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JOINT SCRUTINY PANEL OF SOMERSET WASTE BOARD (VIRTUAL MEETINGS FROM JULY DUE TO CORONAVIRUS)
Thursday 30 July 2020
2.00 pm Microsoft Teams Virtual Meeting

To: The members of the Joint Scrutiny Panel of Somerset Waste Board (virtual meetings from July due to Coronavirus)

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 - 22 July 2020

For further information about the meeting, please contact Laura Rose - LXRose@somerset.gov.uk or 07790577336 or or Julia Jones - jjones@somerset.gov.uk or 07790577232

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 (virtual meetings from July due to Coronavirus) - 2.00 pm Thursday 30 July 2020

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

1 **Annual Appointment of the Chair and Vice Chair of Joint Scrutiny Panel of Somerset Waste Board**

The Joint Scrutiny Panel Governance Manager will invite nominations from Board Members and preside over the election as part of this agenda item.

2 **Apologies for absence**

To receive Board Members apologies.

3 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils can be viewed on the Council Website at
County Councillors membership of Town, City, Parish or District Councils and this will be displayed in the meeting room (Where relevant).

The Statutory Register of Member's Interests can be inspected via request to the Democratic Service Team.

4 **Minutes from the previous meeting held on 12 February 2020** (Pages 9 - 12)

The Board is asked to confirm the minutes are accurate**.**

5 **Public Question Time**

The Chair 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 Chair's discretion**.

6 **Joint Waste Scrutiny Membership, Meeting Dates and Virtual Meeting Procedure** (Pages 13 - 24)

7 **Financial Reports 2019-2020** (Pages 25 - 40)

To consider the report.

Possible exclusion of the press and public

PLEASE NOTE: Although the main report for this item not confidential, supporting

appendices available to Members contain exempt information and are therefore marked confidential – not for publication.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

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

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

8 **Performance Monitoring Reports Q4** (Pages 41 - 64)

To consider the report.

9 **Slim My Waste Feed My Face Campaign** (Pages 65 - 76)

To consider the report.

10 **COVID-19 Impact on Somerset Waste Partnership** (Pages 77 - 92)

To consider the report.

11 **Revised Timetable for Recycle More Rollout** (Pages 93 - 102)

To consider the report.

12 **Somerset Waste Board Forward Plan** (Pages 103 - 112)

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

13 **Any other urgent items of business**

The Chair may raise any items of urgent business.

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Guidance notes for the meeting

1. **Council Public Meetings**

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 have given local authorities new powers to hold public meetings virtually by using video or telephone conferencing technology.

2. **Inspection of Papers**

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticservices@somerset.gov.uk or telephone 07790577336/ 07811 313837/ 07790577232
They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers.
Printed copies will not be available for inspection at the Council's offices and this requirement was removed by the Regulations.

3. **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: Code of Conduct

4. **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.

5. **Public Question Time**

If you wish to speak, please contact Democratic Services by 5pm 3 clear working days before the meeting. Email democraticservices@somerset.gov.uk or telephone 07790577336/ 07811 313837/ 07790577232.

You will be sent a link to the meeting to attend virtually or alternatively you can telephone into the meeting and listen to the proceedings using the phone number and ID for 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 agreed. 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 a 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, to three minutes only.

In line with the council's procedural rules, if any member of the public interrupts a meeting the Chair will warn them accordingly.

If that person continues to interrupt or disrupt proceedings the Chair can ask the Democratic Services Officer to remove them as a participant from the meeting.

6. **Meeting Etiquette**

- Mute your microphone when you are not talking.
- Switch off video if you are not speaking.
- Only speak when invited to do so by the Chair.
- Speak clearly (if you are not using video then please state your name)
- If you're referring to a specific page, mention the page number.
- Switch off your video and microphone after you have spoken.

7. **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.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, remove the participant from the meeting.

8. **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. 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.

A copy of the Council's Recording of Meetings Protocol is available from the Committee Administrator for the meeting.

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JOINT SCRUTINY PANEL OF THE 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 Wednesday 12 February 2020 at 2.00 pm.

Present: Cllr M Dunk, Cllr L Leyshon, Cllr B Hamilton, Cllr T Munt, Cllr A Trollope-Bellew.

Other Members Present: Mickey Green, Sarah Rose, Michael Bryant.

Apologies for Absence: Cllr J Hassall, Cllr. C. Hull, Mark Ford, Cllr G. Kennedy, Cllr I. Dyer, Cllr L. Gibson.

73 **Declarations of Interest** - Agenda Item 2
None were raised.

74 **Minutes from the Previous Meeting on 16 December 2019**–Agenda Item 3
The Panel agreed the minutes as an accurate record.

75 **Public Question Time** - Agenda Item 4
There were no public questions.
The Panel heard the presentation on the Performance Report as agreed in the new format. Missed collections still remains a concern but SWP are working closely with Kier and there has been a significant decease, with 98.9% of waste being collected.

There are slight delays on the two projects, moving away from landfill and Recycle More due to Avonmouth Civil Contractor Clugston going into receivership. Hopefully Avonmouth will start burning waste on 16 March and be fully operational in the Spring.

There is a delay with the new online customer relationship management system (My Waste Services). This is near to being finalised and is one of the most challenging tasks for SWP.

There is a slight delay in one of the recycling vehicles due to a thirdparty component problem and will be delivered a couple of weeks after the contract start. Overall household waste minimisation rose by around 0.8% compared to the same quarter last year. The key driver for this was an increase in the level of garden waste collected due to the better weather leading to an improved growing season.

The recommendation was to review and comment.

77 The Panel received the Business Plan. All 4 local authorities have been visited and agree with the plan and a lot of lobbying is going on with Central

Government around the Emergency Climate issue and the way waste and recycling is managed.

The Core Services Contract Deed of Variation has been fully implemented with the change in opening hours and no charge at Recycling Sites. The Board was made aware that the 1% pay award has been update to 2.75% and this was not fed back to be amended.

With the additional recycling of plastic pots, tubs and trays SWP has seen an increase to 90% of 30 tons in December. SWP are monitoring the change in people's recycling and it's too early to say what the tonnage is likely to be. There was a 20% green waste increase and 30% increase on wet waste.

The Panel were informed that the Frome site performs poorly and need either relocating or expanding. SWP Facebook site needs certain maintainance as some cannot see everything.

There is a national problem with textile kerbside collections as these cannot be passed on economically. SWP are currently accepting them and is considering ceasing them because of this. The Panel suggested that textiles could be considered for recycling in bags of stripes by weight. This will be feedback to The Somerset Waste Board meeting on Friday.

The Panel mentioned that what is sent for recycling is recycled and not sent to landfill as many of the public think. This message needs to be reiterated.
The Panel were informed that with more plastic recycling in the pipeline and the new plant at Avonmouth, new sacks are being introduced but will not be sorted kerbside, this will be monitored.

The Panel suggested that if free rubble skips are at recycling sites, this would help with fly tipping, as much of fly tipping is rubble. SWP will think about this and maybe run a pilot. Fly tipping has been decreasing since 2011, with a cost of £100,000 rather than £2,000,000 to the LA. This is continually being monitored as there are a number of regular spots used for fly tipping.

The Panel mentioned that most farmers are not always members of the NFU and will be missed from rounds. The Board were informed that Trading Standards are involved to address this.

The Recommendation was to review and comment.

78 **Finance Update Q3 2019/20 and Annual Budget 2020/21 -** Agenda item 7
A £1,299,000 underspend is reported, equating to 2.82% of the budget and is due to the increase in the garden waste budget. The collection position is £80,000 underspent which is more than was reported at the December Board.

The Recycle More project stands at £1,101,040 following the transfers approved at the June Board. The waste disposal shows an underspend of £1,218,000, which is slightly less than was reported at the December Board.

The budget of £1,101,040, with £121,363 already being spent, will be fully spent by end of the financial year. An update will be brought to these meetings, along with a tracking mechanism in place to update each meeting.

The Recommendation was to review and comment.

79 **Revisions to the Inter Authority Agreement (IAA) –** Agenda Item 8

The Panel agreed that the Agreement had already been discussed at length. However minor changes to the IAA may be required to ensure the finding of the GDPR Internal Audit reflect the different approach required by the new customer relationship management system and SUEZs system. During 2020/21 the MD of SWP will write to partner CEOs setting out the proposed GDPR wording for the IAA.

The Recommendation was to review and comment.

80 **New Collection Contract Mobilisation Update –** Agenda Item 9

The Board were informed the total cost of the new Avonmouth site will be around £250,000,000 and SWP have a 25-year contract. The new vehicles are being delivered and blue bags will be distributed, marking the start of the new process of recycling.

The new larger vehicles will be wrapped with "We recycle to protect our environmental" on a picture of either Glastonbury Tor or Cheddar Gorge. The other vehicles will be wrapped with "Most people in Somerset are recycling, are you?" on a picture of Porlock, Starlings or Ham Hill. The vehicles are white and will be washed regularly. Phase 1 roll out will start in late March/April in Mendip, including the 51 primary schools, and already a sharp increase in the order of food waste container has been noted in readiness. The first week of "slim my waste" happened with a lot of positive outcomes.
SWP are still offering compost bins at a discount, with leaflets and stickers on the bins, having an impact on changing people's behaviour. The 'My Waste' Services web site goes live tomorrow, with the App available in a couple of weeks.

School recycling is currently at 25% for the large bins, with food waste recycling levels at 11.6% with contaminated bins not being collected. There is a 5% price reduction for all schools along with bins outside and inside. SWP will have a dedicated officer visiting schools to ensure there are no problems, as well as promoting the funding of 50 schools to become an Eco school programme with a £500 donation.

81 **Any Other Urgent Items of Business -** Agenda Item 10
SWP asked for a table of attendance so non attendees can be chased.

(The meeting ended at 4.10pm)

CHAIR

Somerset Waste Board
31 July 2020
Report for decision

Waste Board Membership, Meeting Dates 2020/21, and Virtual Meeting Procedures

Lead Officer: Scott Wooldridge, Monitoring Officer and Strategic Manager for Governance and Democratic Services
Author: Julia Jones, Governance Specialist – Democratic Services
Contact Details: jjones@somerset.gov.uk

Forward Plan Reference:	SWB/20/01/02
Summary:	The report sets out changes to board membership for 2020/21 following agreement of each partnership organisation and also the proposed meeting dates for the Board up to June 2020. In addition, it also sets out the virtual meetings procedures for the Board following the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 which came into force on 4 April. The Board should acknowledge the need to operate under the basis as Somerset County Council is the administering authority for the Board.
Recommendations:	**The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.** **That the Somerset Waste Board:** **1. Notes the revised Board's membership for 2020/21 and Joint Scrutiny Panel of Somerset Waste Board set out in Section 2 and the need for induction training for new members.** **2. Agrees the Board meeting dates for 2020 and 2021 set out in section 3.** **3. Acknowledges the need for the Board to operate under the rules set out in the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 set out in section 4.**

1. Background

1.1. Since 1992 the Somerset Waste Partnership has improved working arrangements in waste management across the County. In 2007, the partner authorities (comprising Somerset County Council, Mendip district council, Sedgemoor district council, South Somerset district council, Taunton Deane borough council and West Somerset council) agreed to establish the Somerset Waste Board as a Joint Committee with an Administering Authority. The Partner Authorities delegated responsibilities for waste collection, waste recycling, and waste disposal to the Waste Board.

1.2. The legal powers to constitute a Joint Committee and discharge the Partner Authorities' statutory waste functions and responsibilities to it are in Sections 101 and 102 of the Local Government Act 1972, and the Local Authorities (Arrangement for the Discharge of Functions) (England) (Amendment) Regulations 2001 made under Section 20 of the Local Government Act 2000.

A Joint Committee does not have a separate legal personality and as such is not able to hold contracts or employ staff. In this instance a well-established solution is that one of the authorities becomes the 'administering authority' for the purpose of holding contracts and employing staff.

1.3. The Board has a Constitution and there is also an Inter-Authority Agreement which sets out how the partners work together and how costs are shared amongst partners.

1.4. The Constitution sets out the membership of the Waste Board, its functions and voting arrangements. Each of the five Partner Authorities is represented on the Board by two Elected Members, one of whom is the Portfolio Holder for Waste and/or Environment functions. The 10 elected members on the Waste Board are supported by officers from Somerset Waste Partnership, the Administering Authority (Somerset County Council) and from partners.

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

2. Somerset Waste Board Membership 2020-21

2.1. The Board membership for 2020/21 is as follows:

2.2. Mendip District Council
Matthew Martin
Tom Ronan

2.3. Sedgemoor District Council
Andrew Gilling
Janet Keen

2.4. Somerset County Council

David Hall
Clare Paul

2.5. South Somerset District Council
Tim Kerley
Sarah Dyke

2.6. Somerset West and Taunton Council
Sarah Wakefield
David Mansell

2.7. The Joint Waste Scrutiny membership for 2020/21 is as follows:

Mendip District Council
Garfield Kennedy
Michael Dunk

Sedgemoor District Council
Li Gibson
Ian Dyer

Somerset County Council
Liz Leyshon
Tessa Munt

South Somerset District Council
Brian Hamilton
Charlie Hull

Somerset West and Taunton Council
John Hassall
Anthony Trollope-Bellew

3. Board Meeting Dates for 2020 and 2021

3.1. The Joint Waste Scrutiny Board is requested to approve the following Board meeting dates for 2020 to 2021:

3.2.	**2020**	**2021**
	23rd September	To follow
	2nd December	

3.3. All meetings to be held virtually via Microsoft Teams until there is new Government guidance and regulations enabling local authority meetings to be held again physically or for hybrid meetings. Agendas and papers will be published five clear working days before the meeting. Details of any proposed key decisions for consideration by the Board are published in advance via the Waste Board's Forward Plan which can be viewed on the County Council's website.

4. Virtual Committee Meetings Procedure and Guidance

4.1. Background

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 have given local authorities new powers to hold public meetings virtually by using video or telephone conferencing technology. Remote attendance is permitted as long as certain conditions are satisfied. These include that the Member is able to hear and be heard by the other Members in attendance. Also, being able to hear and be heard by any members of the public entitled to attend the meeting (in line with the public participation scheme). To ensure reliability an audio conferencing solution is preferred, but video conferencing can be achieved in some circumstances. The regulations are clear that a meeting is not limited to those present in the same place, but includes electronic, digital or virtual locations (internet locations, web addresses or conference call telephone numbers).
A precis of the Regulations is contained in Appendix A of this report.

4.2. Guidance

This guidance is an immediate response to the above regulations and is based on the information available at the time. Therefore, we will update the guidance, if necessary as we receive further information.

4.3. Accessing Meetings

Microsoft Teams is the virtual meetings solution recommended for hosting remote / virtual meetings by Somerset County Council. It has functionality for audio, video, and screen sharing and you do not need to be a member of an organisation (or have a Teams account) to join a Teams meeting.
For external users, they can also use the Teams app, by downloading it to their laptop, smartphone or tablet.
External participants can be sent the meeting request vie email and if a participant is included in this way, they can use all the functions of Teams (video / chat) in the meeting. This might be useful for external presenters at Board meetings, for example NHS / CCG Officers.
Alternatively, someone can be added to a meeting as a voice call. This can be done at the appropriate time in the meeting by the Democratic Services Officer.
There is also provision for a conference call number and ID to be given to external people who are calling in, which is another mechanism for them to join the meeting. Again, this will be coordinated by the Democratic Services Officer as part of the meeting administration.

4.4. Accessing Agendas and Reports

Democratic Services will continue to publish the agenda and reports for Board meetings ahead of these taking place on the Council's website and will notify councillors by email in line with usual practice.
Because of the Covid19 social distancing requirements, printed copies will no longer be available for inspection at the Council's offices and this requirement was removed by the Regulations.

4.5. Meeting Procedures

At the start of the virtual meeting, the Democratic Services Officer will check

all required attendees are present (viewing the participant list).

The Democratic Services Officer will also have details of any Members of the public attending and / or press. The public and press will be notified via the meeting information on the website that they will need to contact the Democratic Services Officer to obtain the link or code for the meeting.

The Chair will ask all Members and Officers to turn off all unnecessary microphones, unless they are speaking. This prevents background noise, coughing etc which is intrusive and disruptive during the meeting. Members would then need to turn their microphones back on when they wish to speak.

The Chair, who will use video when speaking will ask all participants to turn off their video cameras. It cannot be stressed enough how important it is to turn off the video (unless you are the Chair or speaking). This helps with call quality. There is no facility for the Democratic Services Officer to turn off other participants video (like you can with microphones) or even see who has their video turned on, so it is even more important that participants are aware of this.

Some of the virtual meetings will be recorded by the Council in line with the current audio recording protocol. Participants will be asked to only turn on their microphones when they are invited to speak and keep their video functions turned off. This is good practice for all meetings, but especially important because the meeting is recorded. The recording is not like a webcast, because what is being recorded can be different to what you see on screen, even as a meeting organiser. So, participants could be being filmed, even if they are not speaking, simply by virtue of having their video switched on. It might be helpful to think in terms of switching the mic on and off at the appropriate times, just like it would be in the committee room.

For members of the Board who wish to speak in the debate, they should click on the meeting chat facility and simply write their question or state they wish to ask a question so that the Chair and meeting administrator are aware. When the Chair invites someone to speak at the meeting, the speaker should say whom they are for the benefit of everyone listening to the meeting so it is clear who is speaking at any point.

It is important that the chat function is used solely for this purpose or to raise a point of order, otherwise it is very distracting if other questions/conversations are happening within the chat, simultaneous to the meeting.

When referring to reports or making specific comments, Councillors should refer to the report and page number so that all Members of the Board have a clear understanding of what is being discussed at all times

4.6. Minutes of the Meeting

Following consent from the Board, the Chair will sign the minutes of the meeting as a correct record at the next scheduled virtual meeting of the Board remotely using an electronic signature.

4.7. Public Participation

Participation by members of the public will continue in line with the current public participation scheme.

This can include speaking and / or asking formal questions and / or making representations at various Board in line with the scheme.

Members of the public can listen to or observe the proceedings of a committee. They are asked to contact the Democratic Services Officer to obtain a conference ID which will allow them to dial into the meeting.

When a member of the public is addressing a meeting, in line with the public participation scheme, they will be invited to speak at the appropriate time by the Chair.

Both they and the Democratic Services Officer will need to ensure their microphone is enabled so the meeting can hear them.

It must be switched off again after they have made their statement or asked their question.

4.8. Voting

The Chair will ask each Member (of the Board) to vote in turn. If this is the case, Councillors should express their vote verbally and the Democratic Services Officer will record the outcome of votes and announce these to the meeting.

4.9. Confidential or exempt issues

There are times when part of a council meeting is not open to the public, when confidential, or “exempt” issues – as defined in Schedule 12A of the Local Government Act 1972 – are under consideration. It is important to ensure that there are no members of the public at remote locations able to hear or see the proceedings during such periods of a meeting.

Any Councillor in remote attendance needs to ensure that only they are able to hear the debate or consider any exempt information else they could be in breach of the Council’s Code of Conduct.

If there are members of the public and press that attempt to listen to the private / closed session part of the meeting, then the Democratic Services Officer will ask them to leave or if necessary virtually remove the participant from the meeting.

4.10. Disturbance from Members of the Public

In line with the council’s procedural rules, if any member of the public disrupts a meeting the Chair will ask them to stop and if necessary advise them that they may be asked to leave the virtual meeting.
If that person continues to interrupt or disrupt proceedings the Chair can ask

the Democratic Services Officer to remove them as a participant from the meeting.

4.11. Technical issues

In the event that the Chair or Democratic Services Officer identifies a failure of the remote participation facility, the Chair should declare an adjournment while the fault is addressed.
If it is not possible to address the fault or if the meeting becomes inquorate at any point, the meeting can only continue with information items only and decision items will have to be postponed to the next virtual meeting.

4.12. Implications

General Principles

There are some general principles to guide how remote formal meetings to which the public will have access, will operate. These include:

- People being clear about their respective roles.
- Recognising that meeting remotely requires a different approach to the agenda and to behaviour than a meeting in person;
- The need to think carefully about – and plan for – how everyone involved in the meeting will be able to actively contribute;
- Having a clear focus on the actual outcome of the meeting.

Remote meetings will not be able to run in the same way as meetings are run in person as participants will not be able to pick up on physical and verbal cues from others such as nods or shakes of heads. The focusing of attention on a speaker (or others in the room) all play an important role.

In light of the uncertainty of the Covid-19 pandemic and with councils focusing resources on delivering essential services, getting remote meetings “right” will be a challenge. Virtual meetings are new ways of working for councils and it should be recognised that there may be occasions where despite planning things can go wrong.

Expectations

People’s physical presence in the same space has a significant impact on behaviour. Behaviour which might seem normal when everyone is in the council chamber – heckling, applause, the raising of points of order, all part of the cut and thrust of political debate – are likely to feel alien and possibly slightly absurd when participants are sitting at tables in their homes. It’s necessary to emphasise the cognitive dissonance that may result, and the way that we will need to shift our expectations of how “normal” meeting activity will need to change.

- Plan to do less; agendas and work programmes may need to change at short notice. Planning to do less in Board meeting than would be usual will provide flexibility when things don’t go as planned;
- Take more time to prepare. Chairs and Board members will need to put more time into thinking about a meeting’s outcomes;
- Take more time in the meeting. There will be a need to pause

discussion, remind people of the process and the meeting's outcomes, and work to ensure that everyone is able to contribute.

Supporting Members

The amount of work to effectively Chair these meetings is likely to increase and report authors and presenting officers will need to be mindful of how they can support the Chair and Board in these new arrangements. This includes producing reports timely for publication, providing clear and easy to read information in presentations or slides that are viewable on small screens and being clear what is expected of them at formal meetings.

5. Background Papers

5.1 Waste Board Constitution - SWB constitution

5.2 A precis of the Regulations for local authorities to hold virtual meetings. (Appendix A)

Appendix A

A Briefing on the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 come into force from 4th April 2020.

The regulations are made by the Secretary of State for Housing, Communities and Local Government, in exercise of the powers conferred by section 78 of the Coronavirus Act 2020(1) and paragraph 36(1)(b) of Schedule 6 to the Police Reform and Social Responsibility Act 2011(2).

The Regulations apply to local authority meetings (and police and crime panel meetings) that are required to be held, or held, before 7th May 2021.

In the Regulations, "the 1972 Act" means the Local Government Act 1972 and "local authority" includes a County Council (and numerous other bodies).

Frequency of Meetings / Annual Meetings

A local authority is permitted to alter the frequency, move or cancel such meetings, without requirement for further notice. In reality this means a meeting can be cancelled, even if the agenda has been published.

When an appointment would otherwise be made at an annual meeting, such an appointment continues until the next annual meeting of the authority or until such time as that authority may determine.

Remote Attendance in Local Authority Meetings

A meeting is not limited to a meeting of persons all of whom, or any of whom, are present in the same place. The reference to a "place" includes reference to more than one place including electronic, digital or virtual locations (internet locations, web addresses or conference call telephone numbers).

A Member 'in remote attendance' can attend the meeting as long as certain conditions are satisfied. These include that the Member is able to hear and be heard by the other Members in attendance. Also, being able to hear and be heard any members of the public entitled to attend the meeting. The regulations would prefer a visual solution, but audio is sufficient.

This also relates to members of the public attending the meeting being heard, but preferably seen.

