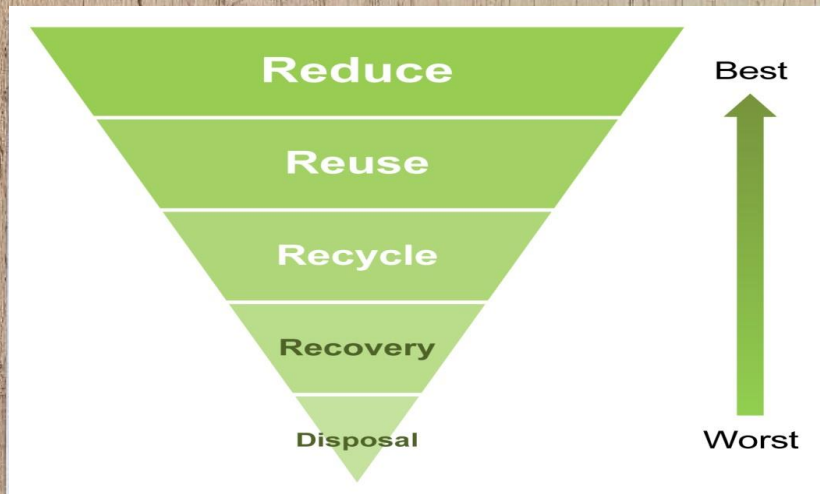


Somerset Waste Board
Fourth Quarter 2019-20

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 our household waste is not waste but reused as a valuable resource.
- Deliver excellent customer service and value for money to create a more sustainable Somerset.

What we are aiming to become:

An exemplar for how we manage waste as a resource, work with others and support our residents to manage their household waste and make our service the best it can be.

Our values

- **Insight:** Working with our partners to understand how and why people behave as they do and use this knowledge to shape our service.
- **Collaboration:** Treating everyone we work with as an equal, knowing we have greater success when we work together.
- **Innovation:** Learning from others and constantly looking at new ways of working to give the best service we can.
- **Quality:** Focusing on excellent customer service and making the best use of the waste we collect.

Business Plan

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

Background

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

www.somersetwaste.gov.uk

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

2.3 Changing behaviours through Recycling More

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

2.4 Community engagement

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

Building Our Capability

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

3.1 Transforming ICT systems

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

3.2 Strategy and influence

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

3.3 Ensure homes are built with waste in mind

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

3.4 Improving performance monitoring

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

Purpose of the Report

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

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







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

www.somersetwaste.gov.uk

























Key to KPI ratings used

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

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

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

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

Measure	Headlines	Performance Rating	Performance Indicator
Business Plan: Delivering excellent services	Successful 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.		



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 Digester 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.



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)	Orange	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)	Green	Public response to this continues to be good. In our recent round of parish council engagement we have been considering whether to develop guidance for those communities that want to organise a PTT collection point.	We will continue with our signage review so that we improve signs at all HWRCs and in particular ensure that they complement and align with the kerbside, driving behaviour change.
iii) Work with partners to phase out use of single use plastic - (2.1.5)	Green	This remains a standing agenda item with our monthly partner senior officer meeting and we have worked particularly closely with SDC and SCC to help them shape their own strategy.	We 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)	Green	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)	Green	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)	Green	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	Orange	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)	Green	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)	Green	Developed robust workstream with SUEZ, scoping out approach and strategy for communications and engagement for Recycle More. Researching possible community partners to maximise engagement reach.	Finalise communications plan for phase 1 and engagement pre and post roll-out. Work closely with MDC (customer service and communications teams) to align messages/approach.
2.4) Community engagement			
i) Develop partnerships - (2.4.1)	Green	Continuing to develop approach to Recycle More engagement, including working with Resource Futures to develop plans for SWEEP fund.	Finalise engagement plans for RM Phase1. Develop fly-tipping and littering partnership approaches.
ii) Review food waste & compost champions - (2.4.2)	Orange	Volunteers helped reach 100's people at food and composting themed stalls at Wells Food Festival & Yeovil library. Some new resources developed.	Review of Food & Compost Champions schemes ongoing.
iii) Promote & refresh newsletters - (2.4.3)	Green	Increased sign up to newsletters.	Focus on Recycle More.
iv) Attend face to face events - (2.4.4)	Orange	Numerous parish cluster/similar meetings attended in this quarter.	Develop virtual alternatives.
v) Refresh our approach to reuse - (2.4.5)	Orange	Scope for a commissioned piece of work being developed.	Finalise scope and commence procurement for external support.



