5,406	5,065
Household Refuse							
Fortnightly	5,981,010	6,191,450		1,276,083	1,273,012	1,895,579	1,746,776
Refuse - Communal SP5							
	291,150	301,400		60,645	61,051	80,928	98,776
Assisted Collections							
	99,120	102,600		21,146	21,095	31,412	28,946
Assisted Collection Review							
	10,000	10,000		2,061	2,056	3,062	2,821
Clinical Waste							
	124,450	128,830		26,078	27,656	38,738	36,358
Bulky Waste Collections							
	87,330	90,530		20,016	15,227	26,761	28,526
SWB Directed Collections							
	3,250	3,370		682	723	1,013	951
Day Works							
	8,400	8,700		1,761	1,868	2,616	2,455
Container Maintenance							
	59,930	62,040		12,558	13,318	18,655	17,509
Container Delivery							
	177,290	183,800		37,771	39,241	59,092	47,696
Container Supply							
	466,020	483,130		97,109	116,048	153,297	116,676
Admitted Body Pension Costs							
Base pension cost	60,380	60,380				60,380	
Incremental pension cost	8,620	8,620		1,745	1,850	2,592	2,433
Depot Costs							
	186,040	209,440		42,395	44,960	62,976	59,108
Village Halls							
	5,500	5,500			5,500		
Inter Authority Transfers							
Transfer Station Offset Cost							
	330,680	340,600	340,600				
Payment in lieu of Recycling Credits							
	2,538,740	2,614,820	2,614,820				
Third party Recycling Credits							
	29,110	30,000	30,000				
Advance Payment Saving							
	- 31,900	- 31,900		- 6,457	- 6,848	- 9,592	- 9,003
Lease Repayments - Sort It Plus Vehicles							
	262,430	262,430		58,580	47,800	87,160	68,890
Total direct expenditure	49,192,905	51,603,320	29,988,500	4,398,236	4,508,742	6,631,093	6,076,749
Income							
Kier Discount all Districts on SP5	- 80,000	- 80,000		- 16,194	- 17,173	- 24,055	- 22,578
Wilton Transfer Offset	- 330,680	- 340,600		- 68,945	- 73,116	- 102,415	- 96,124
Garden Income		- 583,150		- 583,150			
Bulky Income		- 90,540		- 20,020	- 15,230	- 26,760	- 28,530
District Recycling Credits	- 2,538,740	- 2,614,820		- 552,250	- 522,703	- 806,149	- 733,718
Total income	- 2,949,420	- 3,709,110	-	- 1,240,558	- 628,222	- 959,379	- 880,950
Total net expenditure	46,243,485	47,894,210	29,988,500	3,157,678	3,880,520	5,671,714	5,195,799

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Somerset Waste Board meeting
 14th February 2020
 Report for decision

**Paper
 Item No.**

Inter-Authority Agreement Revisions

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

Forward Plan Reference:	
Summary:	This report seeks the Board’s approval (following consultation with all partners) to revisions to the Waste Partnership’s Inter-Authority Agreement. These changes are necessary to align it with the new collection contract and the approach to the roll-out of Recycle More.
Recommendations:	It is recommended that the Board agree the amended Inter-Authority Agreement (IAA) following partner consultation
Reasons for recommendations:	There are a number of changes resulting from the new collection contract that require minor amendment to the IAA. Rolling out Recycle More requires considerable up-front costs, and the Somerset Waste Board (SWB) agreed the principles of how this should be managed in September – this paper reflects these principles in a revised draft inter-authority agreement. Only those changes that are necessary to reflect the new collection contract and roll-out of Recycle More have been made.
Links to Priorities and Impact on Annual Business Plan:	These changes are necessary to deliver action 1.1. in the Business Plan 2019-24 (transition to a new collection contractor and service model).
Financial, Legal and HR Implications:	Financial implications: The proposed changes to the IAA ensure that partners are not penalised or rewarded for when Recycle More rolls out in their area, and that no savings are taken out until the roll-out has been fully funded. Legal: SWP commissioned legal advice from the administering