To be clear, the above caveats (in relation to Members of the authority and the public) includes a person who is attending by remote access.

The Regulations clarify that any reference to being "present" at a meeting includes being present through remote attendance…. and a "place" where a meeting is held, or to be held, includes reference to more than one place (including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers).

Standing Orders

The provision in the Regulation overrides provisions in existing standing orders or rules governing the meeting.

However, a local authority may make other standing orders regarding issues such as voting, member and public access to documents; and remote access of public and press to a local authority meeting to enable them to attend or participate. This doesn't appear necessary as current processes allow this and access to meetings and public participation will continue.

Annual Meeting
Paragraphs 1 and 7 of Schedule 12 to the 1972 Act are disapplied which means the removal of the requirement to hold an annual meeting.

Access to Information

The requirement for a paper copy of an agenda to be displayed in the Council's offices has been removed, so publishing on the website only is acceptable.

Access of Public and Press

The Regulations clarify that a meeting being "open to the public" includes access to the meeting through remote means (video conferencing, live webcast, interactive streaming). Where a meeting is accessible to the public through such remote means the meeting is deemed open to the public whether or not members of the public are able to attend the meeting in person.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 have also been amended to reflect the new arrangements in terms of access to documents and meetings, but still retains the need for publication of key decisions, general exception, cases of special urgency etc.

The provisions in relation to the inspection and supply / copy of documents have been disapplied, but the Authority would still need to make any background papers available for inspection through other means (for example the website).

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Somerset Waste Board Meeting
31 July 2020
Report for decision

Financial Outturn and Use of Balances 2019/20
Lead Officer: Mickey Green, Managing Director and Sarah Rose, Finance Officer
Author: Sarah Rose, Finance Officer
Contact Details: serose@somerset.gov.uk

Forward Plan Reference:	SWB/20/01/04
Summary:	A Joint Committee such as the Somerset Waste Board is not required to produce full statutory accounts in accordance with the CIPFA Code of Practice or undergo a full external audit. It was agreed by the Board that we would bring a report and summary financial statements to the Annual General Meeting. As part of the end of year financial reporting, we ask the Board to approve the proposed use of balances held as at 31 March 2020.
Recommendations:	**The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.** **That the Somerset Waste Board:-** **1. Notes the financial outturn position of the Partnership overall and the individual partners' balances at year end, and the summary accounts for 2019/2020 as presented in Appendix A.** **2. Confirms the recommendations of the partner authorities (as summarised in Appendix B), as to the use of the individual surpluses and deficits as at 31 March 2020.** **3. Notes the outturn position of the Recycle More fund in paragraph 2.4.** **4. 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. 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. **5. Notes the approach proposed in the confidential appendix to resolving a number of outstanding contractual issues with Kier. Confidential updates will be brought to future board meetings.**
Reasons for recommendations:	The Board, as those charged with governance, need to be aware of the final financial performance of the Somerset Waste Partnership for 2019/2020, and some of the key reasons behind the performance. It is for the Board to confirm recommendations of the partners as to the usage of any useable balances at the end of the financial year. The first draft budget for 2021/2022 will be considered at the September meeting. **PLEASE NOTE:** Although the main report for this item not confidential, supporting appendices available to Members contain exempt information and are therefore marked confidential – not for publication. At any point if Members wish to discuss information within this appendix then the Committee will be asked to agree the following resolution to exclude the press and public: **Exclusion of the Press and Public** To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act 1972 to exclude the press and public from the meeting, on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, within the meaning of Schedule 12A to the Local Government Act 1972:
Links to Priorities and Impact on Annual Business Plan:	The Annual Budget is entirely 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. The financial outturn position will show how the Partnership has managed its resources as it delivered the Annual Business Plan.
Financial, Legal and HR Implications:	If the recommendations in this report are approved, particularly with regard to balances, the impact on each partner is set out in Appendix B. There are no specific legal or HR implications of this report.
Equalities Implications:	There are no specific equality impacts of this report.
Risk Assessment:	There are no risks associated with the recommendations above.

1. Background

1.1. The Board set its Annual Budget for 2019-2020 (originally totalling £46,243,485) at its meeting of 15 February 2019. Individual partner contributions, and the income and expenditure that are subsequently charged to each partner, are prescribed within our Cost Sharing Agreement.

1.2. The Annual Budget is predominantly spent on making payments to our main contractors, these were Viridor and Kier for 2019-2020. These payments account for approximately 94% of our expenditure.

1.3. A number of assumptions are made in the setting of each Annual Budget, such as the tonnage arising, amounts going through each disposal option, household numbers, inflation, the amount of kerbside recycling achieved for recycling credits and the number of green waste customers. Some of these cost drivers are quite volatile and will account for the variations from budget reported below.

2. Financial performance and options for balances

2.1. The table below shows the variations from budget on all our major expenditure areas. **For the avoidance of any doubt, in the table below negative figures shown in brackets are underspent budgets and 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). Figures are rounded to the nearest £000.

Summary of budget variances

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	(150)	(6)	(6)	(9)	(9)	**(180)**
Disposal Costs	(1,101)	0	0	0	0	**(1,101)**
Collection - Recycling	0	(0)	(0)	(0)	(0)	**(0)**
Collection - Refuse	0	0	0	0	0	**1**
Collection - Garden	0	(26)	(39)	29	(63)	**(99)**
Collection Costs	0	(3)	(8)	(7)	(4)	**(21)**
Recycling Credits	(17)	2	5	4	6	**0**
Container Purchase & Delivery	0	(4)	5	(10)	(18)	**(27)**
Other	(15)	(341)	(8)	(8)	4	**(369)**
	(1,283)	**(377)**	**(51)**	**(0)**	**(84)**	**(1,796)**
Recycle More Fund						**140**
						(1,656)

Overall, if we exclude the in-year spend on Recycle More, the total Partnership **underspend was £1,796,000** (3.9% of the original budget). This represents an improvement on the December position reported in February (where we forecast to be underspent by £1,299,000 or 2.8% of the budget). The reasons for the variances are set out in sections 2.2. and 2.3 below.

2.2. Collection variations

The overall position for District partners is an underspend of £512,000, this is a significant movement of £432,000 from the £80,000 underspend reported in the last Financial Update to the Somerset Waste Board on 14 February 2020.

The most significant savings to budget were reduced garden customer numbers compared to that budgeted in total across all District partners (£99,000) and reduced costs on container purchases and deliveries (£27,000). This was partially offset by recycling credits being less than that budgeted by £17,000.

In addition, Somerset Waste Partnership started to collect income for garden waste subscriptions for Mendip District Council and income for bulky waste collection for all district partners towards the end of the financial year. This was not part of the budget set in February 2019 as it was not confirmed income would be collected in this way, therefore results in an underspend of £354,000.

There were a number of other small variations to budget which make up the balance of the underspend, such as reduced head office costs.

The movement from the figures reported to the board in February 2020 are in the main due to the collection of income detailed above for garden and bulky waste and an improved position on recycling credits moving it closer to that budgeted than was previously reported in February.

2.3. Disposal variations

The disposal position improved at the end of the year, increasing the underspend on this budget area from £1,218,000 to £1,283,000. Forecasts were reprofiled throughout the year to reflect that tonnages to date were less than budgeted. There were 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.

The movement from the position reported to the board in February is mainly down to reduced head office costs and very small movements in tonnages.

The following SCC savings were 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 were achieved by the end of the financial year.

2.4. Recycle More

The figures above do not include the Recycle More fund. It has been agreed by the board that this funding is kept separate from the continuation budget. During the year £1,241,000 was spent on the project. This leaves the project balance at the end of the year with a deficit of £140,000. 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 included 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.

2.5. Use of balances

The request for the use of District balances in Appendix B is made on the basis that the recycle more fund remains separate to the continuation budget.

3. Consultations undertaken

3.1. The outturn position and use of balances have been discussed with District Partners.

4. Implications

4.1. Should the use of balances be approved, District partners will be paid or will be required to pay back the sums as set out in Appendix B.

5. Background papers

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

Appendix A

SOMERSET WASTE PARTNERSHIP

Income and Expenditure Statement

(Period 1 April 2019 to 31 March 2020)

2018/19 £		WDA £	WCA £	Total £	2019/20 £	Notes
	INCOME					
27,409,400	Somerset County Council Contribution	28,301,500		28,301,500		1
3,463,465	Mendip District Council		3,647,950	3,647,950		
3,609,494	Sedgemoor District Council		3,766,036	3,766,036		
5,166,003	South Somerset District Council		5,459,003	5,459,003		
-	Somerset West & Taunton Council		5,119,011	5,119,011		
3,612,067	Taunton Deane Borough Council		0	0		
1,230,831	West Somerset District Council		0	0		
2,431,599	Recycling Credit Payments to Districts		2,521,658	2,521,658		6
-	Garden Waste Subscribtions		343,047	343,047		
799,122	Other Income	308,857	447,455	756,312		2
3,436	Vehicle Sales and Rental		4,066	4,066		
139,460	Treasury Management	90,000	33,510	123,510		
200,863	Drawdown Recycle More Reserve		978,605	978,605		
48,065,740		28,700,357	22,320,341		51,020,698	
	EXPENDITURE					
1,015,387	Staff	460,837	552,997	1,013,834		3
55,959	Admitted Body Pension Costs		54,719	54,719		
369,651	Admin & Support Costs (Client Group)	185,143	226,413	411,556		4
204,299	Projects	(74,561)	1,245,102	1,170,541		
9,127,075	Waste Collection - Recycled		9,493,599	9,493,599		
6,029,848	Waste Collection - Refuse		6,272,856	6,272,856		
2,733,335	Waste Collection - Garden		2,775,520	2,775,520		
332,573	Waste Collection - Other		286,344	286,344		
8,994,396	HWRC's	9,237,775		9,237,775		5
1,565,672	Composting	1,745,541		1,745,541		
1,407,295	Food Waste	1,448,533		1,448,533		
11,219,985	Landfill	11,569,843		11,569,843		
314,555	Hazardous Waste	308,425		308,425		
2,446,804	Recycling Credits	2,535,404		2,535,404		6
224,116	Depot Costs		259,835	259,835		
353,905	Container Purchases		426,652	426,652		
186,191	Container Delivery		213,863	213,863		
262,430	Transfer to Recycle More Reserve			0		
46,843,476		27,416,940	21,807,900		49,224,840	
1,222,264	**OPERATING SURPLUS FOR THE**	**1,283,417**	**512,441**		**1,795,858**	
657,308	**Income held from Prior year vehicle sales and rental of old fleet**				**-**	
	Balance held in Recycle More Fund				**(139,995)**	
1,879,572	**Total Surplus for the year**				**1,655,863**	

Notes to the Income and Expenditure Statement

1. Partner contributions are set as part of the Annual Budget approved by the Board prior to the commencement of the financial year in question.
2. Other income includes depots recharges to Kier, transfers between partners, commercial income for landfill disposal and income received at recycling centres.
3. The Waste Partnership has made a commitment to show Managing Director's remuneration as senior officers' pay is shown as part of the individual accounts of the partner authorities. This is set out in the table below.
4. Under the Inter Authority Agreement, the Waste Partnership buys in a number of support services from the Administering Authority and the South West Audit Partnership where it would not be practical for it to provide the expertise within its staff. This is set out in the table below. Other costs on this line include rent, running costs at Broughton House and officer's travel.
5. The expenditure shown on the Recycling Centres line includes the costs of providing the sites to the residents of Somerset, and also the disposal of the waste passing through these sites, be it to landfill or to recycling.
6. Recycling credits paid out by the County Council include some to third parties, such as furniture reuse groups. Therefore, this amount will always be slightly higher than the figure paid to District partners, because of these payments.

Grant Income

Grant Income	2018/19 £	2019/20 £
Waste and Resources Action Programme (WRAP)	-	-
Department for Communities and Local Government (DCLG)	-	-
Department for Business - WEEE Collection	2,050	4,562
WEEE Fund Grant	-	-
Total	**2,050**	**4,562**

Managing Directors' Remuneration

Post Holder Information	Salary (inc fees and allowances) £	Compensation for loss of office £	Benefits in kind £	Total wages and benefits but not including pension contributions 2018/19 £	Employer's pension contributions £	Total wages and benefits including pension contributions 2018/19 £
Managing Director	80,741.00	-	-	80,741.00	13,983.00	94,724.00

Post Holder Information	Salary (inc fees and allowances) £	Compensation for loss of office £	Benefits in kind £	Total wages and benefits but not including pension contributions 2019/20 £	Employer's pension contributions £	Total wages and benefits including pension contributions 2019/20 £
Managing Director	82,357.00	-	-	82,357.00	14,263.00	96,620.00

Support Services Costs

2018/19 £	Support Costs Breakdown	2019/20 £
54,933	Legal	69,007
3,137	Insurance	3,764
81,490	Finance	81,490
11,500	Internal Audit	11,845
85,082	Property Services	65,239
7,201	Other Services (including ICT),	20,136
272	Archiving of Records	217
243,615	**Total**	**251,698**

SOMERSET WASTE PARTNERSHIP

Balance Sheet as at 31 March 2020

(Period 1 April 2019 – 31 March 2020)

2018/19 £		£	2019/20 £	Notes
	CURRENT ASSETS			
45,032	Inventories		33,417	1
167,443	Short Term Debtors & Payments in Advance		215,051	2
3,078,396	Cash and Cash Equivalents		5,283,440	
3,290,871			5,531,908	
	CURRENT LIABILITIES			
-	Cash and Cash Equivalents	-		
1,229,999	Short Term Creditors & Receipts in Advance	3,876,045		2
-	Provisions	-		3
1,229,999		3,876,045		
2,060,872	**NET CURRENT ASSETS**		**1,655,863**	
-	**LONG TERM ASSETS**		-	
-	**LONG TERM LIABILITIES**		-	
2,060,872	**NET ASSETS**		**1,655,863**	
	Usable Reserves			4
1,266,691	Somerset County Council Reserve	1,283,417		
162,055	Mendip District Council Reserve	376,927		
189,020	Sedgemoor District Council Reserve	51,294		
216,540	South Somerset District Council Reserve	175		
165,188	Taunton Deane Borough Council Reserve	-		
61,378	West Somerset District Council Reserve	-		
-	Somerset West & Taunton Council Reserve	84,045		
	Recycle More Fund	(139,995)		
2,060,872			**1,655,863**	
-	**Unusable Reserves**		**-**	5
2,060,872	**TOTAL RESERVES**		**1,655,863**	

1. The only inventory carried by the Waste Partnership is a stock of various bins for the collection service. The balance sheet figure represents the amount of stock not yet distributed to District partners. Partners are not charged for bins until

they are ordered and delivered to a household within their area. Stock purchases and issues are set out in the table below.

2. A breakdown of creditors and debtors is shown in the tables below. These represents a typical creditor and debtor list at any point in the year. However, there is one exception for 2019-2020 due to the contract with Kier ending and the timing of their final payments.
3. At the end of the financial year, finance staff consider whether there is any financial risk to the Waste Partnership's figures, and whether a provision is necessary to acknowledge a risk (a typical provision would be a bad debt provision, if payment of monies owing was considered doubtful). Finance officers are content that no provisions are necessary.
4. All reserves held by the Waste Partnership are "usable", which means that they are cash reserves and can be applied as the Board and partners see fit.
5. "Unusable" reserves would be for accounting adjustments (such as asset revaluation), and it is unlikely that the Waste Partnership would ever require such reserves.

Stock Account

	Bins & Containers	
	2018/19	**2019/20**
	£	**£**
Balance outstanding at start of year	**49,695**	**45,032**
Purchases	329,535	390,899
Recognised as an expense in the year	(334,198)	(402,514)
Written off balances	-	-
Reversals of write-offs in previous years	-	-
Balance outstanding at year-end	**45,032**	**33,417**

Creditors and Debtors Analysis

Creditor	Creditor Accruals 2018/19	Creditor Accruals 2019/20
Central government bodies		
Other local authorities		
Mendip District Council	107,706	-
Sedgemoor District Council	69,251	18,000
South Somerset District Council	166,548	19,000
Taunton Deane Borough Council	33,999	-
West Somerset District Council	56,379	-
Somerset West & Taunton Council	-	-
Other	-	-
NHS bodies	-	-
Public corporations and trading funds		
Department for Business	11,108	-
Other entities and individuals		
Viridor	377,596	135,242
Kier	243,496	3,657,303
Suez	-	-
Wessex Water	48,000	24,500
Other	115,916	22,000
TOTAL	**1,229,999**	**3,876,045**

Debtor	Debtor Accruals 2018/19	Debtor Accruals 2019/20
Central government bodies		
Other local authorities		
Mendip District Council	-	-
Sedgemoor District Council	19,375	-
South Somerset District Council	-	-
Taunton Deane Borough Council	-	-
West Somerset District Council	7,650	-
Somerset West & Taunton Council	-	-
OLA	-	-
NHS bodies	-	-
Public corporations and trading funds	-	-
Other entities and individuals		
Viridor	-	-
Kier	128,780	103,051
Suez	-	112,000
Other	11,638	-
TOTAL	**167,443**	**215,051**

SOMERSET WASTE PARTNERSHIP

Movement in Reserves

(Period 1 April 2019 – 31 March 2020)

	Balance at 31 March 2018 £	Prior year balances repaid £	Current year balances £	Balance at 31 March 2019 £	Prior year balances repaid £	Current year balances £	Balance at 31 March 2020 £
Somerset County Council Reserves	1,117,734	(1,117,734)	1,266,691	1,266,691	(1,266,691)	1,283,417	1,283,417
Mendip District Council Reserves	136,117	(20,952)	46,890	162,055	(162,055)	376,927	376,927
Sedgemoor District Council Reserves	122,041	(3,251)	70,230	189,020	(189,020)	51,294	51,294
South Somerset District Council Reserv	210,858	(38,514)	44,196	216,540	(216,540)	175	175
Taunton Deane Borough Council Reser	94,179	24,895	46,114	165,188	(165,188)		-
West Somerset Council Reserves	48,884	1,921	10,573	61,378	(61,378)		-
Somerset West and Taunton Council						84,045	84,045
Recycle More Fund						(139,995)	(139,995)
Total Earmarked Reserves	**1,729,813**	**(1,153,635)**	**1,484,694**	**2,060,872**	**(2,060,872)**	**1,655,863**	**1,655,863**

Notes to Movement in Reserves Statement

1. This statement ties up the balances at the end of each financial year on the Balance Sheet, the surplus and deficits in each year from the Income and Expenditure Statement, and the decisions made by the Board to apply such balances (a positive figure denotes where cash is held or when funds have come into the Partnership, such as an in year surplus, a negative number denotes where a balance is in deficit or where money leaves the Partnership, such as an in year deficit).
2. Columns headed "current year balances" show the surplus or deficit for a given financial year attributable to each partner.
3. Columns headed "prior year balances repaid" show where the Board has agreed a recommendation either to repay a partner, or to request it makes good a shortfall, or when it has released funds back to the Partnership to spend on specific projects.

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Appendix B

Partners' recommendations for use of individual surpluses and deficits

All partners	To retain within the Somerset Waste Partnership the £139,995 deficit of the Recycle More project fund.
Mendip DC	To receive the remaining balance of £376,927 from the Partnership.
Sedgemoor DC	To receive the remaining balance of £51,294 from the Partnership.
South Somerset DC	To receive the remaining balance of £175 from the Partnership.
Somerset West and Taunton DC	To receive the remaining balance of £84,045 from the Partnership.
Somerset County Council	To receive the remaining balance of £1,283,417 from the Partnership.

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Somerset Waste Board meeting
31 July 2020
Report for information

Performance Report Quarter 4 – January 2020 to March 2020
Lead Officer: Mickey Green, Managing Director
Author: John Helps, Performance & Insight Officer
Contact Details: 01823 625705

Forward Plan Reference:	
Summary:	This report summarises the key performance indicators for the period from January 2020 to March 2020 and compares these to the same period last year. The report aims to give a more rounded view of performance than the previous separate reports the board received and provide greater transparency and accountability.
Recommendations:	**The Joint Waste Scrutiny Panel considers and comments on the following recommendation in this report.** **That the Somerset Waste Board notes the performance results in the Fourth Quarter Performance Management Report.**
Reasons for recommendations:	Report for information only. Whilst this report sets out specific actions being taken to address areas of concern; the business plan sets out how we focus on improving performance.
Links to Priorities and Impact on Annual Business Plan:	Transparency – Publishing Key Performance Indicators
Financial, Legal and HR Implications:	No direct financial, legal or HR implications.
Equalities Implications:	No equalities implications
Risk Assessment:	Areas of poor performance inform our overall risk assessment. A summary of risk is now included within each quarterly performance report, showing our top risks, new risks, changes in risks and mitigating actions. A no deal Brexit risk register

	has also been developed by SWP and shared with all partners.

1. Background

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

2. Summary

2.1. Key headlines are:

- **Business Plan:** We have delays on many of our major projects (including moving away from landfill, Recycle More) due to the impacts of the Covid-19 pandemic. A new online Customer Relationship Management system (My Waste Services) went live during Q4 and although it did have significant teething problems as it was integrated with Suez's system, has subsequently been severely tested by the high numbers of transactions during the first few months of operation.
- **Waste Minimisation:** Overall household arisings were up by around 0.8% compared to the same quarter the previous year.
- **Recycling:** Our recycling rate dropped slightly to 50.08% (-0.24% lower than the same quarter the previous year). However, across the whole year showed an increase to 52.86%, up 0.46%, with a significant rise in the amounts of cardboard (1,219 tonnes), food waste (589 tonnes) and steel cans (444 tonnes) collected.
- **End use:** SWP continues to see strong demand from UK-based reprocessors for the high-quality materials we collect. In Q4 over 90% of materials stayed in the UK, although the amount that was reprocessed in Somerset fell to just over 39%. This was mainly as a result of a drop in the amount of garden waste processed, due to suspension of kerbside garden waste collections and the closure of recycling sites at the tail end of the quarter. The popularity of the plastic pots, tubs and trays (and plastic bottle) banks at recycling centres continued to grow, with January providing another big month, with 29.66 tonnes collected.
- **Missed collections:** We saw a continued decrease in missed collections in Q4, compared to Q3 (1.068 per 1,000 collections against 1.263 in Q3). We will continue to monitor the levels of missed collections, particularly from the start of the new contract, to see if improvements can continue to be

made and whether the new 'in-cab' technology helps to reduce numbers further.