Why do we measure and report this?

An important part of the governance of the Somerset Waste Partnership is our annually updated and approved Business Plan, with this section ensuring that the SWP has the capability and resources to even more effectively deliver the Board's vision.

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

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
3.1) Transforming our ICT systems			
i) Implement a new customer service system, enable web self-service and launch a mobile app - (3.1.1, 3.1.2 & 3.1.3)	Orange	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)	Orange	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)	Orange	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)	Green	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)	Orange	A project initiation document has been developed and agreed with SMG. SWB endorsed approach in September 2019.	Delay is likely as the next phase of national consultations appear to be delayed and pressures of work (RM/mobilisation) impact on SWP capacity.
ii) Seek to influence national policy and work with regional partners - (3.2.2)	Orange	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)	Orange	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)	Orange	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)	Orange	Process Mapping surrounding new developments has taken place to identify weaknesses in our current approach, building on internal audit work we requested in this area.	Discuss with SMG and agree action plan to implement SWAP findings. Embed approach in new MWS system.
3.4) Improving performance monitoring			
i) Improve carbon and end use monitoring - (3.4.1 & 3.4.2)	Green	Launch of 2018-19 report 'Beyond the kerb - recycling to resources' - member briefing, social media, press release & infographics.	Refresh for 19-20 data and relaunch.
ii) Focus on customer service - (3.4.3)	Orange	Close contract management with Kier delivered a successful Christmas period. Ongoing work to improve right first time collection activities.	Address Suez service issues (esp. garden waste). Old lessons learnt exercise with partner customer service.
iii) Regular participation & composition analysis	Green	Undertaken in 2018 and reflected in new contract.	Undertaken in 2018 and reflected in new contract.
iv) Ensure accurate data held by SWP - (3.4.5)	Green	Communal refuse data being updated.	Review schools data to ensure up to date.
v) Develop insights - (3.4.6)	Green	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)
	15	Increase in material in refuse bins	12 (9)
Increased Risks:	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.



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

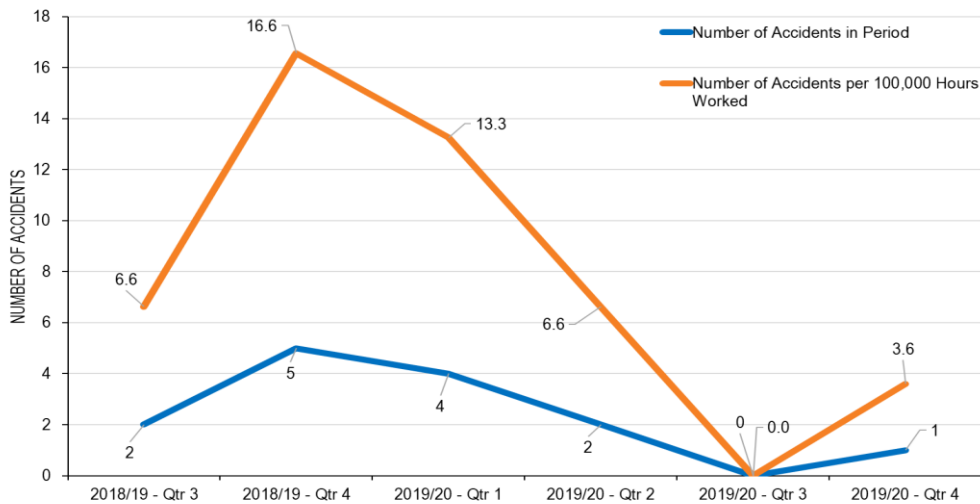
The number of reported accidents to Kier operational staff stands at 10 for Q4.