	<p>authority's legal services team to ensure that changes to the IAA are commissioned by SWP (and hence in the interests of all partners).</p> <p>HR: The IAA reflects changes in the way costs are managed in relation to the small number of contractor staff who are members of the Local Government Pensions scheme – in line with the approach endorsed by SWB in September 2019.</p>
Equalities Implications:	No equalities impacts have been identified.
Risk Assessment:	Failure to have an IAA in place ahead of the 2020/21 financial year will mean that costs are not shared fairly and equitably or in line with the principles agreed by the Board. There is a technical risk that through the consultation process partners could seek additional changes to the IAA that are not in the interests of the partnership overall, but this is considered unlikely as it would be contrary to the core principle that the Board cannot make a decision that has an adverse financial implication on any partner without that partner's agreement.

1. Background

- 1.1.** The overall savings from Recycle More are anticipated to be over £2 million per annum once it is fully rolled out. The Board have previously agreed that the roll out will be funded from the Recycle More Project Fund (and where appropriate from capital), and that no savings as a result of the new collection contract will be taken until all roll out costs have been fully funded. Roll out is due to complete in February 2022. Savings will start to be seen in 2022/23 once roll out has been fully funded.
- 1.2.** The following principles were agreed by SWB in September 2019, following agreement to these principles by the Strategic Management Group (SMG) and all partner Section 151 Officers All revenue costs will be funded from the Recycle More Project Fund. These principles have informed the revisions required to the IAA (Appendix 1):
- District collection partners should not be penalised or rewarded for when they roll out within the programme. No savings will be taken from the Somerset Waste Partnership until roll out has been fully funded.
 - As a significant proportion of Recycle More savings will be from disposal costs, the disposal partner SCC will also contribute its savings from Recycle More until the break-even point has been reached (2022/23). Should there be extraordinary circumstances beyond what we have forecast that have a

significant impact on disposal costs or savings, then we would need to take a view at the time on how any additional savings or costs should be fairly apportioned.

- Somerset Waste Partnership hold the Recycle More Project Fund and any deficits will be funded through contract savings before they then become attributable to partners.
- Once breakeven point is reached, contract savings will be shared on the basis currently stated in the IAA.

The IAA has also been changed to reflect the fact that under our new collection contract, SUEZ will not be liable for the costs of secondary contributions for the small number of employees who are eligible for the Local Government Pension Scheme. As has been agreed by SMG and all partner s151 officers, passing this liability on would simply result in risk pricing from SUEZ, meaning that we would in effect pay more to achieve the same aim. These costs will be shared by District Council partners in accordance with household numbers. It should be noted that there will be no deficit on day 1 of the contract and future payments will be made in accordance with future actuarial assessments.

1.3. As the board are aware, SWP and SUEZ will share recycling revenue risk. Recyclate revenue can fluctuate according to the tonnages of each materials collected and due to market prices. Once roll-out of Recycle More has been completed all partner section 151 Officers (endorsed by SMG) agreed that an equalisation reserve should be put in place in order to smooth out the risk of fluctuations in the level of recyclate income received by District Council partners. The following principles were agreed by the Board in September:

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

1.4. All partners have agreed capital borrowing to purchase the vehicles, fund depot works and equipment, and purchase the new containers. Each district partner is borrowing £5.0m on behalf of the Somerset Waste Partnership at a return of PWLB plus 1%. and Section 151 officers have agreed the borrowing principles and schedule and to capitalise the new container costs within this. Loan agreements have been set up between SCC and the Districts for this, and a number of minor amendments to the IAA are necessary to ensure consistency between the IAA and these loan agreements.