- **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 to mobilise and transition to the new collection contract
- Continued focus on developing our new Customer Relationship Management system, My Waste Services, (incl. website changes and app), reflecting the significant opportunity for better customer service that these system changes will enable, and working to reduce any issues going live with a new ICT system might bring
- Developing detailed communications plans to support the roll-out of Recycle More
- 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 SUEZ to manage service quality during the first quarter of the new contract, ensuring that current service standards are maintained
- Continue to closely monitor budgets and spend

5. Background papers

5.1. Performance Monitoring Report Q4 2019-20 (Appendix 1)

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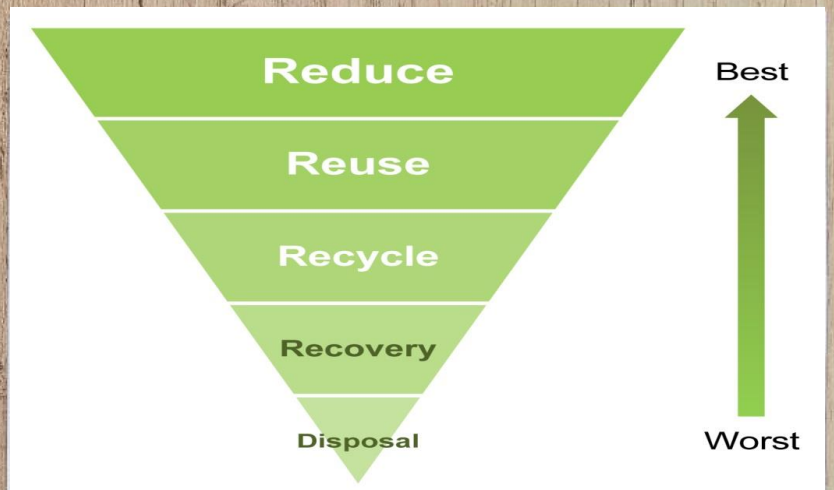
Somerset Waste Board
Fourth Quarter 2019-20

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 out 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

Somerset Waste Partnership Business Plan 2019-2024

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: Stickering and behaviour change campaign

2.2.2 Build trust in how we recycle & what happens to the material

2.2.3 Increasing our reach on social media & through our website

2.2.4 Enforcement of service rules and householder support

2.2.5 Schools against Waste

2.3 Changing behaviours through Recycling More

2.3.1 Developing a robust & costed communications and marketing plan for Recycle More rollout

2.3.2 Prepare Somerset for Recycle More

2.3.3 Phased support as Recycle More is rolled out

2.3.4 Learning from each phase of rollout

2.4 Community engagement

2.4.1 Developing partnerships

2.4.2 Review food waste & compost champions

2.4.3 Promote & refresh newsletters

2.4.4 Attending face to face events

2.4.5 Refresh our approach to reuse

Building Our Capability

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

3.1 Transforming ICT systems

3.1.1 Implementing a new customer service system

3.1.2 Enabling web self-service

3.1.3 Launching a mobile app

3.1.4 Integrating in-cab technology

3.1.5 Making best use of new technology

3.1.6 Improve technology for making payments

3.2 Strategy and influence

3.2.1 Develop SWP long term strategy

3.2.2 Seeking to influence policy decisions at Central Government and working with partners within the South West to further SWPs vision

3.2.3 Review how SWP supports local businesses

3.3 Ensure homes are built with waste in mind

3.3.1 Work with planning authorities to ensure residential planning proposals have adequate provision of waste & recycling facilities

3.3.2 Ensure waste & recycling services are implemented effectively when new developments are built and occupied

3.4 Improving performance monitoring

3.4.1 Improving carbon monitoring

3.4.2 Improving end use monitoring

3.4.3 Customer service

3.4.4 Regular participation and composition analysis

3.4.5 Ensure complete & accurate data in respect of container types & services is held by SWP

3.4.6 Developing insights

Purpose of the Report

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

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

Further information about how the Somerset Waste Partnership monitors and reports on performance can be found on the SWP website
www.somersetwaste.gov.uk

Key to KPI ratings used

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

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

Direction of Performance	
	Performance is improving
	Performance is steady
	Performance is declining
Performance Rating	
	Performance is on or exceeding target Project is on target
	Performance is off target but within tolerance Project requires attention
	Performance is off target outside tolerance Project is off target

Executive Summary - Fourth Quarter 2019-20 (Submitted to the Somerset Waste Board 31 July 2020)

Measure	Headlines	Performance Rating	Performance Indicator
Business Plan: Delivering excellent services	Succesful mobilisation of new collection contract, although this was severely hampered by Covid-19 (e.g. delaying the arrival of some of the new fleet). The risk of major service deterioration in the final months of Kier's contract was successfully mitigated. The hot commissioning at Avonmouth RRC is delayed.		
Business Plan: Changing behaviours	In this quarter we focussed on the Slim my Waste, Feed my Face behavioural change campaign, which successfully led to increase in food waste participation. Other key campaigns, e.g. plastics and Schools Against Waste were affected at the end of the year by Covid-19.		
Business Plan: Building our capability	Our new online customer relationship management system (My Waste Services) was implemented after slight delays, but a number of integration issues were identified which impacted on the system. This has consistently been highlighted as one of the most challenging tasks SWP has on its agenda.		
Risks	Our 'Recycle More' risk register is up to date and a new Covid-19 register developed. Our top 2 risks are: **1)** Transition between existing service and Recycle More **2)** Resource requirements for Recycle More.		
Health & Safety	At our recycling centres the ratio of accidents reduced to 0.32 per 100,000 visits (1 accidents), down from 0.57 per 100,000 in the previous quarter (2 accidents). There were no serious incidents. There were 10 accidents to Kier operational staff, up 1, from 9 in the previous quarter.		
Waste Minimisation	Although there was an increase in total household arisings of over 2,719 tonnes, almost 83% was accounted for by additional recycling, 2,252 tonnes and a small increase in residual waste of 130 tonnes. Total household arisings for Q1-Q4 were 991kg/hh, only 0.34% up on the previous year.		
All Recycling & Recycling Sites	Our recycling rate (NI192) increased by 0.45% to 52.86% compared to 2018-19, with cardboard up by 1,219 tonnes, as well as increases in other recycling such as food waste, 589 tonnes and cans, 444 tonnes. Visitors to recycling centres also fell -5.6%, down from 1,640,948 to 1,546,500.		
End Use of Materials	We continue to see demand from the UK for our materials. Excl. residual waste, in Q4, only 39% stayed in Somerset, due to a drop in garden waste (Covid-19), but 91% stayed in the UK. PTT & plastic bottle banks at recycling centres continue to be popular, with almost 68 tonnes sent for reprocessing in Q4.		
Missed Collections	The number of missed collections in Q4 were 1.068 per 1,000 collections, lower than the level for Q3 of 1.263 per 1,000. Performance at the very end of the year was affected by Covid-19. We are working closely with our new contractor SUEZ on initiatives to address this.		
Fly Tipping	An overall decrease of -668 fly tips, from 4,107 in 2018-19 to 3,439 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 March 2020 SWP continue to show a forecast budget underspend for the year. Emerging trends suggest an underspend for the year of 512k for the collection budget and 1,101k for the disposal. It should be remembered that tonnages can be very volatile and dependent on outside factors.		
Customer Interaction & Communications	Over 429,000 hits on our website in Q4, over 8,700 Facebook followers & over 9,800 readers of our 'Sorted' e-zine. A Facebook post on 'If recycling is missed, we may not return' also reached almost 103,000 people. Complaints from customers reduced over this period, down to a low of 89 in March.		

Business Plan: Delivering excellent services

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)		Contract signed and nearly all vehicles arrived on schedule (until Covid-19 impacted on cross border movements), staff TUPE transferred across and cut-over weekend from Kier to Suez went smoothly under the circumstances.	Ensure all vehicles delivered (now complete) and finalise leases (ongoing). Complete integration of ICT systems and new performance management/contract management regime.
ii) Developing depot infrastructure		Work on new depot infrastructure at Evercreech progressing well until Covid-19 led to suspension of works.	Progress construction and finalise lease, ensuring it aligns with revised rollout timescale.
ii) Active management of current collection service contract & deeper engagement with staff (1.1.2 & 1.1.3)		SWP attended training sessions with transferring staff (until these had to be suspended). Close monitoring of Kier in final months ensured minimal service degradation.	Work closely with Suez to make the most of the in-cab technology both to improve the service and to address issues of understandable concern to crews (e.g. needles left in recycling boxes).
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)		Both Dimmer and Walpole transfer stations are complete. Covid-19 delayed final stages of the build. SWP's financial savings are unaffected.	Work closely with Viridor to support them to be able to complete the build (e.g. ensuring that foreign workers are recognised as key workers). Closely monitor the 'hot commissioning' phase at Avonmouth to ensure that goes smoothly.
ii) Implementing changes at HWRCs to align with acceptance criteria - (1.2.4)		Delayed due to impact of Covid-19 on HWRCs and Avonmouth.	Start work to revise signage at HWRCs to recognise energy from waste and align with kerbside iconography.
1.3) Improving services			
i) Revising opening hours at HWRCs - (1.3.1)		Revised opening hours operating well (noting Covid-19 disruption).	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)		Awaiting feedback from SCC on opportunities at Minehead.	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)		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)		Entrance charge removal approved by September 2019 SWB from 1 April 2020.	Monitor impact.
ii) Review van / trailer permit scheme - (1.4.2)		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)		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)		Develop signage plans for HWRCs to drive behavioural change.	Revise timetable for work to reflect Covid-19 disruption.
v) Anaerobic Digestor contract review - (1.4.5)		The contractually scheduled gate fee review is ongoing and will identify if any pricing adjustments are required.	Viridor Strategic Partnership Board to be rescheduled which should conclude the contract review.

Business Plan: Changing behaviours

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)		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.	Continue to work with partner authorities to see if customer facing staff can flag Refill as part of their engagement with businesses (esp. as part of Covid recovery). Explore opportunities with CPRE funded Somerset litter project.
ii) Encourage take-up of plastic pot, tub and tray recycling at HWRCs - (2.1.2)		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)		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 have integrated this with our wider climate emergency response on Waste & Resources. Review how Covid-19 recovery impacts on our priorities.
2.2) Campaigns			
i) Tackle food waste through a stickering and behavioural change campaign - (2.2.1)		Implementation of award winning 'Slim My Waste, Feed My Face' campaign in Somerset - from 4 February 2020.	Monitor success of campaign.
ii) Build trust in how we recycle and what happens to SWP recycling - (2.2.2)		Infographic was released post election/purdah (centre spread in Your Somerset).	Produce infographic for 2019/20 performance and publicise.
iii) Increase our reach, esp. on social media/website - (2.2.3)		Significant social media campaign undertaken for Slim my waste, Feed my Face (hashtagged photos enter a competition).	Refresh website for Recycle More. Capitalise on increase in followers through Covid-19.
iv) Enforce service rules & support householders		Process design is underway to targeted areas for intervention.	Revise processes to reflect in-cab technology/Recycle More pressures.
v) Schools against Waste - (2.2.5)		SAW focused on supporting Slim My Waste campaign with targeted workshops.	Develop plans to support recycle More roll-out, including virtual workshops.
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)		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 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)		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. Develop fly-tipping and littering partnership approaches.
ii) Review food waste & compost champions - (2.4.2)		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.
iii) Promote & refresh newsletters - (2.4.3)		Increased sign up to newsletters.	Focus on Recycle More.
iv) Attend face to face events - (2.4.4)		Numerous parish cluster/similar meetings attended in this quarter.	Develop virtual alternatives.
v) Refresh our approach to reuse - (2.4.5)		Scope for a commissioned piece of work being developed.	Finalise scope and commence procurement for external support.

Business Plan: Building our capability

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)		Final stages of testing and snagging the system completed, but this was impacted by delays to key elements of the build (e.g. data segregation) which has placed pressure on the timescale.	Complete snagging of unexpected emergent technical issues.
ii) Integrate in-cab technology - (3.1.4)		In-cab technology was successfully launched on go-live, though clearly use of it was impacted by Covid-19.	Ensure live data flows from in-cab to customers seeking to report a missed collection, ensure processes work to utilise the information effectively.
iii) Make best use of new technology - (3.1.5)		Agreed support for SWP. Change Management team to help us through changes to officer processes, and how we can explore future innovation.	Independent review of processes resulting from in-cab technology and those where they are not working as seamlessly as we would hope.
iv) Improve technology for making payments - (3.1.6)		Implemented new system (Adalante) for bulky waste and for MDC customers only for taking garden waste payments.	Work to refine the process.
3.2) Strategy and influence			
i) Develop SWP long term strategy - (3.2.1)		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 and pressures of work (RM/mobilisation) impact on SWP capacity.
ii) Seek to influence national policy and work with regional partners - (3.2.2)		Continued engagement with national government around key elements of national strategy/policy.	Seek to maintain profile and appropriate level of engagement give other resource pressures.
iii) Review how SWP supports local businesses - (3.2.3)		Commenced work with Eunomia to develop feasibility study for joined up public sector estate recycling services.	SMG review of first stage of joined up public sector recycling and plan for second phase. Approach likely to be impacted by post Covid future.
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)		Rewrote developer guidance to reflect Recycle More. Responded to SWAT consultation on local plan.	Refresh plans to embed revised developed guidance in partner plans.
ii) Ensure services are implemented effectively when new developments are built and occupied - (3.3.2)		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)		Launch of 2018-19 report 'Beyond the kerb - recycling to resources' - member briefing, social media, press release & infographics.	Refresh for 19-20 data and relaunch.
ii) Focus on customer service - (3.4.3)		Close contract management with Kier delivered a successful Christmas period. Ongoing work to improve right first time collection activities.	Address Suez service issues (esp. garden waste). Old lessons learnt exercise with partner customer service.
iii) Regular participation & composition analysis		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)		Communal refuse data being updated.	Review schools data to ensure up to date.
v) Develop insights - (3.4.6)		Focussed on food waste to reflect #slimmy campaign.	Utilise in-cab technology to best effect to target resources.

Risks

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) Transition between existing service and Recycle More

2) Resource requirements for Recycle More.

3) Health and Safety of staff and public at kerbside and recycling sites.

4) Financial pressures on the partners.

5) Changes in demand and value of recyclate

6) Driver and loader shortages on kerbside collections.

7) SWP Staff wellbeing.

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 operational delays to the launch date, and risk of incorrect round data affecting day 1 operations.

Covid-19: A new risk register has been developed. Key risks include delays in implementation of Recycle More, the risk of a second wave or local lockdowns, and disruption to services.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks & opportunities:	6	SWP staff have been under significant pressure with demands relating to Covid-19, service suspensions, service disruption, the change in contractor and high levels of customer contact	16 (-)
	29	Additional resources (Staff) not in place in time for roll out.	20 (-)
	32	Existing service issues not resolved ahead of SWP MD 'Go' or 'No Go' decision	15 (-)
	33	Covid-19 - 2nd peak/local lockdown	15 (-)
Reduced Risks:	10	Lack of resources within SWP and complexity of project mean issues arise during implementation of new SWP Customer Service system	4 (16)
	11	Failure to implement new CRM system effectively or on time due to different priorities or preferences in each partner with a lack of joined up governance.	4 (20)
	44	Service disruption due to Covid-19	10 (25)
Increased Risks:	15	Increase in material in refuse bins	12 (9)
	16	Reduction in recycling materials	12 (9)
	20	Reduction in existing or new garden waste customers	9 (6)
	26	Transition between current service and RM takes longer than anticipated	20 (16)
	31	Delays in delivery of new containers due to shipping issues as a result of Covid-19	16 (12)
	45	Drop in value of recyclate	16 (12)

What are we doing to ensure these risks are managed?

1-2) New timetable for delivery of Recycle More. Ongoing discussions with Suez and increased scrutiny of data. Recruitment plan for additional resource.

3) Regular monitoring, supporting Suez 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) Monitor price indexes, maintain emphasis on quality and UK recycling.

6) Regular monitoring through operational meetings and senior manager meetings

7) Suez service improvement plan to reduce demands on staff, Recruitment plan for additional resource. Publicise and encourage residents to make use of 'self service' options in 'My Account'.

8-10) Review and respond to future Resources and Waste Strategy Consultations. Continue engagement with national bodies.

Recycle More: New roll out timetable to be considered by the Board on 31 July 2020. Increased scrutiny of round data.

Covid-19: Looking at lessons learnt from the initial lockdown. Working with regional partners to share and learn from their experiences. Plan for future waves or lockdowns.

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) A smooth roll out of Recycle More with high levels of customer engagement.

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) SWP continues to produce high quality recyclate that fetches a good price and is in demand within the UK

6) Staff shortages are minimised and good levels of permanent staff

7) We can see the improvement in Suez's performance and they are on track to deliver their commitment to SWP. Additional resources in place to cope with increased demand as Recycle More rolls out.

8-10) SWP's concerns are reflected in national policy.

Recycle More: A revised timetable is in place, robust route mapping is undertaken, and to the extent possible, the specific risks to RM of Covid-19 are mitigated.

Covid-19: We learn from the 1st wave (from our own experience & others) & revise our Business Continuity Plans to reflect this, with partner support ensuring that critical services are maintained.

Health & Safety

Why do we measure and report this?

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

Viridor - H&S Performance and Initiatives

Accidents involving members of the public on Somerset HWRCs continued to fall during Q4, with just a single injury resulting in a twisted ankle. This was classed as minor & no contributing factor was found on site.

In this report - we calculate the number of accidents per reporting quarter against total visits for the same period, to determine the accidents per 100,000. Using the recorded visitor number of 309,971, this equals 0.32 accidents per 100,000, a further reduction from 0.57 for Q3.

Viridor also recorded 1 accident to a staff member. When this is calculated against hours worked on the Somerset contract, it results in an Accident Frequency Rate of 3.6 per accidents per 100,000 hours.

'Near Miss' (NM) reporting data that contains any incident that has potential to cause harm or injury, along with identification of 'hazards' that could have a future impact if not addressed, was just 21 over the 3 months, a low figure when compared to previous reports. NM reporting is an important part of accident prevention and recording by staff is actively encouraged. Viridor will continue to emphasise to staff its importance and there is an expectation for this figure to increase.

No incidents under the 'Reporting of Injuries, Diseases & Dangerous Occurrences Regulations' (RIDDOR) or Environmental Incidents reported.

Kier ES - H&S Performance and Initiatives

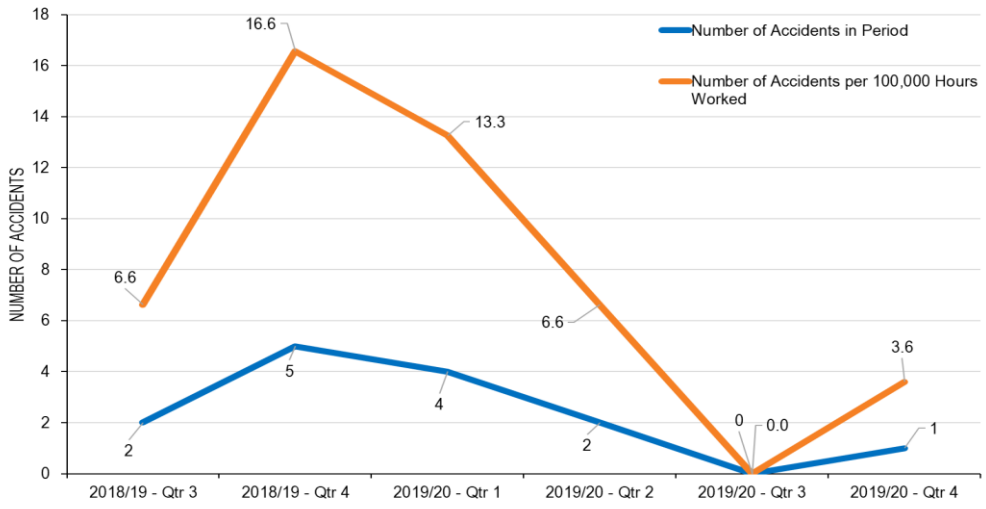
The number of reported accidents to Kier operational staff stands at 10 for Q4.

Accidents are measured per 100,000 hours worked across the contract. This is reflected in a low total of 3.9 per 100,000 worked across Somerset.

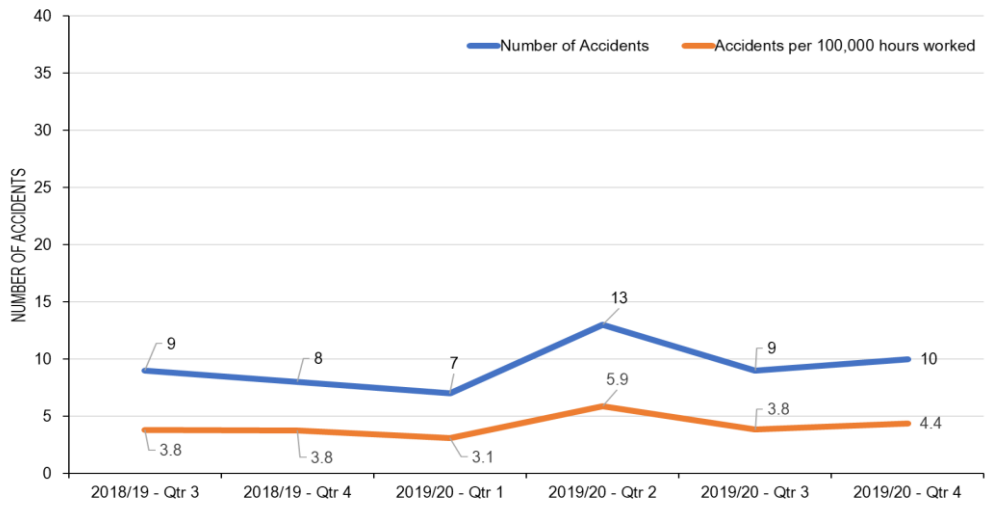
There were no injuries to members of the public, or incidents reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (Riddor).

Near Miss reports used to identify potential hazards for further investigation if necessary stands at 43 for this period. The number of Near Misses is very low, based on the workforce employed by Kier. Our contractor continue to monitor these reports very closely which has led to an increase of 22 "toolbox talks" being issued for this period.

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



Kier ES - H&S performance figures for Kier employees



Waste Minimisation

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 2019-20 showed the following changes:

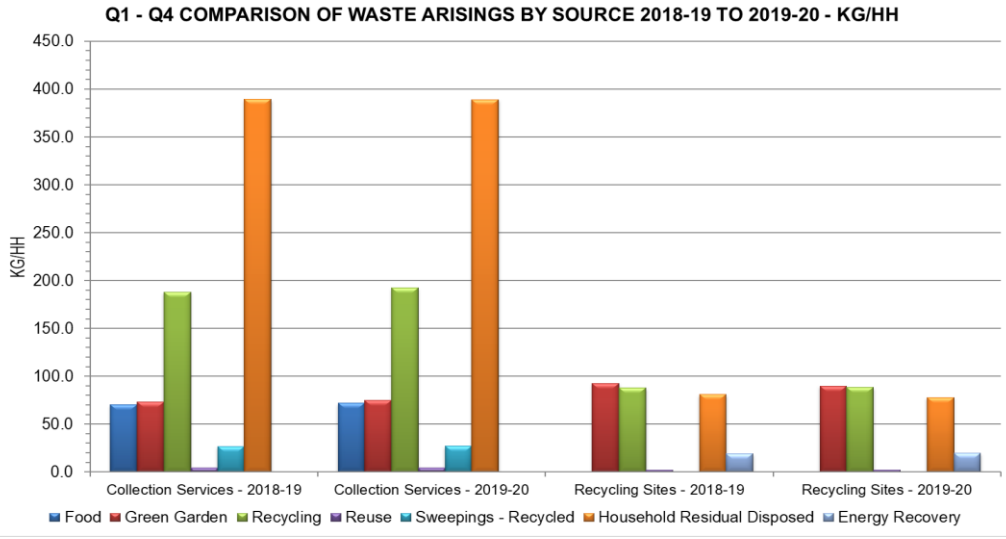
Total household arisings for the full year Q1-Q4 2019-20 increased by 2,719 tonnes from 2018-19, to a total of 255,719 tonnes. This equates to 990.58kg/hh, an increase of 2.34kg/hh of which 7.64kg/hh came from the kerbside collections, but with a decrease of -5.30kg/hh from the recycling sites.