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.

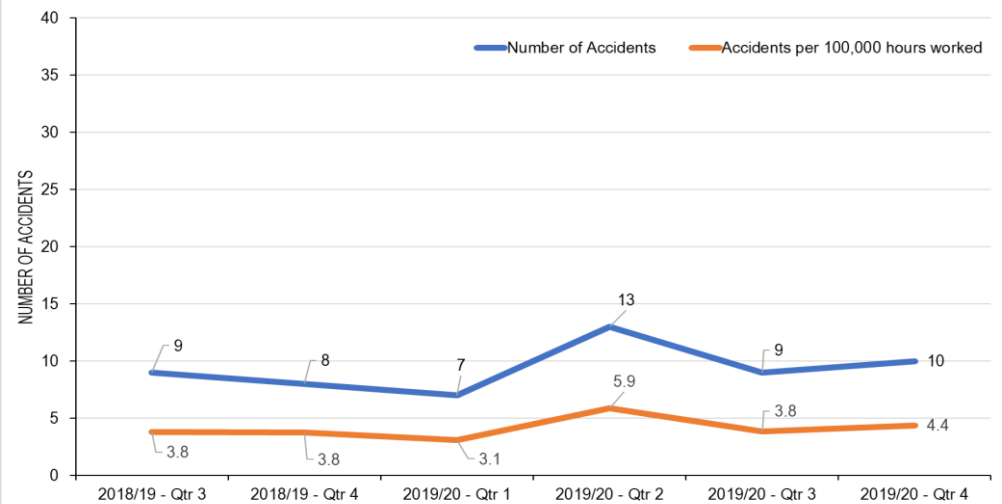
There were no injuries to members of the public, or incidents reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (Riddor).

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





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.

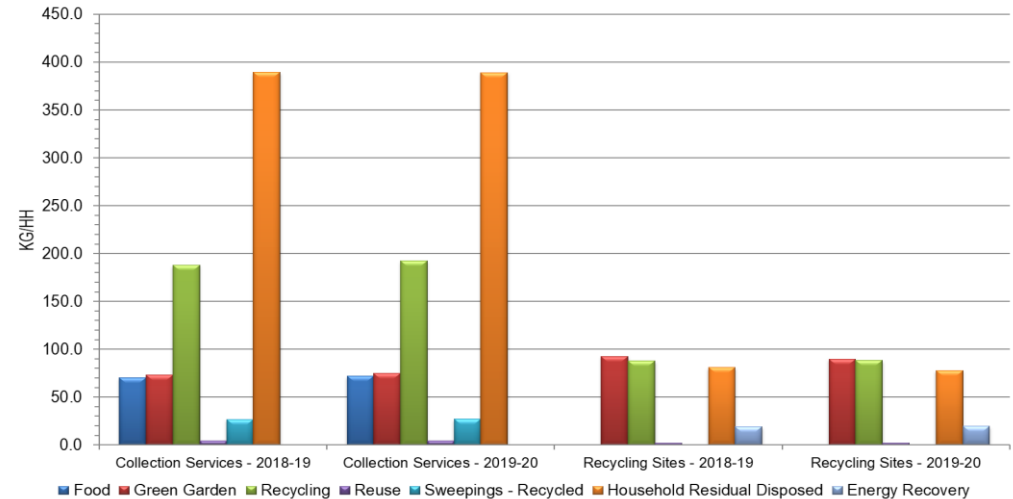
The total amount Reused, Recycled & Composted increased overall by 5.74kg/hh, with an increase of 7.88kg/hh at the kerbside, but with a reduction of -2.15kg/hh at recycling sites. Of these amounts, dry recycling from the kerbside accounted for 4.30kg/hh, with 1.86kg/hh of green garden waste and 1.70kg/hh 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?

Q1 - Q4 COMPARISON OF WASTE ARISING BY SOURCE 2018-19 TO 2019-20 - KG/HH



What are we doing to ensure we continue to improve?