2. Changes to the IAA

- 2.1.** The proposed amended IAA is appended to this paper (Appendix 1). All partner authorities were consulted upon changes to the IAA as part of the usual budget/business plan consultation process. No changes have been requested by partners and all partners have approved the draft, which is appended to this paper.
- 2.2.** A minor update to the IAA may be required in 2020/21 to ensure that it reflects the findings of the GDPR Internal Audit review that SWP requested, and to ensure that it reflects the different approach required by our new customer relationship management system and SUEZ's system. As fine-tuning of some aspects of these interfaces is still being undertaken, we wanted to wait until this work was complete to ensure that the IAA fully reflected how data was transferred between partners. During 2020/21 the Managing Director of the SWP will write to partner Chief Executives (as required by the constitution) setting out the proposed GDPR wording for the IAA.

Attachments: Amended IAA (Appendix 1)

Somerset Waste Board meeting
 14th February 2020
 Report for information

Paper
 Item No.

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

Forward Plan Reference:	
Summary:	<p>This report summarises progress in mobilising our new collection contractor (SUEZ Recycling and Recovery UK) and hence delivery of Recycle More. It updates the board on what has happened since the last Board meeting in December 2019, and what will be happening next to ensure a smooth transition to SUEZ as collections contractor on 28 March 2020 and ahead of the roll-out of the Recycle More service in Mendip in June 2020. It also updates the board on where we are with implementing My Waste Services (our new customer relationship management platform) and the current behavioural change activity which aims to support the transition.</p>
Recommendations:	<p>It is recommended that the Board notes the progress made in mobilising a new collection contract.</p>
Reasons for recommendations:	<p>To ensure transparency in the mobilisation of our new collection contractor (SUEZ) and preparations for Recycle More roll-out.</p>
Links to Priorities and Impact on Annual Business Plan:	<p>Task 1.1 within the SWB Approved Business Plan 2019-24 concerns the transition to a new collection contractor and new service model.</p>
Financial, Legal and HR Implications:	<p>Revenue: In addition to delivering the significant environmental benefits of Recycle More, a new collection contract will deliver significant savings to all partners - total forecast savings are over £2m per annum once Recycle More is rolled out. This does not mean that year 1 costs will be lower by this amount, as SWP will incur roll-out costs before savings can be realised, and savings</p>

	<p>are not realised until Recycle More is fully rolled out in 2022.</p> <p>Capital: As set out in the December Board we are expecting an increase in expected total capital costs of just over 1%, due to an increase in depot costs of c.£0.3m to £24.9m. The exact amount is being finalised through ongoing commercial negotiations. Vehicle related capital expenditure remains as forecast at £17.8m. The additional capital borrowing will be undertaken by SCC on the same terms as other borrowing (PWLB +1%).</p> <p>Legal: SWP and SUEZ have extended their Letter of Intent to 27 March 2019 to ensure that mobilisation progresses ahead of contract signature. SWP expect to sign the contract imminently.</p> <p>HR: Collection Contractor staff will TUPE transfer to the new contractor on 28 March 2020. Drop-in sessions have been undertaken at all depots, as have meetings with unions. Formal engagement with unions and staff about measures (i.e. changes when SUEZ take over) is ongoing. Training sessions for all staff, including familiarisation with new vehicles/technology, will take place in early Spring. 10 loaders are already being trained as drivers ahead of the commencement of the new contract.</p>
Equalities Implications:	An Equalities Impact Assessment has been updated at key milestones throughout the procurement project and will continue to be updated as we progress through to service commencement and Recycle More roll-out.
Risk Assessment:	The risks related to the mobilisation of a new collection contractor and Recycle More are maintained in SWP's risk register and a specific project risk register.

1. Background

1. On 29 March 2019 in confidential session the Board decided upon SUEZ Recycling and Recovery UK as the preferred bidder. SUEZ will roll out our new collection service model (Recycle More) in phases. This will enable the public to recycle even more through the kerbside sort system, adding in the following materials to the weekly collection:

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

This is in addition to what can already be recycled every week – food, paper, glass, cans, aerosols, plastic bottles, cardboard, foil, textiles and shoes. A 60litre weighted reusable sack will ensure residents have space for all their extra recycling. With so much more recycled each week, the frequency of residual waste will be reduced to every three weeks. This change is crucial to us being able to respond to public demand to recycle more, to nudge those that aren't recycling fully at the moment, to support our aim to