The total amount Reused, Recycled & Composted increased overall by 5.74kg/hh, with an increase of 7.88kg/hh at the kerbside, but with a reduction of -2.15kg/hh at recycling sites. Of these amounts, dry recycling from the kerbside accounted for 4.30kg/hh, with 1.86kg/hh of green garden waste and 1.70kg/hh of food waste. The biggest reduction was in the garden waste taken to recycling sites, -2.81kg/hh, probably as a result of the site closures.

Residual Household Waste per Household for 2019-20 was 466.92kg/hh, a decrease of -3.40kg/hh from 470.32kg/hh, when compared to 2018-19. There was also a decrease in the amount of local authority collected waste landfilled, down 0.72% from 46.40% to 45.68%.

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 the Summer 2020. Until this site is operational, it is planned to send Somerset's residual waste to other RRCs, thereby reducing reliance on landfill.

What has happened and what has changed since last year?



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) Increasing targeted social media publicity.

4) A new draft Waste Minimisation Strategy - informed by expected national policy, this will include setting targets and considering how we report waste minimisation.

5) Moving away from landfill during 2020.

6) Focus on plastics.

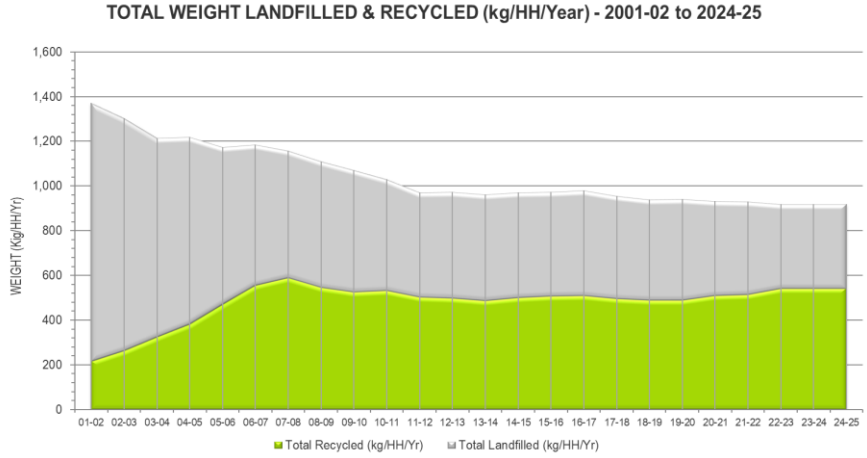
7) Focus on reuse.

8) Ensuring new developments are planned with waste in mind.

For more detail on the above initiatives, see the SWP 2020-2025 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.

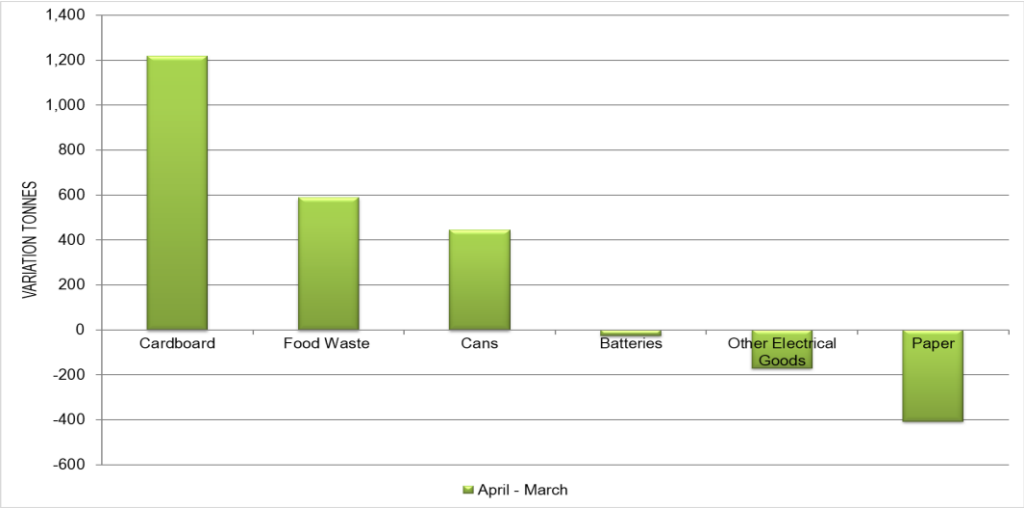


All Recycling

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-Mar 2019: 52.86% (increase of 0.45% over previous year)

What has driven the changes in this quarter?

SWP's overall recycling rate for full year April - March 2020 of 52.86% was a slight increase when compared to last year (0.45%). This consisted of an increase of 0.59% in the recycling rate at the kerbside to 46.89% and an increase of 0.59% for recycling sites to 69.82%. The main drivers were, increases in cardboard (1,219 tonnes), food waste (605 tonnes) and steel cans (486 tonnes) across kerbside collections and at recycling sites increases in mixed paper & cardboard (156 tonnes), mixed plastics (93 tonnes) and other scrap metal (76 tonnes). There was also an increase in the total amount of residual waste generated, with an increase of 446 tonnes from kerbside collections and a reduction of -630 tonnes from recycling sites. Other sources that contributed to the overall increase included street cleaning residues and bulky waste collections.

The increase in garden waste this year was only seen across the kerbside collections, up 637 tonnes, with a small decrease at the recycling centres of -527 tonnes, due to site closures for 9 days at the end of March. As recycling centres were closed and kerbside garden waste collections were cancelled, it is highly likely we would have seen a significant jump in material tonnages for 2019-20.

The materials that saw the biggest decreases were paper (-407 tonnes) and other electrical goods (-171 tonnes).

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, due to commence work from 28 March 2020. Work has also begun on planning for the phased rollout of Recycle More, with a proposed revised start in Mendip to be considered by the Board.

2) SWP implemented major food waste campaign. Using Bristol's award-winning 'Slim my waste, Feed my Face' campaign, commenced a phased roll-out of this campaign during Q4. Starting in Mendip, this campaign targeted parts of the population which currently have lower than average participation in food waste recycling. This is mainly acorn groups 4 & 5 (modest means, striving families, poorer pensioners, young hardship) – c42% of Somerset households, Focus on specific geographic areas with low participation, link with our Schools Against Waste programme, local supermarkets and community groups.

3) Secure a viable outlet for kerbside recycled textiles and shoes. With the UK reuse market having disappeared and Covid-19 related challenges in the global market we were not able to secure an off taker which gave us confidence that kerbside collected material would be recycled. We did not want to risk not recycling material that the public gave us in good faith, and hence we have suspended this service until we can find a viable outlet.

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

1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.

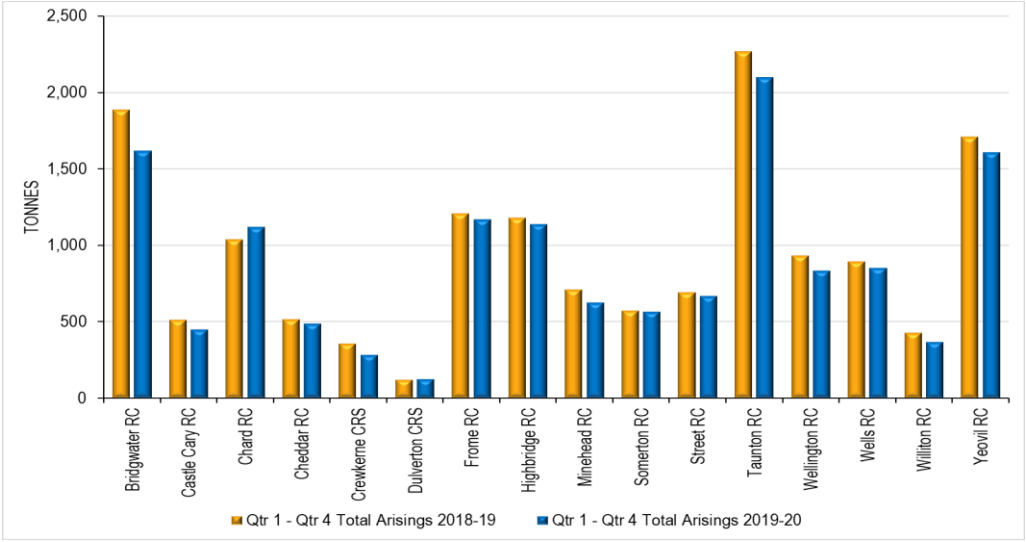
2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing our behavioural change activity on the most carbon intensive materials.

3) Reuse: Developing an effective county-wide approach which leads to substantially increased levels of reuse. This will include working with both SUEZ and Viridor to explore how we can improve reuse across Somerset.

Recycling Sites

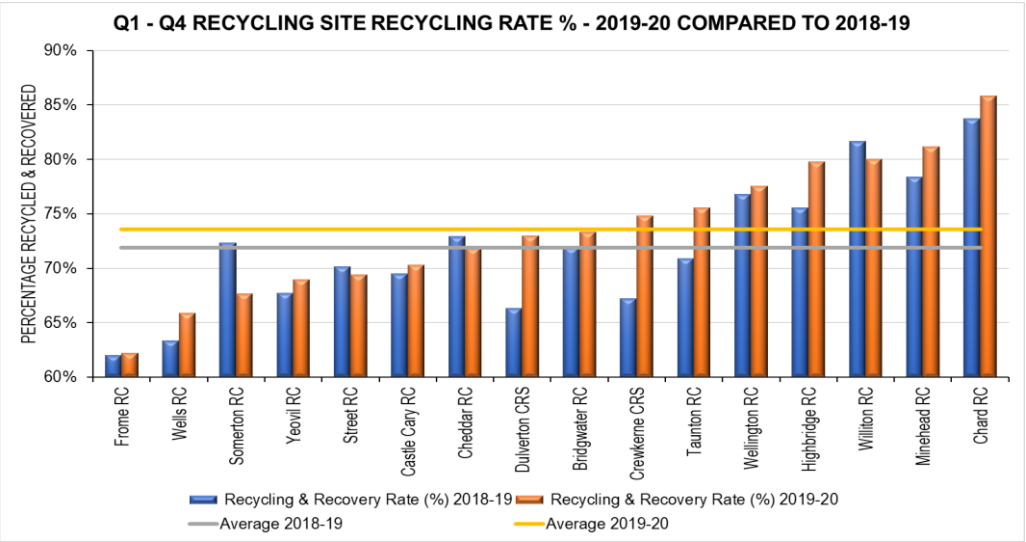
Somerset's 16 recycling centres are vital resources for the local community. Whilst garden waste and bulky waste (e.g. fridge/freezers) a big driver for people using their local recycling centre, they also enable people to recycle a wide range of other materials - including water-based paint, wood, batteries,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

What has happened and what has changed in this quarter?



Recycling Site	Qtr 4 Visitor Numbers			
	2018-19	2019-20	Difference	% Change
Bridgwater RC	41,963	35,200	-6,763	-16.12%
Castle Cary RC	8,570	6,683	-1,887	-22.02%
Chard RC	25,080	22,383	-2,697	-10.75%
Cheddar RC	12,247	11,777	-470	-3.84%
Crewkerne CRS	5,443	3,830	-1,613	-29.63%
Dulverton CRS	1,871	1,015	-856	-45.75%
Frome RC	25,758	24,681	-1,077	-4.18%
Highbridge RC	31,025	27,476	-3,549	-11.44%
Minehead RC	21,434	17,460	-3,974	-18.54%
Somerton RC	13,423	13,252	-171	-1.27%
Street RC	18,310	13,689	-4,621	-25.24%
Taunton RC	61,808	53,296	-8,512	-13.77%
Wellington RC	22,565	19,951	-2,614	-11.58%
Wells RC	18,860	20,584	1,724	9.14%
Williton RC	10,715	8,791	-1,924	-17.96%
Yeovil RC	36,479	33,559	-2,920	-8.00%
All Sites	**355,551**	**313,627**	**-41,924**	**-11.79%**

Note *: Table shows Q4 only and is not cumulative.*



Total arisings are down by 1,024 tonnes due to sites being closed at the end of March due to Covid-19. This total comprises of -8 tonnes of dry recycling and reuse, -744 tonnes of garden waste, -12 tonnes of wood for recovery, -252 tonnes of residual waste and -8 tonnes of hardcore & soil.

The best performing sites in 2019-20 are, Chard RC (85.82%) and Minehead RC (81.18%), with the worst performing being Frome RC (62.19%) and Wells RC (65.89%). We had 5 sites with a recycling rate of less than 70% for 2019-20, compared to only 2 in 2018-19. This drop in performance can be attributed to the closure of sites towards the end of March, due to the Covid-19 pandemic.

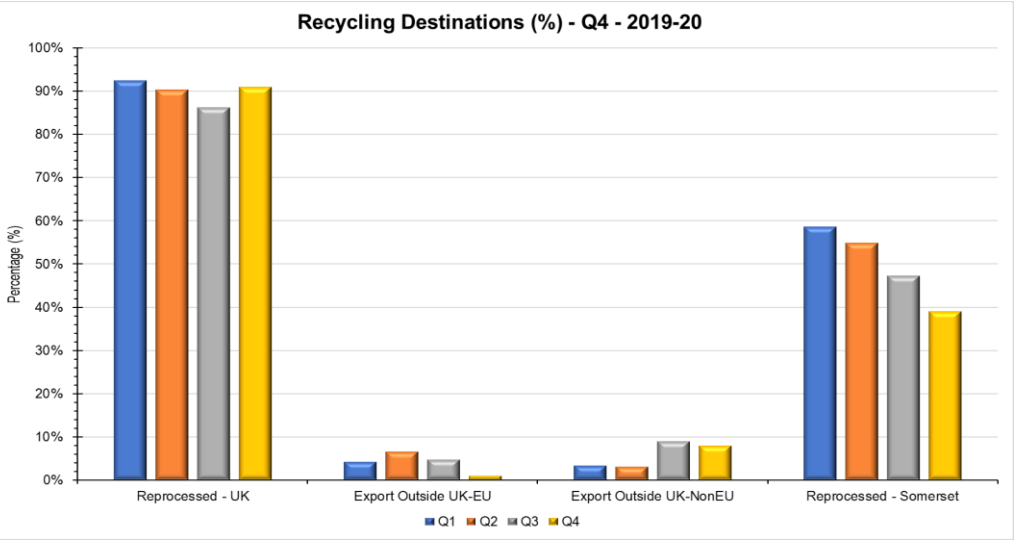
The number of visits decreased from 1,640,948 in 2018-19 to 1,546,500 in 2019-20, a fall of 94,448 (-5.76%). Using an average number of visits per day and calculating the loss of visits due to the Covid-19 site closures, it would appear this only accounts for around 43% of the total reduction in visits. The other 57% may be due to the opening hours and day changes implemented at the beginning of the year. However, it should also be noted that the Automatic Number Plate Recognition system, used to count vehicles, was inoperable for the second half of Q1 and the first half of Q2, last year. Therefore, some of the data for Q1-Q2 was calculated to produce full period visitor numbers and may be flawed.

End Use of Materials

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 201819?



Have there been any significant changes since the last report?

In Q4 we recycled 91% of our waste in the UK, a slight increase on the previous two quarters. This reflects both market demands and constraints in UK reprocessor capacity. Exports went further afield with less in Europe. Viridor and Kier both sell on the spot market and send them to where there is most demand though our quality materials mean they are normally wanted by UK reprocessors.

Cardboard and mixed paper & cardboard are the main materials exported this quarter, along with some plastic bottles and cans. Whilst the high quality paper from the kerbside is recycled into newsprint in the UK, mixed paper from schools and recycling centres are sent to other markets. The paper and cardboard has been exported to Germany, Netherlands, India, Pakistan, Thailand, Taiwan, Vietnam, Malaysia and Turkey. Plastic bottles are mostly recycled in the UK with some exported to Europe and Indonesia.

The banks for plastic bottles and pots, tubs and trays at recycling centres continue to prove increasingly popular with residents, with 67.62 tonnes collected in Q4. The mixed plastics are sent to Viridor's plastic reprocessing plant in Kent where they are sorted into different plastic types and sent to reprocessors to be made into new plastic packaging and other products.

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

This report is the last time we report with Kier as our collections contractor. The next report will be the first report with our new contractor Suez. Suez understand our preference to recycle in the UK where possible, and have committed to do so as much as they can.

The end of Quarter 4 marked the start of the Covid-19 pandemic and the lockdown. This led to the temporary closure of all recycling centres and suspension of garden waste collections and bulky waste collections. As well as this, many businesses closed and people were at home more, and working from home more. This will affect the composition of our waste, our tonnages and recycling rates.

The pandemic also had the effect of closing down the global textiles market. This means that we have had to temporarily suspend kerbside textile collections as we cannot guarantee they will be recycled. Collections will resume as soon as possible.

What will future success look like?

The change of 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).

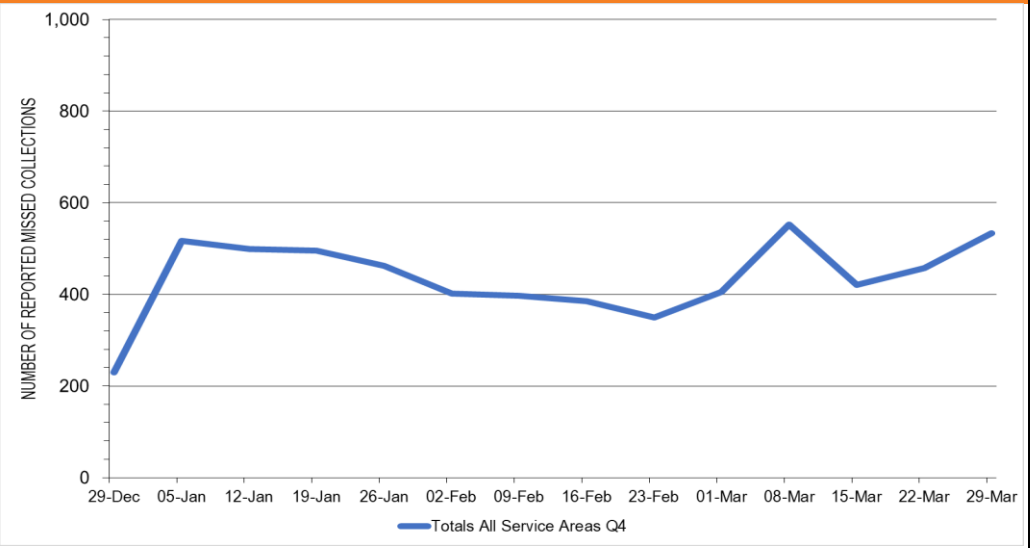
Due to volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful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

Missed Collections

Why do we measure and report this?

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

What are the headline numbers?



What are the issues underlying current performance?

Missed collections saw a peak after the Christmas period, and another spike at the beginning of March 2020 due to an ageing fleet/vehicle breakdowns. Performance at the end of the year was impacted by the start of the Covid 19 pandemic which saw missed collections rise during this period, but only slightly in this reporting period. Daily operational calls where instigated following the SWP Business continuity plan to ensure service resilience remained until the end of the contract with Kier.

Q3

Q4

What are we doing about it?

1) This is an measure of overall contract performance. We will continue to monitor the level of missed collections weekly and analyse this data in our regular operation meeting with our contractor Kier. The main aim will be to identify issues early and take any action necessary to mitigate against escalation in the numbers of reported missed collections.

2) Where possible we will continue to identify and support measures to recruit and retain qualified drivers and other staff, and are in discussions with kier to identify any opportunities to utilise vehicles which could benefit the Somerset contract as their portfolio of waste related contracts reduces and these become available.

3) We met regularly with the senior management at kier, to review performance. We also continue to monitor the effectiveness of the improvement plan to ensure this live document is capable of meeting the current pressures on the service.

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

1) A smooth transition from Kier to Suez, with no service degradation before the end of the Kier contract.

2) Suez meeting the much more robust standards on missed collection (0.045%) that we are setting through the new collection contract, and delivering our expectations on improving the quality of the service through engineering out missed assisted missed collections and repeated missed collections.

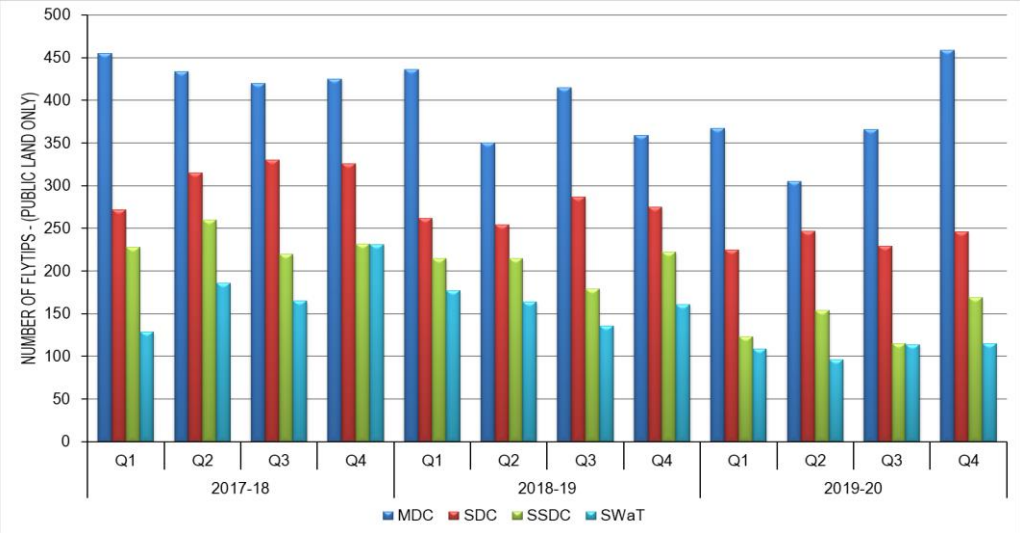
3) Effectively utilising in-cab technology of the new fleet of vehicles so that we give our crews the right tools to do the job, drive up service standards, and have the data to effectively target behaviour change.

Fly Tipping

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, as well as reducing overall when compared to the full year 2018-19.

The number of incidents for Q4 2019-20 has dropped by a total of -28 incidents, from 1,017 in 2018-19 to 989 in 2019-20, with a combined fall over the full year of -668 incidents, from 4,107 down to 3,439. The number of fly-tipping incidents in Mendip rose from the previous quarter, by 100 in MDC, with the other three districts falling by -29 in Sedgemoor, -53 in South Somerset and -46 in Somerset West and Taunton. 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' (+53), 'Other (unidentified)' (+48) and 'Animal carcass' (+10), with the decreases being 'Other household waste' (-361), 'Tyres' (-168) and 'Construction / demolition / excavation' (-124).

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 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).