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

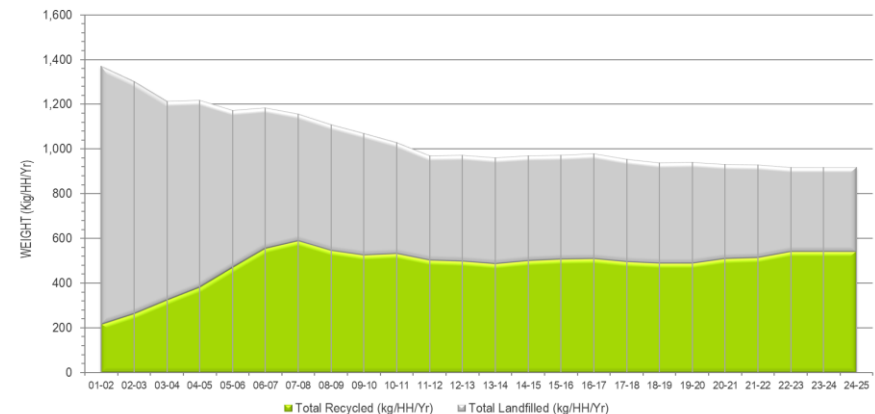
- 1) Schools education programme; School Against Waste
- 2) Recycle More, which will include the introduction of PTT, cartons, battery collections and increasing the capture of small electricals.
- 3) Increasing targeted social media publicity.
- 4) A new draft Waste Minimisation Strategy - informed 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.

TOTAL WEIGHT LANDFILLED & RECYCLED (kg/HH/Year) - 2001-02 to 2024-25

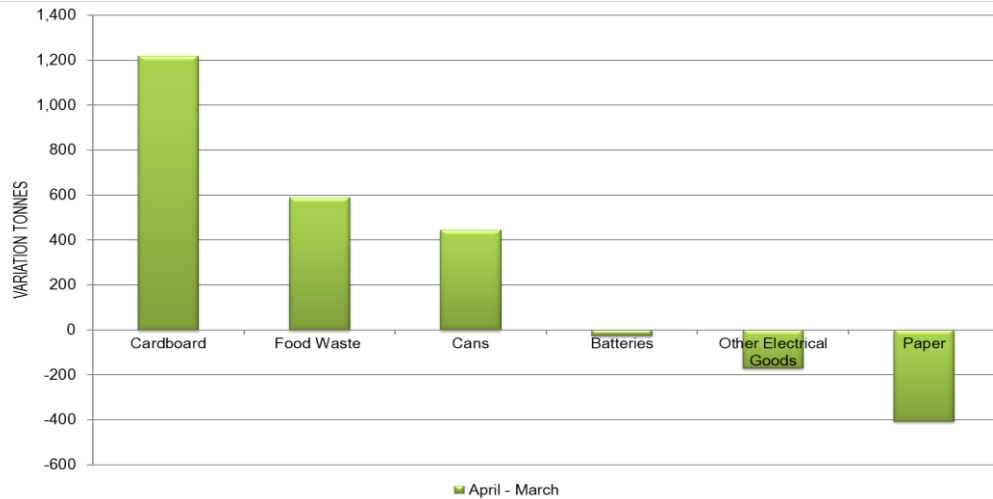




Why do we measure and report this?

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?



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).

Recycling and reuse rate (NI192) for Apr-Mar 2019: 52.86% (increase of 0.45% over previous year)

What are we doing to ensure we continue to improve?

1) Work has now been completed on contract procurement for the new Recycle More service, with the successful bidder, Suez Recycling & Recovery UK, 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%.