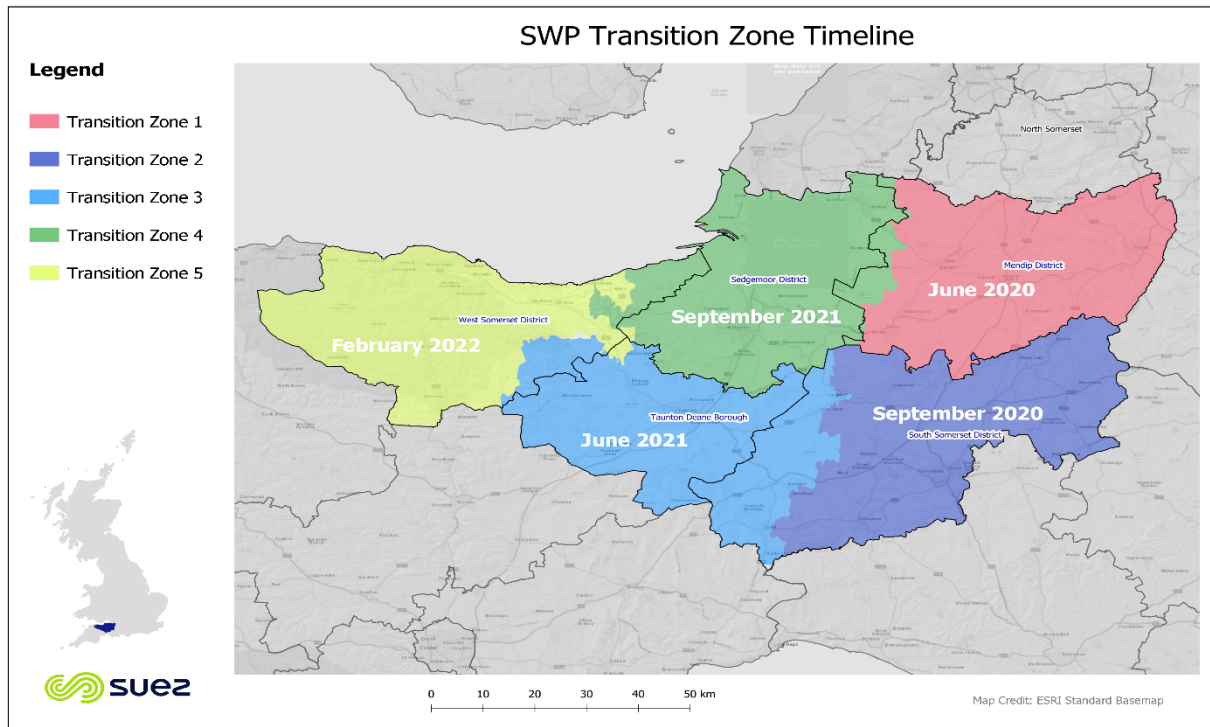
see waste treated as a resource.

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

We expect this to take our recycling rate to around 60%, and reduce the amount of residual waste from around 480 kg/household to 418kg per household – with this residual waste being used to create Energy from Waste rather than going into landfill.

1. In the September Board progress report the Board heard from Steve Holgate, Director of Municipal Services for SUEZ Recycling and Recovery UK, discussed the positive environmental impact of the new fleet we have ordered (and our plans to further improve when reliable technology exists), the plan to first roll-out Recycle More in Mendip in June 2020. The main focus of discussion in September was the substantial communications and engagement plan SWP are developing, with the Board endorsing the approach set out, our plans to expand the Schools Against Waste Programme, and the approach we intend to take to support those households that utilise nappies or adult hygiene products.
1. In the December Board progress report the Board were updated on the delays to the construction programme at Evercreech (noting that this will not impact on the planned roll-outs of Recycle More), on the delay to launching My Waste Services , changes to the garden waste service on day one of the contract, changes to the school service to drive significant improvements in their low level of recycling, on the planned programme of depot improvements and the roll-out schedule for Recycle More:

Zone	Date	Properties	Properties by area		Depot
1	29 June 2020	50,392	Mendip	50,392	Evercreech
2	28 Sept 2020	60,434	SSDC (east)	60,434	Evercreech & Lufton
3	June 2021	71,336	SSDC (west)	16,129	Bridgwater (vehicles)/
			SWAT (central/east)	55,207	
4	Sept 2021	56,351	Sedgemoor	54,246	Taunton (recycling)
			Mendip	1,376	
			SWAT	729	
5	February 2022	17,337	SWAT (West)	17,337	Williton



2. Progress to date

2.1. Update on mobilisation

The mobilisation programme is currently broadly on schedule. Construction work for the new buildings and facilities to manage the additional waste is underway at the Evercreech site with planning and scheduling of the works at other depots continuing apace.

The build of the new fleet of recycling vehicles is underway, with the first recycling vehicles fully wrapped and ready for service launch at the end of March. Following a slight delay at one of the component manufacturers in Germany, a small number of recycling vehicles may arrive in the week after service commencement date, though contingency plans are being developed for this and it will not affect the roll-out of Recycle More. Any temporary vehicles used will have in-cab devices in them to ensure that there is no impact on the service. All other vehicle production is on track.

There is a slight delay to the construction and commissioning programme at the Energy from Waste Plant in Avonmouth caused by the main civils contractor (Clugston Construction) going into receivership. The current projection suggests that the plant will start accepting waste slightly ahead of our formal contract commencement on 1st April 2020, and will be fully operational later in Spring 2020 (rather than the start of April as planned). This marginally impacts the collection contract in that the new fleet of refuse vehicles we have procured are

not designed to drive on to the landfill face and it would not be safe to allow them to do so. SWP are working closely with Viridor and SUEZ to put in place a contingency plan, and this is not expected to disrupt services or increase costs to SWP. The financial risk of delay to the Energy from Waste Plant in Avonmouth lies with Viridor.

Before Christmas SWP had a successful campaign focusing on what happens to Somerset's recycling (www.somersetwaste.gov.uk/beyondthekerb). This aimed to build trust ahead of Recycle More, emphasising that SWP is the 7th best carbon performer nationally, and that 91% of recycling stays in the UK – all thanks to people separating their recycling. The next phase in the warm-up to Recycle More is Slim my Waste, Feed my Face (www.somersetwaste.gov.uk/slimmy), encouraging even more people to take up food waste recycling ahead of the transition to Recycle More. The launch of the campaign was delayed slightly from late January to early February due to delays at one of our printing suppliers.

2.2. My Waste Services

The launch of My Waste Services has suffered a number of delays. As has previously been highlighted to the board, this is probably the most challenging element of the mobilisation, particularly given the complicated interface with different partner systems, differing partner priorities and pressures, and the challenges inherent in upgrading antiquated ICT systems.

At the time of writing this report it is anticipated that the first phase of changes (enabling District Council webservices and call centre functions to flow through to our contractors system – essentially ensuring continuity of service with the new system) will go live in early February, following completion of user testing and final technical work. The mobile phone app and being able to do it online on SWP's website will be available later in February. Between then and the end of March SWP and partners will refine the system. The main benefits of the new system will then be ready when it integrates with SUEZ's system (CORE) on 28th March. The real benefits of the new system will then be available - real-time reporting and feedback, vehicle monitoring and tracking, collection day reminders.

This phased approach reflects the importance of having robust District systems in place for the annual garden waste subscription cycle. The Board are reminded that instead of rising with inflation, the cost of garden waste collections is set to fall from £56.90 to £55.50, reflecting the reduced costs from SWP's deal with the new collections' contractor SUEZ. Garden waste collections will no longer necessarily be on the same day of the week as recycling and rubbish collections.

In parallel with these changes SWP will be refreshing its website – enabling people to undertake transactions online, providing better information on the Slim My Waste, Feed My Face food recycling campaign, the roll-out of Recycle More

expanded weekly kerbside collections. These changes involve the website being given a new look, and every section and page is being reviewed to ensure effective, simple and swift communication. This refresh will be phased over the next few months.