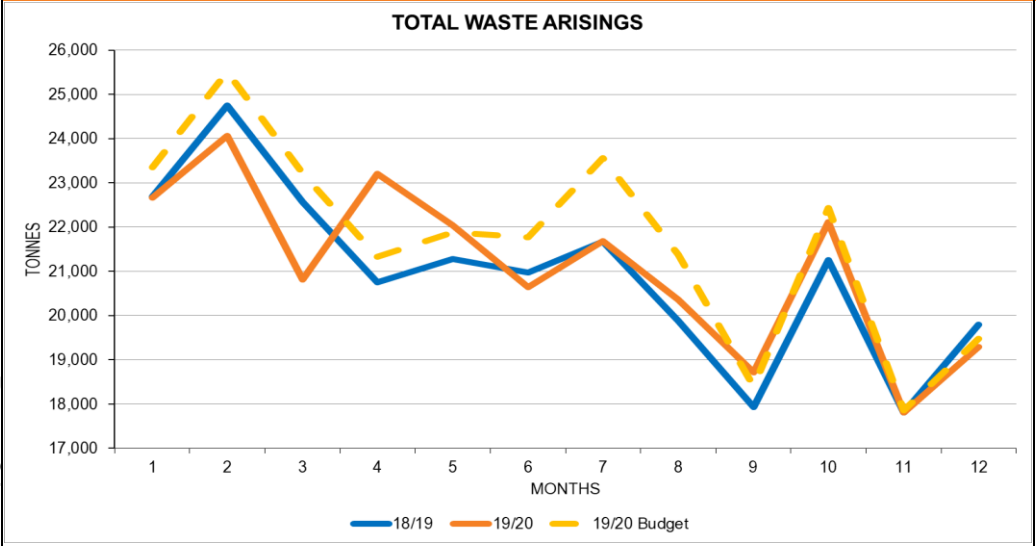
Implementation of a scheme similar to that of Hertfordshire Fly tipping Group's, 'Let's S.C.R.A.P Fly tipping' campaign, leading to a continued reduction in the number of reported fly tips across the Somerset, as well as closer working relationships with groups such as the Police, NFU and other interested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

Financial Performance

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 for the outturn position for 2019/20. It compares the budget (set in Dec 2018) to the actual spend for 2019-20.

Collection budget: The outturn position for all collection partners is an underspend of £512k. The SWP started collecting income for Mendip garden waste and all district's bulky collections, this income was not budgeted and accounts for £354k of the underspend. Other areas of underspend in include a reduction in container purchase costs and a reduction in the numbers of customers subscribing to the garden waste service compared to that budgeted. Garden waste customers are measured annually in September for contract payments.

Disposal budget: The outturn position for the year is an underspend of £1,101k. This budget is predominantly tonnage based and the underspend is a result of reduced volumes compared to budget. There was a significate reduction in residual waste at both the kerbside and the recycling sites, which is the most expensive waste stream. There are also additional underspends with both haulage and management fees at the recycling sites. The impact of COVID-19 was a closure of all recycling sites and increase in kerbside tonnages with more people being at home for the final week of March. Due to the timing this has not been fully accounted for in the end of year accounting processes so the effect is not fully reflected in the outturn position.

What have we achieved during the year?

1) Head Office Cost underspend of £137k: 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 outturn position for all District partners was an £512k underspend on a £17.7m collection budget. Management of the container replacements has brought this line in under budget by £27k. Dry recycling yields lead to recycling credit payments from the County Council, these were low at the start of the year but increased as the year progressed and was just £17k below the budgeted amount at the year end. 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 at the start of the year was £1,101,040, at total of £1,241,035 was spent in year leaving a fund deficit of £139.995. Costs covered included 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. These have been reviewed and have been reduced from c£2.2m to c£1.9m. It is still expected that some will be capitalised and some will be revenue costs:

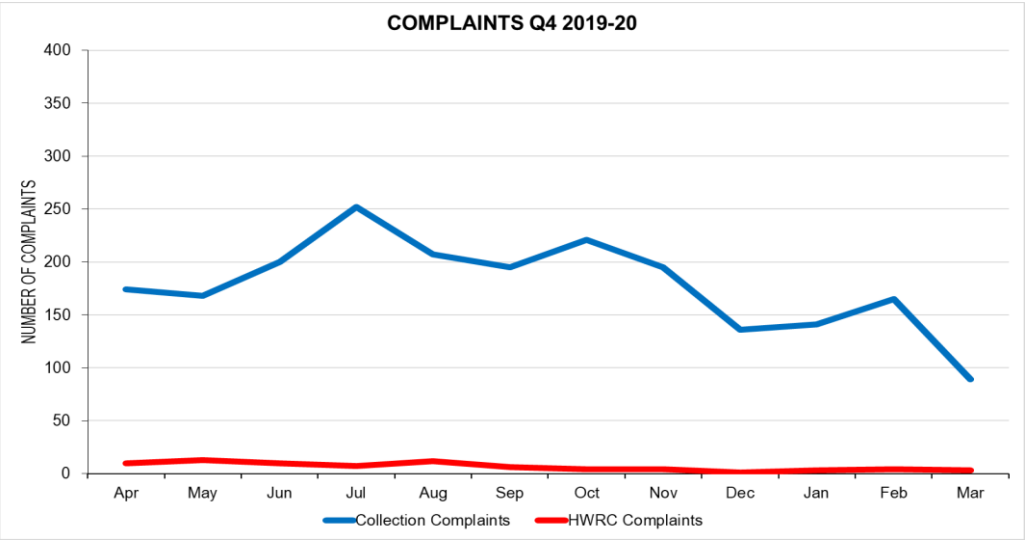
Recycle More: Roll Out Costs			
Container Supply[1]	£775k	1. Proposed capital items	
Container Delivery[1]	£545k	2. Includes notification packs (c£80k),	
Marketing[2]	£254k	digital/comms staffing resource (c£43k),	
Customer Support	£340k	advertising (c£52k)	
Total	**£1,885k**	*Revenue Total*	*£568k*

Customer Interaction

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

The My Waste Services platform was initially launched into the Kier and subsequently integrated with Suez's system. On the whole the integration went well with the main aspects of the system acting as expected. There were a couple of technical issues that caused some customer interface problems, and transactional issues, these were relatively short-lived and fixes put in place to recover the situation and prevent reoccurrence.

Garden Waste customers were communicated with to inform them of the new collection routes arising from Suez contract commencement.

The Slim my Waste campaign increased container demand considerable and this effected contractor delivery SLAs.

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?

1) Launching MWS and integrated this into Suez's system will generate snags, its imperative that throughout this time that these issues are identified in a timely fashion, prioritised and resolved. We expect to have identified and resolved most of the snags through the Quarter

2) Suez will decouple the GW service from the Refuse and Recycle routes in to provide a more efficient routing structure. The change is large and every subscribing customer in Somerset will be touched through the change. Every change in service presents risk through customer confusing and relies heavily upon

3) SWP taking payments through MWS to service Bulky Waste Collections and some aspects of the Garden Waste Service.

What will future success look like?

1) My Waste Service running snag free and reliably.

2) Missed collections and complaint loading through the new collection contractor running at comparative levels to the outgoing contractor after a difficult mobilisation.

3) A bedded in Garden Waste service operating at acceptable parameters.

4) Failure demand from the collection operation declining allowing SWP Officers and Customer staff to begin positioning for Recycle More rollout.

Communications

Present actions

1) Mitigating impacts of COVID-19 related disruption of services.

a) Weekly updates on service disruption & change (suspended services, HWRC closures & reopening).

b) Multiple daily updates through social media, info about disruptions and sign-posting to web info.

c) Responding to high level of social media re disruption to collections (Garden waste) & HWRC closures.

d) Developing engaging content to effective communicate issues – e.g. disposing of contaminated waste, video content explaining safe reopening of HRWC sites.

e) Weekly/bi-weekly PR updates for the public, responding to media enquires and conducting interview if necessary.

f) Redeployment of communications resource - to support wider public sector COVID response.

2) Preparing and finalising plans for communications and engagement in support of Recycle More implementation.

a) Finalising comms & engagement approach (reviewed due to COVID-19 impacts & revised timetable).

b) Reviewing successful Schools Against Waste engagement plans (to reflect COVID19 legacy).

c) Preparing various documents and materials (e.g. Briefing Pack, direct mail leaflets, stakeholder details).

d) Completing procuring additional nappy alternatives.

e) Start recruitment of temporary additional resource to support digital engagement on Recycle More.

Key figures

Social Media

Facebook followers:	6,677	Start Jan	8,715	End Mar
Twitter followers:	2,472		2,709	

Website Hits

Jan	109,694	Page Views	90,771	Unique Page Views
Feb	94,028		76,967	
Mar	225,432		186,482	

Sorted Ezine

Jan	-	Deliveries	-	Unique open with images
Feb	9,820		6,363	
Mar	-		-	

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

Highlights

Facebook Topics

			Reach
	03/01/2020	Help toys escape landfill	65,615
	04/02/2020	Slim My Waste, Feed My Face!	27,463
	22/03/2020	If recycling is missed, we may not return	102,992

Twitter Topics

			Reach
	13/01/2020	Avoid your waste blowing down the street	2,687
	04/02/2020	Slim My Waste, Feed My Face campaign	3,428
	23/03/2020	All 16 recycling sites closed	3,608

Future actions

1) Public, partners and other stakeholders well-informed about disruption and resumption of services, notably HWRCs.

2) SWP and partners prepared to effectively communicate the introduction of Recycle More, engaging successfully with stakeholders to support a successful roll-out.

3) Greater active engagement through social media channels, reaching a larger audience through these channels as well as continuing to use more traditional, formal ways of communicating (e.g. PR, newsletter, email briefings).

4) Close working with partners, esp. Mendip District Council in the run-up to Recycle More roll-out.

Contact us

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

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

Somerset Waste Partnership

Somerset Waste Board meeting
31st July 2020
Report for information

Outcomes: Slim My Waste, Feed My Face - A Campaign to Tackle Food Waste
Lead Officer: Mickey Green, Managing Director
Author: Mickey Green, Managing Director
Contact Details: 01823 625707

Forward Plan Reference:	
Summary:	This report summarises the impacts of the Slim my Waste, Feed My Face promotional campaign (used with the kind permission of Bristol Waste Company) planned to increase participation in food waste recycling and capture more food waste. The campaign exceeded its expectations, with food waste recycled up by 20% - nearly 5 tonnes extra per day - in the first measurable quarter (though Covid-19 will also have contributed to this). Not all parts of the County were covered as the campaign was suspended due to the pandemic. When resources allow, a decision will be made on whether to roll-out to the remainder of the County
Recommendations:	**The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.** **It is recommended that the Board:** **- notes the outcomes of the campaign to drive higher levels of food waste recycling through the 'Slim my Waste, Feed my Face' behavioural change campaign** **- delegates authority to the Managing Director of the Somerset Waste Partnership, in consultation with SMG, to decide whether, when and how to roll-out the campaign to the remainder of Somerset.**
Reasons for recommendations:	The campaign exceeded its aim of increasing the tonnage of food waste collected by 16%. Before Covid-19 forced the

	suspension of the campaign, it had reached 210,000 homes (around 80% of the County). With food waste recycling higher as a result of Covid-19, and continued pressures on SWP due to Covid-19 and planning the roll-out of Recycle More, it is not feasible to restart the campaign at this time. This would distract from our priorities to improve services and roll out Recycle More. Given the uncertainties of Covid-19 (and therefore accurately measuring the impact of the campaign) it is not clear if and when the campaign should be concluded.
Links to Priorities and Impact on Annual Business Plan:	Task 2.2.1 within the SWB Approved Business Plan 2019-24 set out our ambition to tackle food waste through a stickering and behaviour change campaign.
Financial, Legal and HR Implications:	**Financial savings**: Turning food waste into energy and soil conditioner at our in-county anaerobic Digestor is much lower cost than disposing of food waste in landfill or through Energy from Waste. Through capturing more food waste, SWP expected that the Slim my Waste campaign will deliver financial savings of £105k in disposal costs in 2020/21 and a total saving of £213k up to 2022/23. Given the impact of Covid-19 (resulting in increased food waste tonnages across the County) it is challenging to accurately forecast the degree of savings solely due to the Slim My Waste campaign, however, as set out in section 2 of this report, it is clear that the campaign at least delivered the savings anticipated in the 80% of the County rolled out to. We do not expect to realise 20% of savings due to Covid-19 resulting in the campaign's suspension, this cost pressure has been covered from SCC's MHCLG covid funding. **Costs:** The campaign was funded by £110k from Somerset County Council's Improving Lives to Prevent Demand Fund and £173,000 in match funding (including from Viridor, our disposal partner). SWP estimated £118,000 to cover the design and production of the materials, £126,000 for labour and fleet, and £39k for additional containers. Actuals costs were £61,371.22 and £113,207 respectively, a total of £174,758 and an underspend of £69,242. Actual costs vs estimates are set out in section 2. **Legal:** There are no legal implications associated with this campaign. Bristol Waste Company gave SWP permission to use their campaign materials, for which we are very grateful. **HR:** Temporary agency staff were used to undertake the campaign (delivering leaflets and affixing stickers to bins). When the campaign was suspended additional payments were made in

	line with SCC's policy to temporary staff affected by Covid-19. All staff were sign-posted to Suez who had need for temporary staff, with special induction sessions arranged at short notice so that affected staff had no loss of employment compared to what was expected.
Equalities Implications:	An Equalities Impact Assessment was undertaken in July 2019 when funding from SCC's prevention fund was secured. No adverse impacts were identified.
Risk Assessment:	A key risk is that the resource pressures on SWP due to Covid-19 and rolling out Recycle More means that we do not have the resources to roll out the remainder of the campaign. Uncertainty over behaviour since Covid-19 (which has seen increase in food waste tonnage everywhere, but which we need to better understand how long-lasting this change is and whether it relates to increased participation or simply more food waste because more people are at home for longer) also makes it more challenging to know whether the business case for the final 20% of the roll-out remains valid.

1. Background: rational for the campaign

1.1. SWP collected 18,990 tonnes of food waste in 2018/19 through its weekly kerbside service. This was turned into renewable energy to power homes and a nutrient rich fertiliser at an anaerobic digestion plant at Walpole (near Bridgwater), saving 380 tonnes of carbon.

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

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

ending up in the right bin in Somerset leading to 882 tonnes CO2 equivalent (carbon) per annum.

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

1.3. All kerbside service residents received an information leaflet (figure 1) and 2 sheets of A5 'face' stickers to decorate their food waste caddy (figure 2). The 6-page A5 information leaflet promoted food waste recycling, explaining why we need to recycle food waste, the benefits, how to use the face stickers and step by step guide on how to use the food waste collection service. Content on what can currently be recycled at the kerbside and HWRCs and the upcoming 'Recycle More' service changes was also included (to raise awareness across the whole of Somerset). Black bins were given an 'I'm on a no food waste diet' sticker on their lid and a bright yellow 'no food waste' measuring tape around the middle (their 'waist'). The stickers provide an ongoing visual reminder not to use their black wheelie bin for food waste.

Figure 1: Leaflet

Figure 2: Face stickers

Figure 3: bin tape

Figure 4: Bin stickers

2. What the campaign achieved

2.1. The Slim My Waste project was scheduled to commence during mid-January. Due to un-anticipated printing issues the launch was delayed until the Tuesday 4th February 2020. Eight dedicated crews delivered the packs and stickered rubbish bins, following refuse crews. Each Crew was made up of three agency staff and managed on a daily basis by SWP staff, ensuring that initial teething issues (such as how the bin tape was applied) were addressed.

Where	***Households covered***	***Dates***
MDC	47,998	04/02 to 17/02
SSDC (excl Chard and Ilminster)	68,198	18/02 to 02/03
SW&T (old TDBC, and Chard and Ilminster)	68,261	03/03 to 16/03
SDC	25,543	17/03 to 18/03
SW&T (old WSDC)	0	Suspended

The campaign was suspended on 18 March as Covid-19 started to have a significant impact on SWP's services (the container delivery service was suspended on 19 June). This meant that part of Sedgemoor, the western part of Somerset West & Taunton and some rural parts of other districts did not receive the campaign.

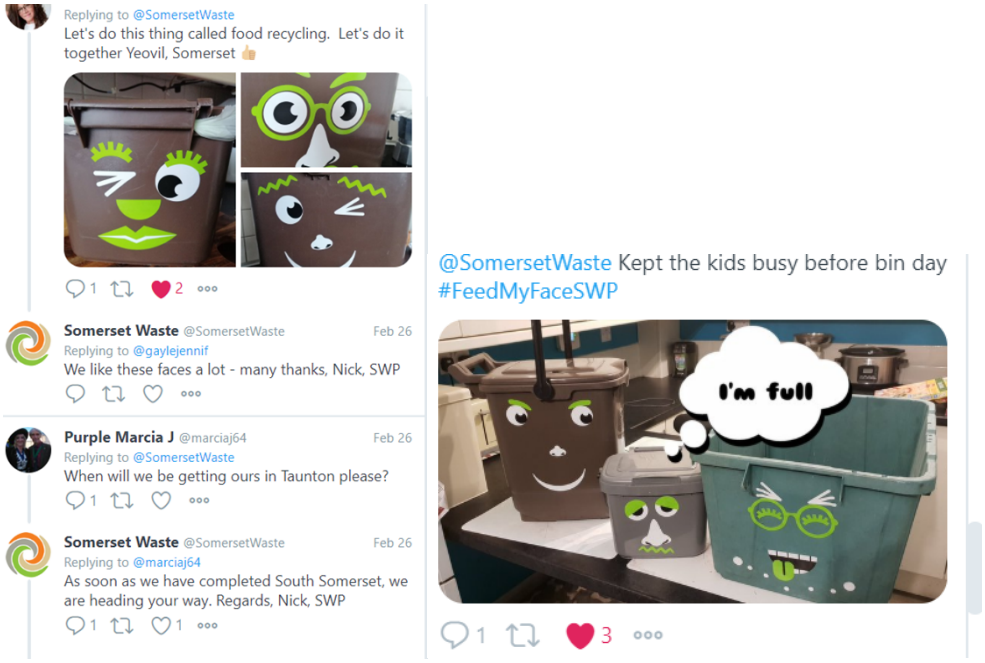
2.2. Communications and Engagement

The campaign was launched on social media at the beginning of February, supported by a press release and website content. This coincided with the delivery of information packs to households across the county, district by district starting in Mendip. The initiative had already been heavily trailed in a 'wraparound' cover for the December 2019 edition of the Your Somerset newspaper which is delivered to homes across the county.

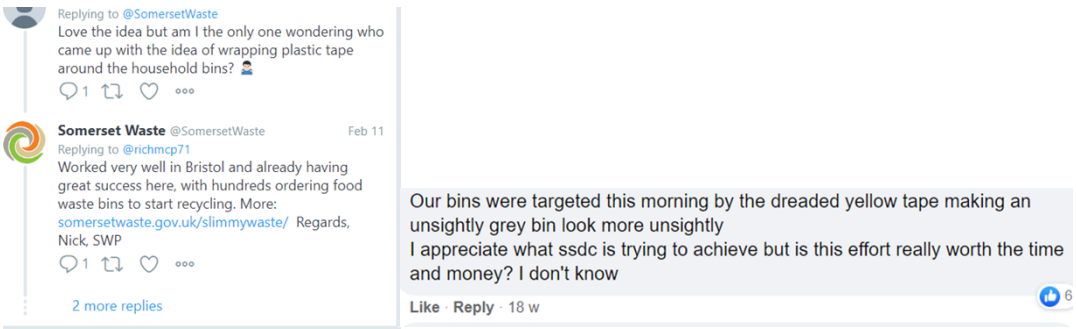
Residents were encouraged to post their stickered-bin 'faces' on social media using the #FeedMyFaceSWP hashtag for the chance to win prizes. Content was proactively shared on community Facebook pages, following the delivery of packs as closely as possible.

More than 100 'Feed My Face' pictures were posted on the SWP Twitter and Facebook pages, despite the promotion being scaled in mid-March down as Covid-19 saw the initiative paused. The number of photos submitted is likely to be substantially higher, as pictures were often posted without using the

hashtag. Beyond social media, anecdotally, stickered bins can be seen in most streets across the county. Overall this points to a substantial level of engagement across communities that will have encouraged the behaviour change demonstrated by the increased levels of food waste recycling.



As expected with a campaign of this kind, responses were mixed. Where reactions were negative, comments largely focussed on the tape applied to rubbish bins, costs and the materials used.



The food waste bin stickers themselves were subject to little criticism and were, in many cases, enthusiastically welcomed.

Undoubtedly, the campaign also stimulated healthy and helpful discussion not only about food waste but a wide range of waste and recycling issues. This was a valuable opportunity for SWP to engage with residents, answer questions and provide information. The degree of interaction through this route has provided useful insight into the potential of online engagement in support of Recycle More, especially in the absence – at least initially – of face-to-face engagement.

2.3. Impact of the campaign: participation

The impact of Covid-19 has made it very challenging to identify the specific impact of the campaign – we suspended the campaign on 18 March and suspended container delivery on 19 March 2020. The clearest indication that the campaign exceeded expectations in encouraging more people to recycle food waste is in demand for food waste containers – people asking for a caddy is the first sign that people who are not currently recycling food waste want to start doing this. In a typical the six-week period across Somerset we would usually expect to receive around 2,500 food waste container orders. During the Slim My Waste Campaign the total orders for a six-week period until Container Service suspension was 12,800 containers, which equates to over a 400% increase in demand for the service. Container orders is, however, only a proxy for participation as many people will have food containers that they don't use or use infrequently.

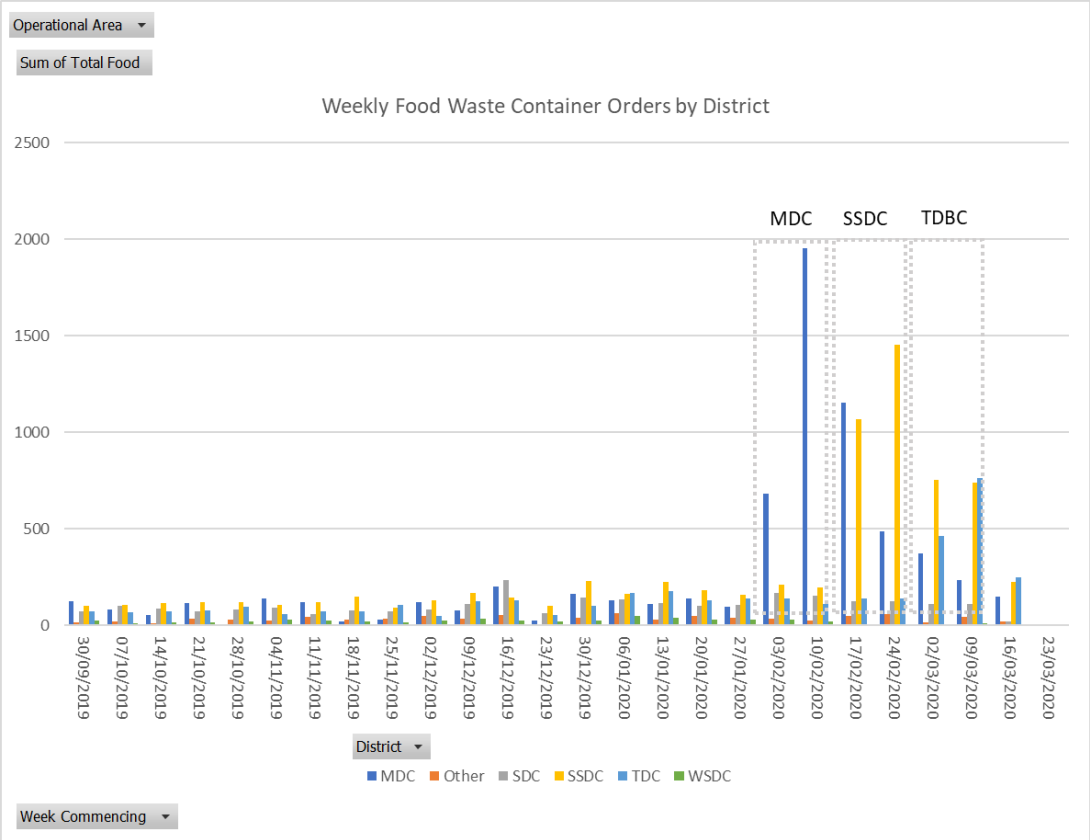


Figure 5: Food waste container orders mapped against slimmy campaign roll-out

As can be seen in the above graph, significant increases in demand for containers correlates with the roll-out of the slimmy campaign in different districts. Demand for containers was highest in Mendip. Whilst we cannot be certain, it is likely that previous food waste campaigns run in Taunton and South Somerset in 2015 meant that participation was already higher in those areas. The increased media overage over Covid-19 is also likely to have had an impact on the campaign. Higher levels of participation in food waste in Mendip is particularly welcomed as this is expected to be the first area to receive the Recycle More service, and if people are recycling food waste already they will find this transition smoother.