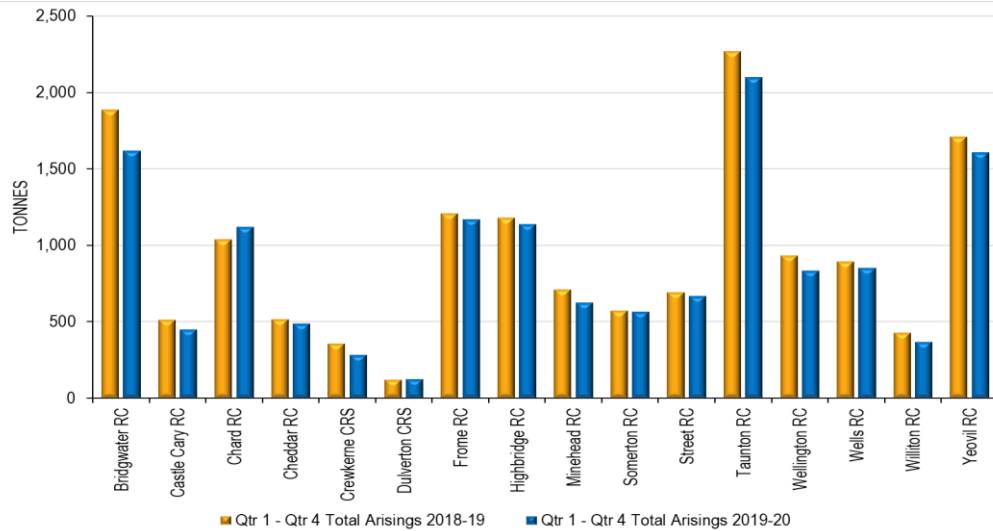
2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing our behavioural change activity on the most carbon intensive materials.

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.

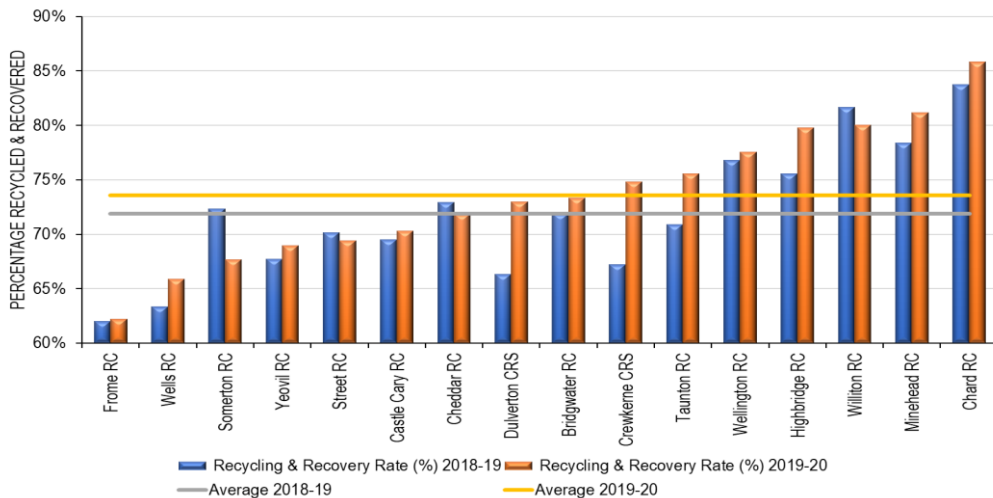
What has happened and what has changed in this quarter?



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.

Q1 - Q4 RECYCLING SITE RECYCLING RATE % - 2019-20 COMPARED TO 2018-19



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.