2.3. Communication and Engagement

Following on from the Board's endorsement to the proposed communications and engagement for Recycle More, detailed plans are under development. This includes identifying disability groups and networks to ensure that we capture their feedback in our plans, developing plans to engage with parish, District and County Councillors and many other stakeholders. For example Carymoor Environment Trust will be targeting all 51 primary schools in Mendip with the aim of having a session in every school ahead of roll-out, and we are identifying suitable events and locations to hold roadshows/events.

As with the #Slimmy campaign a detailed service change communications pack will be developed to ensure consistency in messages, with a slimmed own version being developed for some stakeholders.

All residents in Mendip will receive an A5 4 page leaflet 8 weeks ahead of service change – raising awareness of the planned service change including why they are being introduced, what they can expect, when and what they will need to do. 4 weeks ahead of the service change an A5 6-page mailer will ensure householders have all the information they need to participate effectively in the new service (including household specific collection day and calendar information). Both of these mailers will encourage residents who are concerned (e.g. because of the amount of waste they produce) to contact SWP so that we can support them ahead of the service change. A 'last refuse collection' tag, new recycling box stickers (applied by crews) and a new recycling bag will be issued to residents when the service changes. Post launch support will ensure that those residents who are struggling with changes have the help they need.

2.4. Nappies, wipes and Adult Absorbent Hygiene Products

We are continuing to progress our work on nappies. The project consists of two parts – finalising our processes with regards to requests for additional capacity/support for residents using disposable nappies and continence/period products during the move to Recycle More, whilst encouraging residents to consider sustainable alternatives such as cloth nappies, reusable period products and reusable wipes.

The stepped process we will follow to support residents follows closely the process used successfully by East Devon District Council and reflects a review of how all authorities nationally with three or four weekly collections support their residents, as well as the learning from SWP's trial a few years ago (where families with children in nappies coped well).

The decision to allow extra rubbish capacity will depend upon how many people are in a household, with stickers provided for one extra sack per child where it is necessary. Evidence from our trial and elsewhere suggests that most people, if supported to recycle properly, will cope with this. However, if a resident is still struggling then an SWP Officer will visit them or see if they need more support – such as a larger or additional bin, or more authorised additional waste stickers. The final step will be for an additional collection to be offered through the clinical waste collection service. This is an expensive option and experience from elsewhere suggests that this is only needed for 2-4 households in any one district. This final step ensures that suitable support is available for those that really need it, but without offering this up in an uncontrolled manner. A key aim of the communications and engagement campaign will be to encourage residents with concerns about nappies and hygiene products to contact us in advance so that we can work with them to address worries and sort out any issues.

We are continuing our engagement with the local nappy groups to ensure that there is enough provision for residents to be able to try cloth nappies at a low cost and get advice and support from experienced advisors. Following the Board's agreement to a budget of £10k we will purchase additional nappy kits which consist of a number of different nappy types for people to try, to establish which style suits them and their baby best. The groups will be there to provide expert advice and support and to help residents make the switch. Experience of other local authorities has found that one-to-one support from dedicated nappy advisors along with trialling cloth nappies results in larger numbers of people making the permanent switch to reusables, than offering a small incentive such as a discount on a purchase.

In addition to nappies, we are looking at other hygiene products such as period and incontinence products, and reusable baby wipes. We are looking to procure some demonstrator kits so that people can see the different types available. We are also at an early stage of discussions with Wessex Water to conduct a joint campaign to raise awareness of these products and encourage people to switch to reusables.

- 2.5. It is planned to hold an informal briefing session with the Board and Joint Waste Scrutiny Panel in April in order to go through the detailed roll-out plans for phase 1 of Recycle More. A similar session will be offered to Mendip District Council's Cabinet and senior team.

3. Background papers

- 3.1. All previous board papers on Recycle More are available on the SWP website.

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