2.4. Impact of the campaign: capture of food waste

As the campaign rolled out in the final quarter of 2019/20 we saw a significant increase in the food waste collected per day – an additional 4.92 tonnes per day on average. The marked increase in food waste capture in this quarter is shown in figure 6. Figure 7 breaks this down by district. Whilst we only rolled out the campaign to 80% of Somerset properties, the first quarter where we could see the full impact of roll-out is quarter 1 2020/21. As shown in figure 8 we have seen a significant (over 1,000 tonnes) increase in food waste capture in this quarter alone. Should that be maintained over the full year we would achieve over 80% of the increased tonnage we hoped to see. However, Covid-19 has also seen tonnages of other materials increase (though not by this proportion) and is likely to have driven increases in food waste. It is therefore nigh on

impossible to identify what proportion of increases in food waste are due to the slimmy campaign or due to Covid-19 (with more people at home, and hence consuming more meals at home). It is clear, however, that the campaign resulted in significant increases in the amount of food waste people recycled in Somerset.

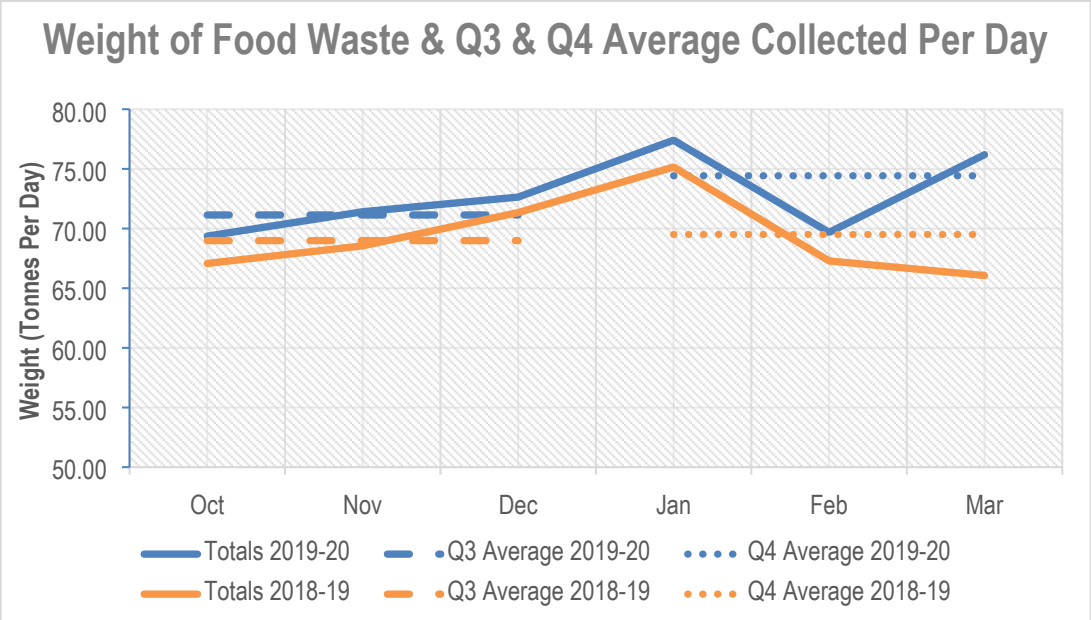


Figure 6: Increased capture of food waste in final half of 2019/20

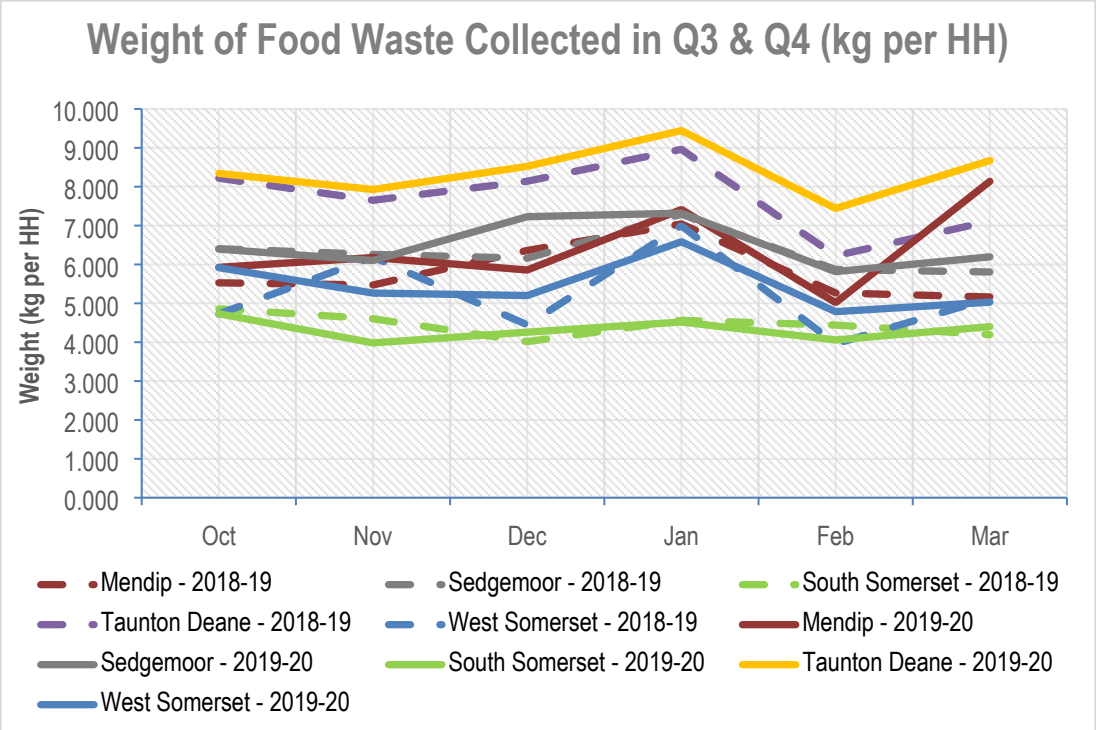


Figure 7: Increased food waste capture by district (2019/20)

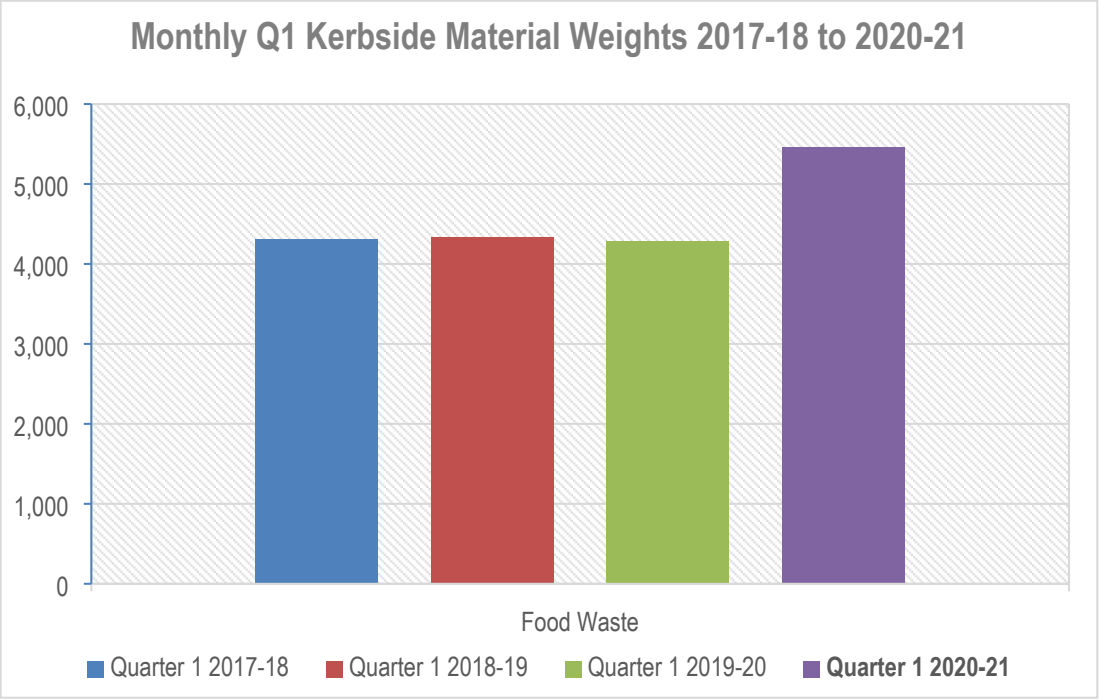


Figure 8: Food waste capture in Q1 2020/21 compared to previous years

2.5. The purpose of the campaign was to raise awareness of food waste recycling, encourage participation and increase capture. Achievement against the set objectives is set out below:

Objective	***What was actually achieved***
Increase the tonnage of food waste collected by 16% in 2020/21 through targeted communications	Due to the significant increase in food waste tonnage under Covid, we may never be able to identify the specific impact of the Slimmy campaign for 2020/21. However, we did see an over 20% increase in food waste collected in Q1 of 20/21 compared to the three previous years (noting that the campaign wasn't fully rolled out).
Prevent 5,000 tonnes of food waste from going to waste	As set out above, the full impact of Slimmy may not be possible to separate from the impact of Covid (with more people at home and consuming more food at home), but in the final quarter of 2019/20 and first quarter of 2020/21 and extra 1,000 tonnes of food waste have been captured compared to the previous year
Save £105,000 in disposal costs in 2020/21 (£213k in total)	The additional tonnage of food waste captured is on track to deliver the savings estimated. However, it is assumed that 20% of the benefit will not be realised due to this proportion of the

	county not being covered. SCC have covered this cost pressure through MHCLG Covid funding
Increase participation in the food waste service from 62% to 72% in 2020/21	It is too early to measure achievement against this aim, and due to the significant increase in food waste tonnage under Covid, we may never be able to identify the specific impact of the Slimmy campaign. However, the 400% increase in container demand suggests that participation has increased significantly. If all these households starting to recycle food waste that would be an increase in participation of 5%. Our previous participation survey showed us that infrequent participation in food waste high, so many people will not require a new container to start recycling food waste regularly.
Engage with a minimum of 20 primary schools to raise awareness of the SMW campaign and encourage participation	Bookings were on track to have exceeded the target, but fell slightly under target owing to the impact of Covid-19. The Schools Against Waste (SAW) team carried out 17 Slim My Waste workshop sessions, with 6 schools also hosting stalls for parents where they could collect food waste bins and caddies. The team distributed 96 large food bins and 93 kitchen caddies to parents to replace missing or damaged containers. A further 12 school visits and 7 Slim My Waste workshop sessions and stalls for parents were cancelled schools owing due to Covid-19. Overall, the team reached 3,861 children through assemblies promoting the Slim My Waste campaign and over 500 children attended Slim My Waste workshop sessions during this period.
Involve 12 Co-op stores around the County as pick-up points for food waste bins/caddies	All 12 stores received deliveries of caddies and bins (including West Somerset) and were able to request more if needed. In total, 420 were delivered, spilt roughly half and half between caddies and bins. Highest numbers being in Taunton, Wincanton and Frome.

2.6. Costs of campaign compared to budget

The campaign was expected to cost £283,000 of which £118,000 covered the design and production of the materials and £126,000 covered labour and fleet. SWP secured £173,000 in match funding (including from Viridor, our disposal partner) and £110,000 from Somerset County Council's Improving Lives to Prevent Demand Fund. The anticipated increased cost of food waste caddies/bins was £39k, funded from the Recycle More fund (as agreed with the

Strategic Management Group).

Actual costs for design of leaflets, stickers and tape were £2,520. Print costs for 260,000 units were £58,851, giving a total of £61,371 and an underspend of £56,629.
Due to the curtailing of the campaign before complete, there were also underspends in labour and fleet costs. Labour costs were £80,535, fleet costs £17,881 and consumables (e.g. PPE and building hire) £14,783, giving a total cost of £113,207 and an underspend of £12,793.
This gives the total spend of £244,000 and an underspend of £69,242 against the estimated budget.

A sum of £39,000 had been budgeted for the anticipated increased cost of food waste caddies/bins. With the campaign shortened, actual spend was £27,000. An underspend of £12,000.

Somerset Waste Board Meeting
31 July 2020
Report for decision OR information

Impact of Covid-19 on Somerset Waste Partnership
Lead Officer: Mickey Green, Managing Director, SWP
Author: Mickey Green, Managing Director, SWP
Contact Details: mickey.green@somersetwaste.gov.uk

Forward Plan Reference:	
Summary:	Covid-19 and the measures taken to control the virus have had significant impacts on the operation of the Somerset Waste Partnership, especially as it coincided with us changing collection contractor to Suez. Covid—19 has seen staff absences, considerably higher tonnages, difficulty accessing many streets due to parked cars, delays to building works and ICT projects. Mobilising a new contract, with new vehicles, processes and ICT systems, would have been challenging at the best of times – doing it during a pandemic has placed services and staff under incredible stress. The men and women who deliver all our services, be they employed by Suez, Viridor or by SWP, have gone above and beyond throughout this crisis. Covid-19 is still with us and SWP are still significantly affected by it.
Recommendations:	**The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.** **That the Somerset Waste Board:** **1. Notes the considerable impact that Covid-19 has had on SWP** **2. Endorse the additional spend necessary to date to maintain critical services and authorises the Managing Director, in consultation with SMG and s151 officers, to ensure appropriate funding arrangements are in place to ensure that critical services are maintained.**
Reasons for recommendations:	Covid-19 and the measures taken to control the virus have had impacts on all aspects of SWP's services – recycling centres, collections, behavioural change programmes, our plans for service change. It has also had considerable cost impacts, which SWP has robustly managed whilst also ensuring that critical

	services are maintained. Whilst we normally report on performance and costs a quarter in arrears, the significance of the impact of Covid-19 means it is important to provide the Board with an update on how it has and continues to impact on services.
Links to Priorities and Impact on Annual Business Plan:	Covid-19 and the measures taken to control the virus have is having impacts across all aspects of SWP's priorities and our Business Plan.
Financial, Legal and HR Implications:	**Financial Implications:** SWP have put in place robust processes to ensure that additional costs have been minimised, whilst also ensuring that additional costs which relate directly to Covid-19 are covered to ensure that critical services can be maintained. SWP have discussed these throughout with SMG. All partners have received MHCLG funding towards Covid-19 impacts. We have regularly updated partners so that the expected costs can be reflected in their monthly MHCLG returns. SWP held a joint meeting with SMG and s151 officers on 14 July to thoroughly review costs. Covid-19 remains with us so this process is ongoing and the latest position on costs is set out in section 4 of this report. **Legal Implications:** Without prejudice to ongoing contractual discussions with Suez, SWP recognise that this was an unprecedented period in which to mobilise a new contract and that the resulting challenges have had to be addressed. For the initial few months of the contract SWP agreed that we would fund collection costs that are additional and have arisen as a consequence of the steps taken to control Covid-19. This funding is provided on a cost-only basis and subject to satisfactory validation. To not do so in such a period of uncertainty would have likely led to service failures across all services, but clearly we also needed a mechanism to control costs. SWP and Suez are in ongoing discussions about the framework for any further costs, but both SWP and Suez are in agreement that the medium to long term impacts of Covid-19 are too uncertain for any non-time-limited mechanisms to be put in place for the time being. There are no legal implications in regard to our Viridor contracts. **HR implications:** Keeping staff safe has been a top priority for SWP and our contractors throughout this crisis. SWP staff have followed SCC policies – working from home etc, and this has impacted on our ability to respond to the multiple issues we have experienced over the last few months. Our contractors have

	followed national guidance and put in place appropriate measures to keep staff safe – staggering starts, many crews driving separately to the start of rounds, reducing the risk of spreading Covid-19 by treating crews as family units. Viridor and Suez, at peak, lost 10% of their workforce due to shielding or self-isolation.
Equalities Implications:	An Equalities Impact Assessment was undertaken on SWP's phased approach to reopening recycling centres given the potential implications of aspects of this (for example not offering assistance). Our collection business continuity plans prioritise assisted collections and clinical waste collections.
Risk Assessment:	SWP has developed and maintains a specific Covid-19 risk register, and section 4 of this report sets out these risks in more detail. Key risks include: - The risk of a second wave/local lockdown impacting on services (for example due to loss of staff or temporary closure of a depot) - The cost impacts of Covid-19 (due to increased tonnages of recycling) are unaffordable - Measures to contain Covid-19, or the impact of the virus on the contractor's capacity, prevents us from delivering on our business plan, in particular the roll out of Recycle More - Loss of life to SWP or contractor staff due to contracting Covid-19 through work

1. Background

1.1. Covid-19 started to have a major impact on services in Somerset in mid-March, when SWP refreshed its Business Continuity Plan (and required our contractors to do similar) to ensure that we had robust plans for the specific challenges and uncertainties that Covid-19 brought. The pressures on SWP were particularly intense as the end of March saw the transition from Kier to Suez as collection contractor and with it major changes to our ICT systems. The speed with which we or Suez have been able to deal with mobilisation issues has been negatively impacted by the measures taken by the government and employers to contain Covid-19. Positives do include the further significant increase in our Facebook following (up by about a third in 3 months) which bodes well for the use of this as a key communications channel – albeit that face to face engagement and site visits remain a vital component of both behaviour change and resolving service issues.

1.2. Recycling Sites

In line with the national lockdown guidance and due to the increasing risks of the virus transmission occurring on the recycling sites, all sites were closed with effect from Monday 23rd March. Despite the lack of clear Government guidance, this approach was echoed by nearly all (at peak 98%) local authorities in the UK.

Initial Government guidance did not include the provision of recycling sites within their list of essential services that should be maintained and as such the majority of the Viridor site staff were redeployed to assist on those services that were defined as essential at the kerbside, predominantly providing support to Suez with both the reintroduction of bin & box deliveries and with the kerbside recycling service.

Work continued in the background to prepare the recycling sites to reopen in a safe and controlled manner and once suitable Government guidance was received on the 5th May, that confirmed that such sites should be opened to accept waste determined from a discreet list of 'essential travel reasons', we reopened 11 strategically placed sites on 11th May 2020. There were a number of restrictions imposed that included;

- A reduced range of materials accepted to reduce residency time on site and any resultant off site queuing, whilst allowing the public to dispose of those items that could be constituted as a reason for an essential journey (residual, green, large domestic appliances & hazardous waste)
- Use of off-site Highway support (temporary diversions) and Police Accredited Traffic Officers, strategically placed to ensure the impacts of the essential highway routes were minimised
- Redeployment of Partner Authority Parking Services staff, acting as 'meet & greet' at the site entrances to ensure clear instructions of use were conveyed
- Extended operating hours at most sites, using a standardised opening pattern for all
- The enforcement of social distancing on site with the use of signage and barriers to prevent the 'site wander'
- An odd & even number plate system was employed to control the initial demand at the sites
- Maximum car occupancy of 2 and the wearing of gloves on site were endorsed
- No lifting assistance offered by site staff
- Trailers & large vans were omitted from access, through the initial reopening stage

On the 26th May, due to the success of the initial opening of the first 11 recycling sites, we were able to open the final 5 sites. Whilst we maintained a number of the initial controls and restrictions, we were able to offer:

- Access to all sites, between 4pm & 6pm, to the trailers and large vans that had been previously omitted, to make use of the quieter periods on site
- Cooking & engine oil and metals were added to the waste acceptance list
- A further 4 Q-cams sites were added to allow greater transparency (likely queuing times) for the public wishing to make use of the sites

From the 1st June, Government guidance was amended from only 'essential trips' being made to a recycling site to only where the resident believes 'a trip is necessary'. At this point we:

- Removed the odd & even number plate restrictions as it had served its purpose well
- Reverted the sites to their normal standard opening patterns
- We removed the remaining Police Accredited Traffic Officers

On the 8th June we:

- Added back the option to take plastic pots, tube & trays, waste wood, waste paint and small domestic appliances to the sites

Between the 20th & 24th June we gradually reverted all 16 sites back to 'near normal' operation, with the removal of control barriers and their replacement with suitable 'social distancing' messaging placed around the sites – much like the 'supermarket model'. This meant that we could add back:

- Commercial waste acceptance
- Charged for commodity (hardcore, soil, tyres, asbestos, plasterboard, etc)

And finally, from Saturday 27th June we were able to allow access for trailers & large vans at any time during opening time, in line with existing permit requirements. The only materials that we are currently not accepting on site are items for reuse, given the associated additional handling requirements. Work continues to resolve these issues, with the expectation that from 1st August we may be able to reintroduce a reuse option at all of the sites, including the reopening of the Taunton reuse shop.

The response to the reopening of the sites has received generally good support from Somerset residents, with most contacts appreciating the measures put in place to help reduce off site queuing whilst maintaining safety controls both at the entrance and on site. This appreciation has continued, as we've lifted the initial controls and moved back toward near normal operation. A minority, however, have felt that the 'supermarket' style approach of signage & instruction does not offer an adequate level of control on site. This is continually reviewed,

and it is believed that, combined with our public messaging, we are offering an appropriate environment for residents to dispose of their household waste.

Throughout the period of disruption at the recycling sites, SWP established and has chaired weekly regional calls to try and coordinate the actions and responses across the South West. As part of this regional approach, a 'lessons learnt' exercise has taken place that should help us prepare for any second wave of the pandemic or where there may be the requirement of localised shutdowns. A verbal update will be provided to the board on our approach should a second wave of Covid-19 hit Somerset.

1.3. Collection services

As set out in Section 4 of this report, the national response to Covid-19 has had significant impacts on our services, be it from increased tonnages, greater participation in recycling, staff absence, and/or the measures introduced to ensure crews are protected from the risk of Covid-19 transmission. These have slowed down collections, as have significant issues with parked cars. The pressures on SWP were compounded because this came at the same time as we were mobilising a new collection contract. In line with our Business Continuity Plan (which was fully reviewed and refreshed as the specific risks associated with Covid-19 became apparent) we suspended a number of services. No staff working on our collection, recycling centre or disposal staff were furloughed – where they were not performing their normal role (e.g. collecting garden waste) they were supporting other services, be it refuse, recycling or clinical waste collection. The suspension and recommencement of services was as follows:

Service suspension:

- Container deliveries: Suspended new requests 18 March.
- Bulky collection: Collections from inside the home suspended by 19 March. All suspended 23rd March.
- Garden waste: Suspended 23rd March
- Returning for missed recycling collections: 30th of March

Service recommencement:

- Container deliveries – Tuesday 21st April 2020
- Bulky collections – Monday 27th April 2020
- Garden waste collections – Monday 11th May 2020
- Returning for missed recycling collections – Monday 18th May 2020

Whilst our garden waste service terms and conditions allow us to suspend the service, we recognised that the length of service suspension (especially with recycling centres closed) was exceptional. Accordingly, all subscribers have had their service extended to mid-May 2021 to reflect this exceptional disruption.