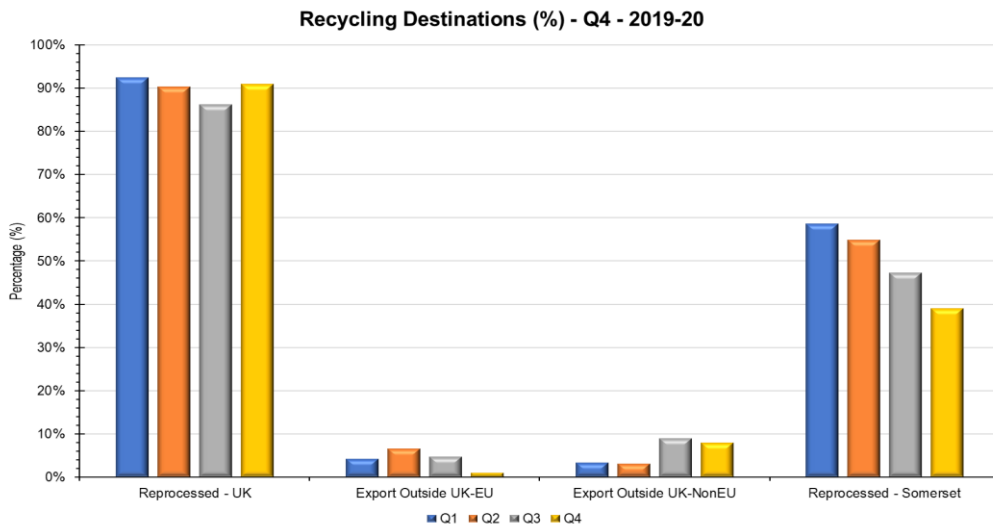


Why do we measure and report this?

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

What are the headline numbers for 2018/19?

Have there been any significant changes since the last report?



In Q4 we recycled 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?

What will future success look like?

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 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.

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.

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.

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.

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.

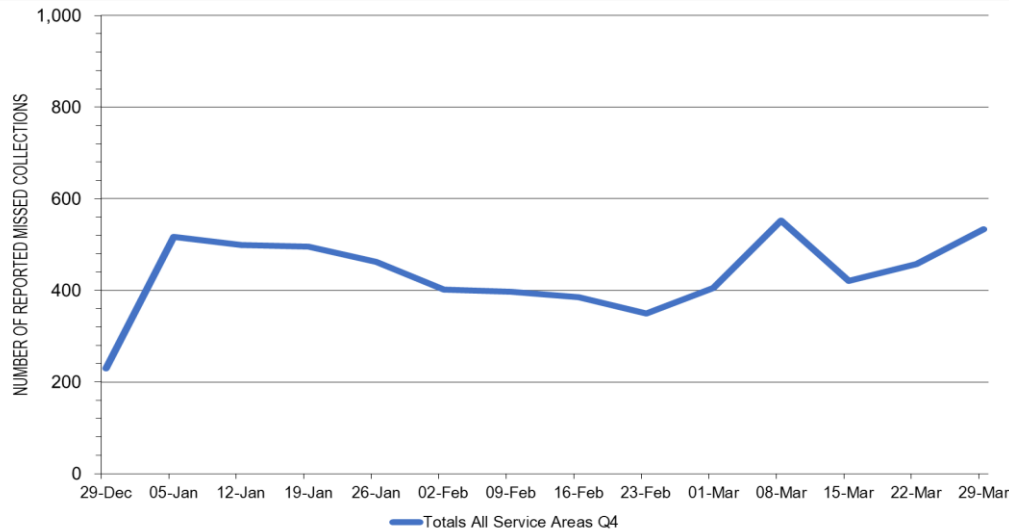
Missed Collections



Why do we measure and report this?

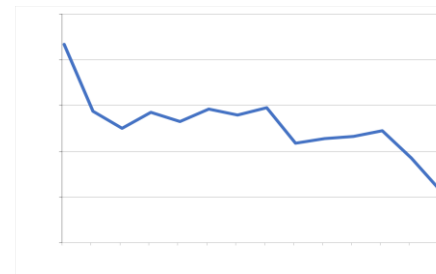
Missed collections remain the cause of the majority of customer contacts to the Waste Partnership and remains an area of concern whilst we are in the process of moving from our incumbent collection contractor, to the new Recycle More contract.

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 were 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?