Section 4 of the report sets out the impact of the national response to the virus on tonnages, service performance and costs. On 9 April SWP's Managing Director took the decision that we had to suspend the roll-out of Recycle More due to the ongoing impact of the national response to Covid-19. The implications for Recycle More are set out in the separate paper on a revised timetable for Recycle More.

1.4. Energy from Waste: moving away from landfill

The build of the Energy from Waste plant at Avonmouth was also delayed, especially with some key parts of the plant coming from other European countries and hence relying on expert staff coming with them for installation/testing. There were also issues of securing adequate accommodation for those working on the build site during the initial Covid19 lockdown stage. The new plant started taking Somerset's non-recyclable waste on Thursday 11th June, meaning that only those limited materials that aren't suitable for the Energy from Waste process will continue to be taken to landfill. Whilst some of the plant commissioning was able to be carried out in the absence of waste, we are now in the critical phase of fully testing its functionality through burning waste material and it is currently expected that Viridor will be able to take overall operational control of the facility in early Autumn.

2. Options Considered and reasons for rejecting them

2.1. SWP has followed its Business Continuity Plan throughout and aimed to be robust but reasonable with our contractors. Lessons learnt from this phase will inform any subsequent phase – for example we would seek to maintain container deliveries through any second wave as prolonged suspension of this service has made recovery very challenging, and we would seek to keep HWRCs open with a restricted service rather than close the entire network again. Key options considered and rejected are:

- Taking an even harder contractual stance and refusing to fund any costs from our contractors (e.g. additional staff/overtime to support collection crews deal with additional tonnage, or traffic officers to manage queues at recycling centres) – rejected as this would have led to significantly greater service disruption and potential contractual disputes.
- Suspending more services for longer to reduce costs – rejected as not in the public interest.
- Brought back services more quickly – rejected as to do would have been unsafe for our staff or risked further disruption to services to bring them back before we were ready
- Delayed the transition of the collection contract from Kier to Suez – rejected as Kier are exiting the waste market and whilst mobilising the new contract has been extremely challenging during Covid, it is the building block for the service improvement we still expect to deliver.

3. Consultations undertaken

3.1. SWP had weekly virtual SMG meetings throughout the worst of the Covid-19 crisis in order to involve partners fully in our decision making. SWP has also taken part in the multi-agency meetings and updated partners regularly on Covid-19 costs. SWP have updated board, scrutiny and other members frequently throughout the crisis. The approach to Covid-19 costs (to date and looking forward) has been discussed at joint meetings of SMG and s151 Officers.

4. Implications

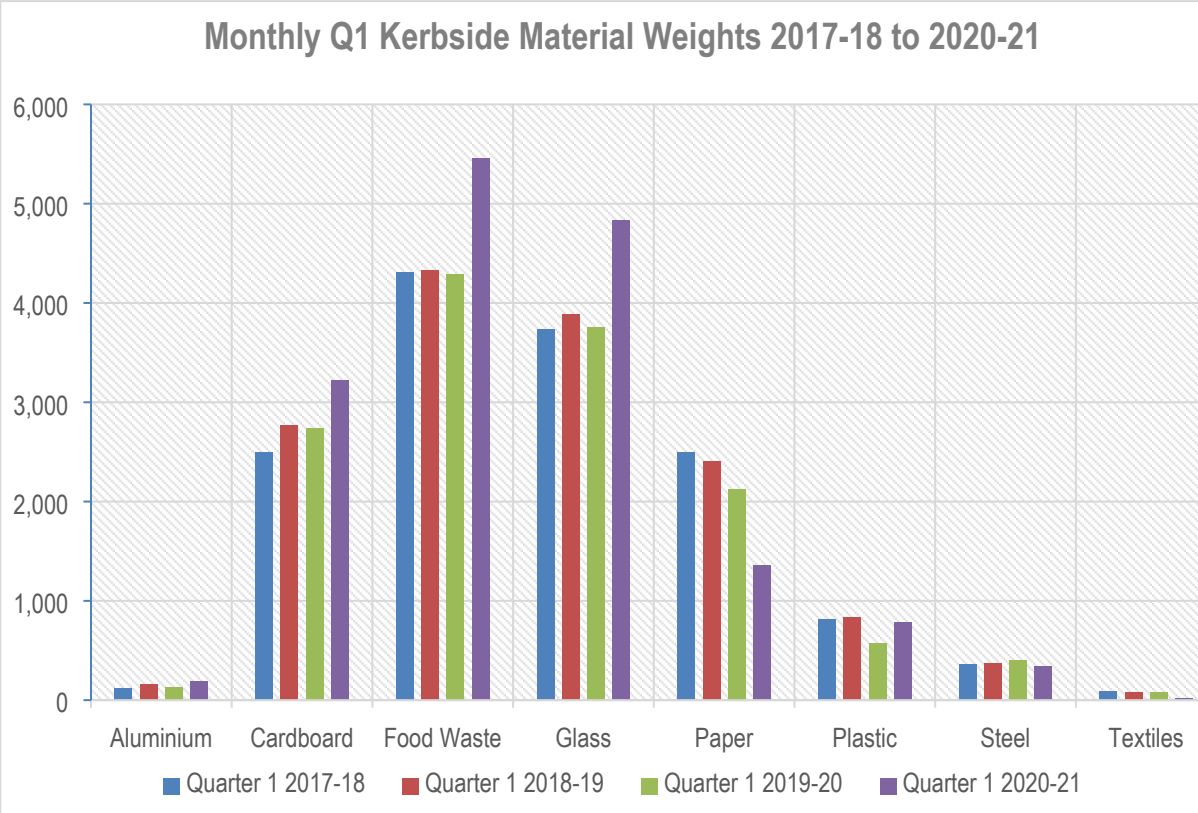
4. Staff

The national response to, and the risks posed by, Covid-19 have placed all our staff (working for Kier/Suez, Viridor or directly for SWP) under incredible pressure. The gratitude shown by the public towards key workers, including those dealing with their rubbish, was warmly welcomed by SWP and helped motivate staff who were working incredibly hard to maintain services. Key highlights include:

- Viridor staff undertaking container deliveries & supporting the kerbside recycling service whilst recycling sites were closed
- Partner Streetscene staff providing support on cardboard collection
- Suez collection staff working long hours and coping with the significant increases in tonnage,
- Suez collection staff coping with the disruption to routes caused by parked cars, supported by a collaboration between SWP and the Fire & Rescue service which saw Suez staff place fire service flyers on cars to remind them of the importance of parking considerately
- SWP staff working long hours and supporting teams under particularly acute pressure (such as our customer service team) to ensure that we coped with the impacts of the response to Covid-19, the considerable increase in demand for containers, and the impact where services didn't go as well as we hoped. This has included exceptional work to identify and resolve the unprecedented number of ICT issues we experienced.
- Partner customer service staff coping with exceptional levels of call volume, particularly as a result of disruption to the garden waste service and ICT issues. SWP appreciate the pressure that these staff have had to work under, and their support as we continue to work through the issues with the service. A lessons-learnt exercise with customer services from each partner is planned for early August to ensure we learn lessons for any second wave – though we expect that the ICT issues we've experienced are a one-off.
- SWP staff have also been grateful for the support from Councillors, who we know have had to deal with a larger than normal number of complaints from the public due to service disruption.

4. Tonnage

There have been a number of noticeable impacts with regards the tonnages handled at the kerbside, since the national lockdown and the temporary closure of Somerset's recycling sites. Residual waste being presented at the kerbside rose by 3% (an extra 11 tonnes per day) in April and by 5% (an extra 18 tonnes per day) during May. Food waste continues to show an encouraging rise, partially driven by the increased number of people at home during the lockdown but also due to the 'Slim My Waste' campaign. Green waste collections were suspended for the whole of April in order to allow our collection contractor to concentrate on managing the increased residual tonnage and both the clinical waste and kerbside recycling operations – all of which were deemed as essential services by Government guidance. The green waste collection service was reinstated from the 11th May and as can be seen by the exponential rise (46% or an extra 52 tonnes per day) from the same period last year, there was a pent-up demand.

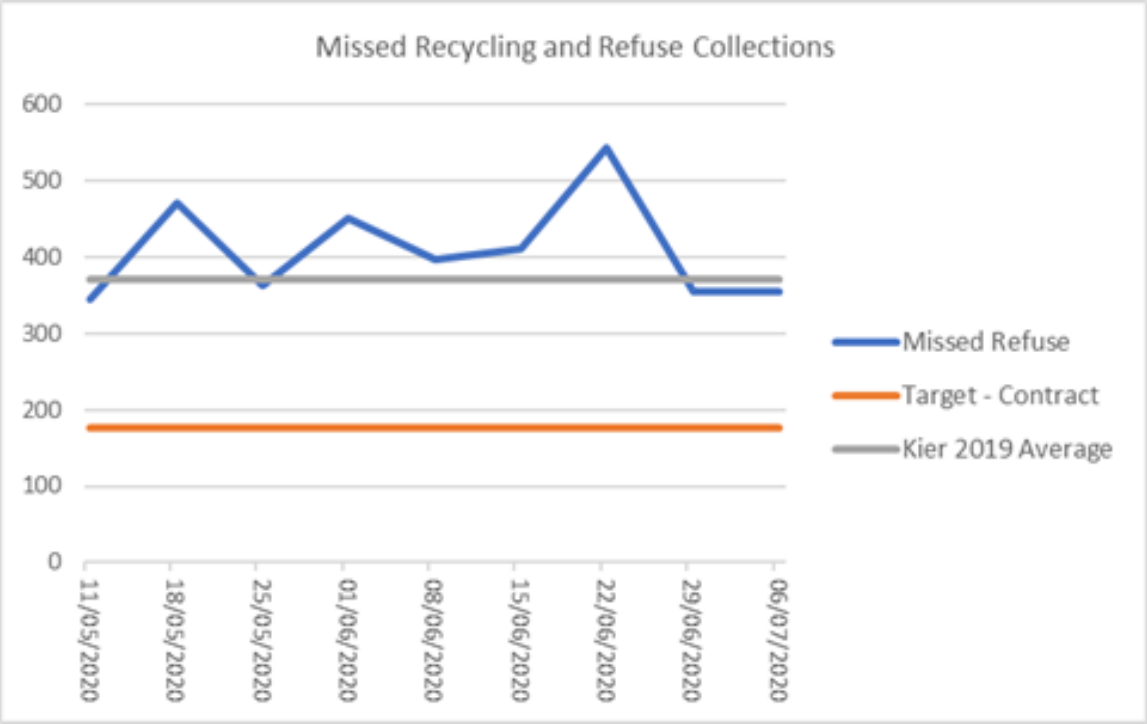


Month	April					May				
Kerbside Tonnages	2019	Average Per Day	2020	Average Per Day	**% Change**	2019	Average Per Day	2020	Average Per Day	**% Change**
Residual Waste	8,543	**388**	8,789	**400**	**3%**	8,244	**375**	8,263	**393**	**5%**

Food Waste	1,515	**69**	1,895	**86**	**25%**	1,475	**67**	1,815	**86**	**29%**
Green Waste	2,067	**94**	0	**0**	**-100%**	2,497	**114**	2,484	**166**	**46%**
Recycling Input	3,465	**158**	4,196	**191**	**21%**	3,195	**145**	4,060	**193**	**33%**

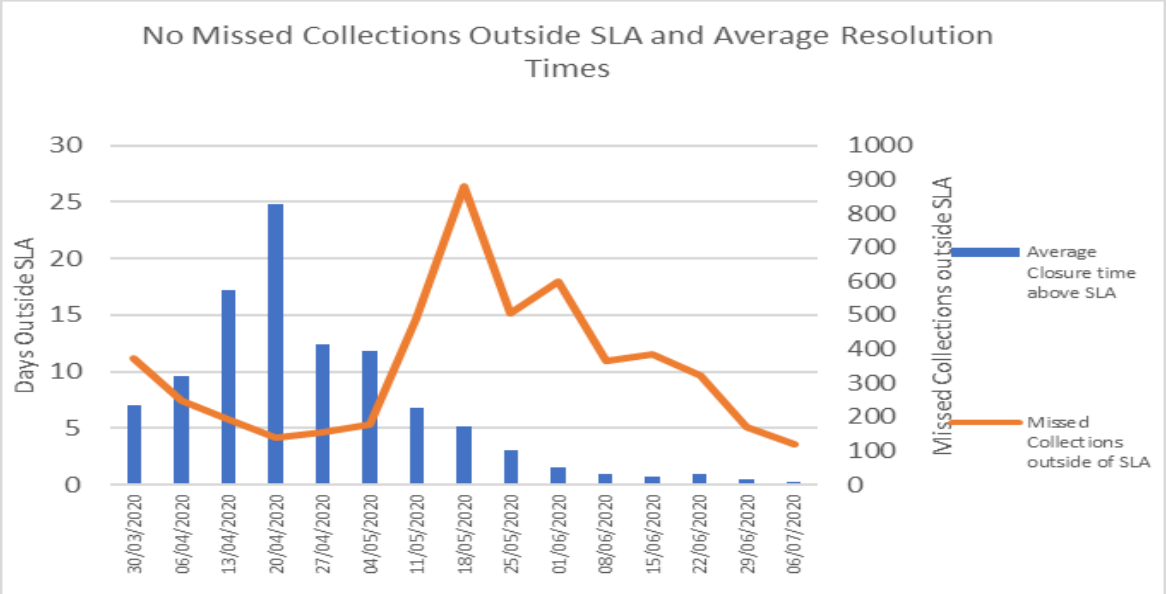
4. Collection service performance

Broadly speaking, recycling, refuse, assisted collection and clinical waste collections held up well through the Covid-19 first wave – they remain broadly at the level we experienced under Kier and Suez are working to improve performance (whilst still coping with the ongoing challenges of Covid-19). Where there were issues with the service, they related to the major issues we had with systems and data – contract mobilisation issues but ones that were harder to solve given the pandemic. As figure 1 shows, the service overall was improving up until the point when the garden waste services and recycling missed collections were reintroduced in May. Suez have allocated substantial additional resources to rectify the service issues since then, but garden waste performance continues to be significantly below the level of performance we would expect it to be. Suez have a performance recovery plan in place to drive further improvement and have ongoing additional resource allocated (at their own cost) to rectify these issues, with SWP having provided funding to cover the costs arising as a result of the impact of the Covid-19 response.



Dealing with missed collections

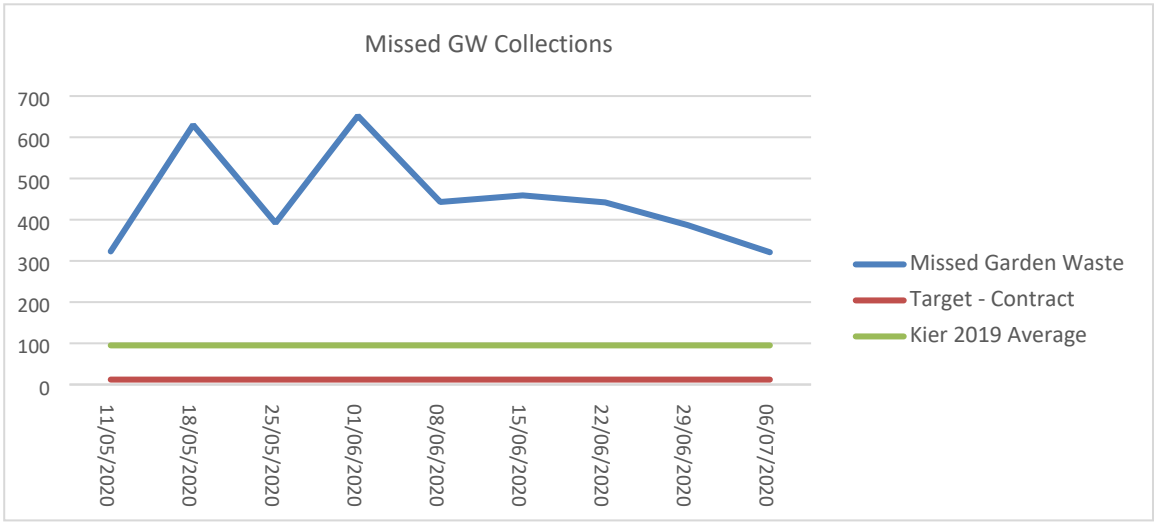
Whilst clearly we don't want to see missed collections, if they do happen we need to get back quickly to resolve the issue and address the root cause to ensure it doesn't happen again. When the pressures on the service were most acute this was not been happening as well as it should have been, particularly on garden waste. This placed customer services in our partners and in SWP under considerable pressure when combined with the service issues we've experienced on garden waste and the integration issues that meant some problems were slower to be able to fix. As the graph below shows this is now well under control, but we continue to monitor this closely. Note that due to integration issues some invalid missed collections are likely to be included in the missed collection statistics – as we bed in the new technology we will address these issues (for example crews reported 20 instances of needles being in recycling containers in June – clearly we don't expect our crew to take this recycling and nor will we return for this as a missed collection).



Service pressures: garden waste

Garden waste was re-introduced on 11th May with the new routes, however this was not undertaken effectively as the route mapping was not undertaken as effectively as it should have been. The reintroduction of this service also highlighted a number of underlying ICT integration/data issues that meant that where customers tried to report issues we were not able to rectify the issue as quickly as normal. Whilst 50% additional resources were initially deployed on the service (to cope with heavy tonnage and high levels of presentation after the service was suspended) this has been increased to over 100% additional resource, particularly on narrow access vehicles. A re-route of the garden waste service was undertaken on 6 July to address the underlying issues and hence improve performance. All customers were written to and free garden waste sacks provided to those customers whose day change meant they were waiting 5 or more days

longer than usual for a collection. At the time of writing this report the re-route had delivered a significant improvement in service quality (30% reduction in missed collections), but there is still further to go.

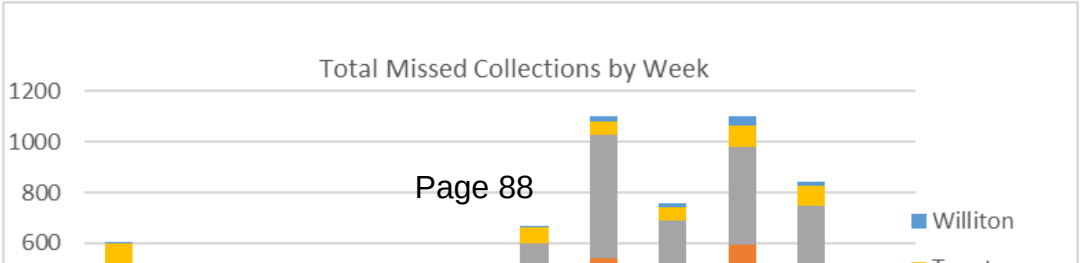


Container Delivery Services

Container delivery services were suspended from 19th March 2020 to 11th May 2020 with the resources devoted to supporting the recycling service. This resulted in a build-up of demand, compounded by high ongoing demand for new containers (potentially with more people having more time and inclination to recycle, and more waste to dispose of as they are at home more).

Currently there are around 2500 requests for individual containers a week (around 60-70% more requests than normal) and at peak 2000 Garden bin requests were received. Suez have doubled the resources delivering containers (with Viridor seconded staff also supporting container delivery until recycling centres reopened), worked Saturdays and overtime, and SWP have extended the SLA to 20 days to ensure that customer expectation matches our resource level. SWP are aware that some customers may have been waiting considerably longer than we would expect due to a backlog in SWP customer services where requests need a review (being addressed with additional resource focused on these transactions), by ICT issues which have prevented us from passing a request through to Suez (all identified issues addressed) or where there have been delays in transactions moving from a District Council partner to SWP (again – all now resolved).

The additional resources to catch-up on this service have meant that there are no outstanding requests in the system from March and April and very few outstanding requests from May – with these expected to be resolved in the next few days. The overall number of containers outside of the contractual SLA has reduced from over 5,000 at peak to 1283 as of the 10th of July.



4. Costs

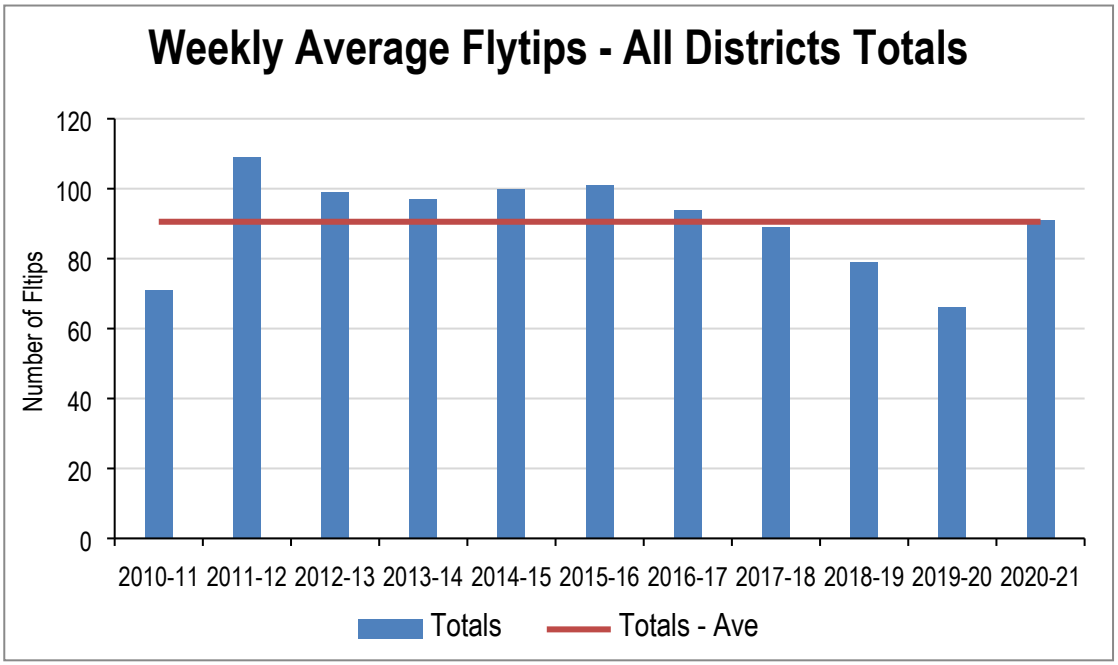
SWP has incurred additional expenditure due to Covid-19. These costs have come from five main areas:

1) *The cost of the delayed Recycle More roll-out programme:* SWP had planned to have undertaken two roll-outs during this financial year (one in June and one in September). A different roll-out programme results in costs for Districts as the current service package is more expensive than Recycle More, and for the County because the expected disposal savings are not realised. s151 Officers were verbally updated on this at a meeting on 14 July. Costs are estimated at £494k for SCC and £1.806m for Districts. A higher 'worst case' cost has been included in returns to MHCLG to date, and this revised cost will be reflected in partner's July submissions should the Board agree the revised roll-out schedule.
2) *The costs associated with the phased reopening of HWRCs:* c£140k of costs have been incurred through the use of Police Accredited Traffic Officers, signage, barriers. The redeployed parking enforcement officers have not been charged for by SCC.
3) *Additional collection costs:* Collection costs have increased due to there being so much more recycling, the higher costs associated with some services after they were suspended, the impact on productivity of measures to keep crews safe and of parked cars causing delays on rounds. Given that mobilisation will also have caused Suez to incur additional costs, and because there was no steady state with Suez to compare to, ensuring that SWP could validate the costs was challenging. Accordingly, SWP used an independent consultancy (Eunomia) to validate Suez's costs. After negotiations with Suez it is expected that the proposed costs for which partners will make a claim will be substantially lower than initially proposed and will be validated by a report from Eunomia which demonstrates the reasonableness of the claim. SMG and s151 Officers have been kept informed throughout this process and supported the approach at our virtual meeting on 14th July. It is expected that costs for April – June will be below £500k, that a similar approach will be adopted for July and then further discussion will be required with Suez (informed by the impacts of Covid, the national response, the contractual position) to ensure that we balance the need to deliver critical services with our financial context.
4) *Tonnage:* SWP have taken a conservative approach and assumed that tonnage that did not go through recycling centres when they were closed may return (and hence not reflected a saving from this as this point), but have reflected the costs to Somerset County Council of additional tonnage at the kerbside - £270k. There are no tonnage related costs for District partners.
5) *SWP head office costs:* These include £20k for the element of savings from Slimmy that will not be realised due to suspending the campaign, and under £3k for equipment for SWP staff (including hand sanitiser and kit to enable effective long-term home working).

4. Fly Tipping

Since the closure of the Recycling Sites from the 23rd March, we have been monitoring the level of fly tipping around the County, with the assistance of District Council colleagues. From the 30th March to the 26th June, we had 1,193 recorded fly tipping incidents, peaking at 142 during a week at the end of April, and an average of 92 incidents per week over the 13-week period. Whilst this is 47% up on the similar period in 2019, due in part to the exceptionally good performance by both Somerset residents and partner authorities last year, it is only 1 incident per week higher than the 10-year trend in Somerset's fly tipping reports, as shown below. The District breakdown of this is that Mendip is 5 above the 10-year trend, Sedgemoor shows no change, South Somerset is down 6 & Somerset West & Taunton is up 2. The most significant move in the type of material fly tipped relates to that recorded as 'black bags' which has seen a rise from 15% last year to 25% during this period.

We have also been monitoring the number of reported nuisance bonfire events through the 13-week period, these showing a total of 208 reported incidents, with an average of 16 per week or 4 per District area per week.



4. Lessons learnt

Whilst SWP are confident that we made the best decisions we reasonably could, given the uncertainties of the first wave of Covid-19, we want to ensure that we learn the lessons from this for any future wave. It should be noted that any future wave affecting Somerset could look very different – for example potentially higher levels of staff absence (e.g. due to track and trace impacting on a higher proportion of the

workforce) or local lockdowns. It is also likely to have cost implications, and whilst we are working to develop plans that minimise these, we cannot realistically eliminate them. SWP has undertaken an internal lesson-learned exercise, reviewed this with SMG and with our contractors (Viridor and Suez). We expect to undertake a specific lessons-learnt exercise with customer service colleagues in early August. Key lessons-learnt which will inform revisions to our business continuity plan are:

- We will seek to not close our HWRC network now that government have provided the requested clarity on what is an essential journey. This means that should there be another lockdown we would seek to keep a core number of sites open with appropriate measures (e.g. odds and evens, a limited range of materials – though probably a wider range than previously).
- We will seek to reduce the number of steps of phased reopening before sites are back at their new normal. We are also likely to reduce the number of Police Accredited Traffic Officers we use to focus them on where they had the greatest impact – not least because this is an expensive resource.
- We will prioritise maintaining container delivery services for longer – the resources this released did not delver sufficient benefit compared to the challenges of dealing with the pent-up demand, and the delays in receiving containers caused considerable customer frustration.
- We will develop a Business Continuity Plan specific to the roll-out of Recycle More phase 1 and have identified key individuals within our collection contractor on which we are particularly dependent for a smooth roll-out, with substitutes identified.
- We are seeking to train some partner streetscene staff ahead of any second wave so that they could provide additional support, in particular to recycling crews coping with huge volumes of cardboard. This and Suez's focus on training up additional banks of agency staff should mean we are more resilient to staff absence.

5. Background papers

5.1. None

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Somerset Waste Board meeting
31 July 2020
Report for decision

Revised Recycle More Roll-Out Timetable
Lead Officer: Mickey Green, Managing Director, Somerset Waste Partnership
Author: Mickey Green, Managing Director, Somerset Waste Partnership
Contact Details: mickey.green@somersetwaste.gov.uk

Forward Plan Reference:	
Summary:	On 9 April 2020 the Managing Director of the Somerset Waste Partnership took the decision to delay the roll-out of Recycle More programme due to the serious, unprecedented and uncertain impact that Covid-19 was having on waste services. The decision set out that SWP would work to develop a revised roll-out programme for approval by the Somerset Waste Board at its next meeting. This paper sets out a revised roll-out schedule. It involves 4 phases rather than the previous five phases which means that despite the delayed start the roll-out will finish at the same time, and hence the delay to the environmental and financial benefits are minimised. The first phase is planned to roll-out in Mendip in October 2020, all of South Somerset in July 2021, the eastern part of Somerset West & Taunton in September 2021, and Sedgemoor and the remainder of Somerset West & Taunton in February 2022. The final two phases may slip by a month, but this will depend upon the lessons learned from phase 1. Whilst the detailed plans for roll-out have been made to reflect the constraints of Covid-19, clearly the ongoing pandemic results in significant risks and issues, and hence further change to the timetable may be necessary.
Recommendations:	**The Joint Waste Scrutiny Panel considers and comments on the following recommendation in this report.** **That the Somerset Waste Board agrees the revised roll-out timetable for the new Recycle More collection service and authorises the Managing Director of the Somerset Waste Partnership to vary the roll-out due to the significant uncertainty created by the ongoing Covid-19 pandemic.**
Reasons for	

recommendations:	Rolling out Recycle More delivers significant environmental and financial benefits, and clearly we want to realise these benefits as quickly as possible. Balanced against this, Covid-19 is placing waste services under considerable pressure and has disrupted the smooth mobilisation of our new collection contract with Suez (our new collections contractor). A review of all options by SWP and Suez has developed a revised roll-out timetable, and some changes to phases to better align with District Council boundaries to simplify communications whilst balancing operational costs and complexity. Whilst every effort has been made to mitigate the potential impact of Covid-19 on our planned roll-out timetable, clearly it is not cost-effective to mitigate for every possible scenario, and a roll-out of this scale during Covid-19 does pose risks. However, the uncertainty of when we will be fully free of Covid-19 and the considerable environmental and financial costs to delay means we need to proceed as quickly as is practically possible, whilst retaining some flexibility to respond to circumstances.
Links to Priorities and Impact on Annual Business Plan:	Section 1.1 of the SWB Approved Business Plan 2020-25 concerns the implementation of Recycle More. All partners have declared climate emergencies/similar, and the environmental benefit from Recycle More is an important part of achieving these.
Financial, Legal and HR Implications:	The overall savings from Recycle More are anticipated to be over £2 million per year. Prior to the delay to the roll-out timetable it was expected that savings would start to be seen in 2022/23 once roll out has been fully implemented and the costs of roll-out paid back. The Board and all partners have previously agreed that no savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs (e.g. implementation costs) have been fully funded. All partners MHCLG returns reflect the costs that the Covid-19 caused delay to Recycle More has resulted in – for District partners this is the extra costs of delivering the current service (which is more expensive than the Recycle More collection services) and for the County this is the extra cost of having to dispose of more rubbish as the savings are not realised as early. Section 4 of this report sets out the revised financial model for Recycle More against which the savings realised will be tracked. Covid-19 aside the arrangement is unchanged whereby the County Council funds the costs of roll-out until the savings from Recycle More pay these back.

	There are no specific legal implications from the revised roll-out timetable, and the only HR implications relate to business continuity planning – ensuring that key staff are identified and contingency plans in place, and ensure that sufficient agency cover should be available should there be an elevated level of front-line staff sickness due to Covid-19.
Equalities Implications:	An impact assessment on Recycle More is maintained and updated as the project progresses. The only change to the equalities impact assessment as a result of the delayed roll-out is to reflect the different approach to communications and engagement that is needed under Covid-19 (i.e. with a greater degree of digital engagement).
Risk Assessment:	The underlying risks to Recycle More (i.e. the risks of not achieving the stated objectives) remain broadly as they were and have been the subject of previous board papers (see background section). New and or significantly changed risks are set out in section 4 of this report. The roll-out of phase 1 in Mendip in October 2020 has particular risks given that Covid-19 is still with us, and because of the impact that Covid-19 on mobilisation has had, meaning that aspects of the service (e.g. garden waste) are not where we would like them to be.

1. Background

1.1. Background to Recycle More

On 29 March 2019 the Somerset Waste Board decided upon SUEZ Recycling and Recovery UK as the preferred bidder for Somerset's waste collection contract. SUEZ took over delivering services on 28 March 2020. 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 and foil. A verbal update will be provided to the board on the kerbside collection of textiles, which we have unfortunately had to suspend due to lack of off-takers due to Covid-19 – we are advising residents to take high quality textiles suitable for reuse to charity shops or our recycling centres in the interim.

A 60litre weighted reusable sack (a 'bright blue bag') 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. Communal properties (adding in plastic, pots, tubs and trays and ensuring all can recycle cardboard) and schools (adding in plastic, pots, tubs and trays) will also have increased options to recycle. Neither schools nor communal properties will see changes to their rubbish collection frequency, which will still be responsive to when bins are full.

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.

1.2. Delay to planned roll-out programme

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, not least because we need to phase work to depots (because whilst we overhaul our depots to deal with additional recyclables we still need to continue with the 'day job') and so we can support residents to change behaviours.

On 9 April 2020 the Managing Director of the Somerset Waste Partnership took the decision to delay the roll-out of Recycle More due to the serious, unprecedented and uncertain impact that Covid-19 was having on waste services. This decision paper highlighted that a paper would be brought to the next meeting of the Board to set out a revised roll-out timetable.

1.3. Revised roll-out timetable

The proposed revised roll-out schedule for Recycle More is as follows:

When	Where	Households
26 Oct 2020	Mendip (all)	51,768
28 June 2021	South Somerset (all)	76,653
27 Sept 2021 (fallback 25 Oct 2021)	Somerset West & Taunton (primarily old Taunton Deane)	55,207
28 Feb 2022 (fallback 28 March 2022)	Sedgemoor & Somerset West & Taunton (primarily old West Somerset)	72,312

Key changes from the previous roll-out timetable are that:

- Roll-out has been compressed into 4 phases (rather than 5) so it finishes at the same time as original plan

- The first two phases now cover all of Mendip and South Somerset (respectively) in order to simplify communications and engagement reflecting the challenges in communicating whilst Covid-19 is still a major factor. Previously South Somerset was split into two phases and a small number (c1,400) of Mendip households (those served from the Bridgwater depot) would not have been completed until phase 5.
- Communal properties in Mendip will not be included within phase 1. Whilst there are only 110 such properties in Mendip, each one is different and they require detailed and time-consuming planning ahead of a service change. Devoting Suez and SWP time to this work would place undue pressure on resources and hence risk the success of the overall roll-out. Mendip's communal properties will receive the new service ahead of or part of the June 2021 phase – an update will be provided to the board ahead of this.
- Schools will still roll out in two phases as planned but the first phase of the roll-out will not happen in September 2020 as previously planned. This is partly because we need to de-risk the roll-out given the added risks and issues caused by Covid-19, the resource pressures that planning and implementing this would cause (and hence the risk to the overall success of the programme given our challenges at the moment) and partly because we are concerned that schools will not be ready for this in September 2020 given the many challenges they will have in getting back to a new normal. It is anticipated that we will roll out Recycle More to schools in Mendip and South Somerset on 28 June 2021, and to schools in Sedgemoor and Somerset West & Taunton in either Sept 2021 of February 2022. A finalised timetable will be brought back to the board in this financial year.

A go/no go review will be undertaken by the Managing Director of SWP, in conjunction with SMG, in late August to ensure that we are ready for phase 1 of Recycle More – i.e. that the service is stable, that the route mapping is robust, that Covid-19 isn't having undue impacts, and that our plans for operational support and communications and engagement are still on track. Lessons learnt exercises will be undertaken after each phase of roll-out to inform the next phase. The precise timing of the final phase will be reviewed in late Summer 2021.

1.4. Communications and Engagement

Recycle More is first and foremost about behaviour change and the Somerset Waste Board (SWB) have repeatedly emphasised the need for a major communications and engagement programme ahead of the roll-out.

SWP will still deliver two critical communications through their door of every household ahead of the service change to Recycle More, though on a slightly revised timescale:

- a 'warm-up' leaflet 6 weeks before the service change (instead of 8 weeks as previously planned, so as to shorten the lead time on implementation)

- a more detailed guide 3 weeks before the service change (instead of 4 weeks) which will tell people what materials go in what recycling containers and any changes to their collection day.

Engaging with young people and their parents/carers through schools was always a key component of our planned campaign and will remain so – Carymoor Environment Trust is developing virtual Recycle More workshop and assembly options to offer as alternatives to physical visits. It is hoped that some degree face-to-face engagement may be possible, as well as planned 'schools gate mini-roadshows', though clearly this will be a decision for individual schools and all activity will need to reflect social distancing and other measures.

The campaign will have a greater reliance on digital engagement – a service change film will be produced, regular Facebook live sessions/Similar will be held so that residents can ask questions, Zoom/Similar meetings will be offered to clusters of parish councils and Similar stakeholders where face to face events are not possible. Leaflets, Your Somerset and reaching out to key stakeholders (e.g. parish councils, village agents, talking cafes, etc.) are crucial means of ensuring that all residents, including those not digitally able, are well informed of the changes. Downloadable collection-day calendars (iCal) will be available to residents which will enable people to have a collection day reminder on their phone/computer should they wish to. Whilst work is continuing on an App, this is unlikely to be ready ahead of phase 1 given the other pressures on resources – the key functionality that we wanted customers to have access to will be available through My Waste Services and the downloadable collection-day calendar. Face-to-face support will also remain crucial to support residents who are struggling with the changes, but clearly we will need to manage demand for this and do it in a safe way. SWP will seek to recruit a network of Recycle More Champions who can help promote the service locally.

Additional resources will be brought into SWP's customer service team and our operational team to help deal with increased customer contact, though the district Council's customer service team and our My Waste Services system will remain the key front door for residents. For example, it is expected that many residents will have a day change, but this is necessary to ensure that rounds are robust and efficient (and hence for service quality). Additional support will be targeted for those changing days (e.g. staff reviewing rounds on their 'old' collection day and engaging with residents to inform them of changes if they have missed messages, closely monitoring participation on 'new' collection days and targeting additional support). Enhanced processes are also being put in place to ensure that we support those residents who are concerned about whether they have enough space for their rubbish. SWP has already funded (approx. 11k) three cloth nappy groups to and these will be promoted. Those who need extra rubbish capacity (for example with a large family or medical needs) will get it, and we will make that process as seamless as possible. There will be requests for extra capacity that do not meet the criteria and it is important that households are encouraged to engage fully with the new service – freeing up space in rubbish bins.

1.5. Mobilisation issues

The challenges of mobilising a new collection contract cannot be understated – whilst the staff TUPE transferred we have a whole new fleet of vehicles, a step-change in technology and use of data, new systems and processes. The challenges of this process have been made even more difficult by having to do this through a global pandemic. Dealing with significant changes in technology, changes to safe systems of work to protect staff, key staff at SWP and Suez having to focus on our business continuity plans meaning management resources are spread more thinly, the pressures that come when services are restarted after a considerable period of time – all of these and other factors have made mobilisation incredibly challenging. The changes to the garden waste service that Suez implemented did not go as well as we expected, and we apologise for the impact this has had on customers. Suez and SWP have learnt the lessons from this and reflected this in our planning for Recycle More. However, clearly a roll-out on the scale of Recycle More is going to be made much more difficult by having to do it when the world is so far from normality.

2. Options Considered and reasons for rejecting them

2.1. SWP have considered and rejected a number of other scenarios (working with Suez and in consultation with SMG), including:

- **Delaying Recycle More roll-out until Covid-19 is behind us:** A longer delay would have very considerable cost impacts on all partners as well as delaying the environmental benefits. Whilst delaying until Covid-19 is no longer a risk would have made the roll-out operationally simpler and less risky (changes in waste tonnage are very difficult to predict at the moment with so many people at home), when this will be is uncertain and given the pressures on public finances and the declared climate emergency this is not a preferred option
- **Further delaying the start of the roll-out:** Whilst this would give more time to prepare, there is no guarantee that Covid-19 would still not be having an impact, and there are relatively few times of the year suitable for large-scale service changes. Delay would push back the financial and environmental benefits of Recycle More, and as it is not practical to fit three roll-out phases in one calendar year it would also push back the end of roll-out.
- **Rolling out more quickly than the proposed timescale**: It is not possible to start the roll-out earlier than October 2020 due to the disruption that the first wave of Covid-19 has caused to services and contract mobilisation, and because of the long lead time for each phase (both in terms of behind the scenes work e.g. mapping new routes and crucially the communications and engagement – the benefits derive from behaviour change not just service change). Doing more than two phases in any one calendar year would also be impractical and highly risky – operationally and in terms of

communications and engagement.

- **Fully finalising all aspects of the roll-out timetable now:** Whilst we have a clear ambition for the rollout timescale, this paper indicates key aspects of uncertainty (for example whether phase 3 and 4 slip by a month). This is necessary because the impacts of Covid-19 are so uncertain that we want to ensure that we manage expectations that adjustment to the timetable may be necessary.

3. Consultations undertaken

3.1. This revised timetable has been developed in conjunction with our new collections contractor, Suez. The revised timetable has been discussed with the Strategic Management Group (senior officers from each partner), s151 officers and at an informal meeting of the Somerset Waste Board and the Joint Waste Scrutiny Panel on 14th July 2020. The importance of flexibility given the risks was emphasised by some members at the informal meeting and has been reflected in this paper.

4. Implications

4.1. Recycle More is expected to deliver a significant environmental benefit – reducing the amount of rubbish generated and increasing recycling levels, both of new materials and the half of the average rubbish bin in Somerset that could already be recycled already. Recycle More also results in lower emissions as vehicles will travel less distance overall (with refuse collections moving from two-weekly to three-weekly whilst recycling collections remain weekly).

4.2. Recycle More was anticipated to breakeven during quarter one of 2022/23 as reported to the board on 14 February 2020. As previously mentioned, there were still some revisions to do to the breakeven model due to final contractual arrangements around TUPE'd staff etc. Following this update to the breakeven model, this resulted in a slight movement in the breakeven point to early in quarter 2 2022/23. It is still expected that the annual saving from Recycle More will exceed £2m. The financial impact of the revised roll programme will not impact upon breakeven point as all 5 partners are funding their share of these Covid related costs which will include use of MHCLG Covid funding.

4.3. Risks

The underlying risks to Recycle More (i.e. the risks of not achieving the stated objectives) remain broadly as they were and have been the subject of previous board papers (see background section). New and or significantly changed risks are as below. Covid-19 is placing SWP, Suez and our partners under considerable pressure and the uncertainty inherent in Covid-19 means it is difficult to fully describe all the potential risks. A specific section of our Business Continuity Plan

is devoted to the specific risks to Recycle More.

Description	***Likelihood***	***Impact***	***Risk Score***
A second wave of Covid-19 in Somerset or a local outbreak affecting SWP's Evercreech depot disrupts or prevents roll-out: This has been mitigated by shortening the lead time between decision and roll-out (e.g. a 6 week and 3 week leaflet, rather than an 8 week and 4 week leaflet as planned) and development of a specific section of our (and Suez's) Business Continuity Plans specifically focussing on this.	3	4	12
Covid-19 is disrupting people's lives (working from home/furlough, more online shopping) and this is changing waste flows – the scale and duration of these changes is hard to predict, and this makes it more challenging to resource the service efficiently.	4	3	12
The service is not stable enough (noting that changes to the garden waste service have not gone as smoothly as we would expect) to give us confidence that we are ready to roll out Recycle More	3	4	12
Suez are unable to robustly plan for the changes due to a compressed timescale to rollout and the pressures of Covid-19, in particular to manage day changes and also to ensure any HR implications of route changes are effectively managed	3	4	12
Suez do not learn the lessons from the issues with the garden waste day change and SWP do not have sufficient confidence in their route-planning to sign off on the roll-out of Recycle More. This is made more challenging because we do not know if the substantial changes we have seen in tonnage associated with Covid-19 are going to continue, and hence it makes designing efficient routes extremely challenging.	3	4	12
The financial and environmental gains from Recycle More come from behaviour change (people throwing away less rubbish and recycling more) – and communicating with the public is more challenging under Covid-19. Details of the revised approach to comms and	4	3	12

engagement are set out in the paper.			

5. Background papers

5.1. All previous board papers on Recycle More are available on the SWP or SCC websites.

- 29 March 2019 Board meeting agenda and papers
- 9 June 2020 Decision to delay Recycle More
- 23 April decision on phase 1 of revised Recycle More roll-out timetable

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

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

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

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

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

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

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

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

Mendip District Council councillors: Matthew Martin and Tom Ronan

Sedgemoor District Council councillors: Andrew Gilling and Janet Keen

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

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

Somerset West and Taunton Council councillors: David Mansell and Sarah Wakefield

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at Somerset Waste Board Forward Plan
- You can arrange to inspect it at County Hall (in Taunton).
- Alternatively, copies can be obtained from the Democratic Services Team by telephoning 07790577232 or emailing democraticservices@somerset.gov.uk

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

To make representations about proposed decisions:

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

The Agenda and Papers for each Somerset Waste Board meeting can be found on the County Council's website at:
Somerset Waste Board meetings

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP Refs / Date proposed decision published in Forward Plan	When decisions due to be taken and by whom (**)	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
21 April 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 31 Jul 2020 To consider the report	Issue: Constitutional matters and 2020/2021 Membership and dates			Julia Jones, Governance Specialist - Democratic Services

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
22 January 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 31 Jul 2020 To consider the report	Issue: Recycle More Mobilisation Update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
22 January 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 31 Jul 2020 To consider the report	Issue: Performance Outturn 2019/20			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
22 January 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 31 Jul 2020 To consider the report	Issue: Financial Outturn and Use of Balances 2019/20		Part exempt	Sarah Rose, Finance Manager Tel: 01823359643
22 January 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 31 Jul 2020 To receive the report	Issue: Slim my waste, feed my face			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 31 Jul 2020 To consider the report	Issue: COVID-19 Update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 25 Sep 2020 To consider the report	Issue: Recycle More update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 25 Sep 2020 To consider the report	Issue: Performance Report Q1 2020/21			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 25 Sep 2020 To consider the report	Issue: Finance Update Q1 for 2020/21 and initial budget for 2021/22			Sarah Rose, Finance Manager Tel: 01823359643

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 25 Sep 2020 To consider the report	Issue: Outline Business Plan 2021-26			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 25 Sep 2020 To consider the report	Issue: Slim my waste, feed my face			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
9 June 2020	Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) 25 Sep 2020 To consider the report	Issue: Proposed fees and charges for 2021/22			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

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