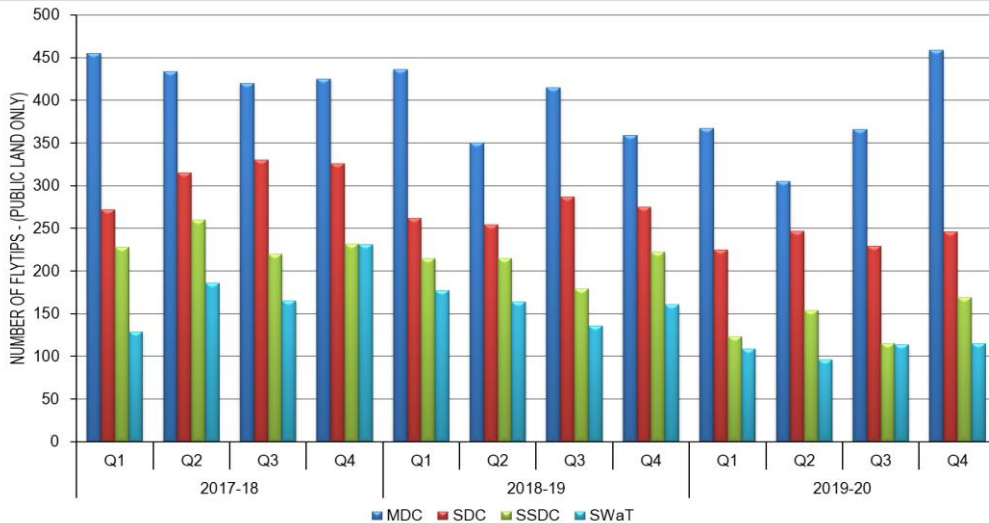
- 1) A smooth transition from Kier to Suez, with no service degradation before the end of the Kier contract.
- 2) Suez meeting the much more robust standards on missed collection (0.045%) that we are setting through the new collection contract, and delivering our expectations on improving the quality 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.



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 model developed by Hertfordshire Flytipping Group. Their 'Let's S.C.R.A.P Fly tipping' campaign (Suspect, Check, Refuse, Ask, Paperwork) brought together 11 LAs, Police and other organisations and provided a one-stop portal where residents and businesses could obtain information about disposing of waste correctly, report fly tipping and check waste carrier details. The campaign led to a 17.9% reduction in fly tipping in 2017-18.

What will future success look like?

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

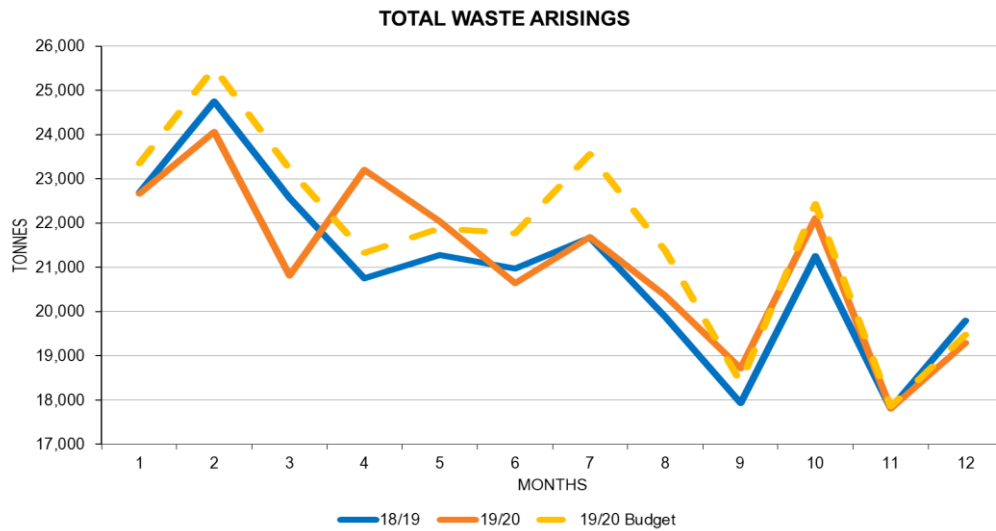
Implementation of a scheme similar to that of Hertfordshire Fly tipping Group's, 'Let's S.C.R.A.P Fly tipping' campaign, leading to a continued reduction in the number of reported fly tips across the Somerset, as well as closer working relationships with groups such as the Police, NFU and other interested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

Why do we measure and report this?

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

What is our forecast outturn position?

What has changed since the last time we reported?



This is the finance report 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 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 significant 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

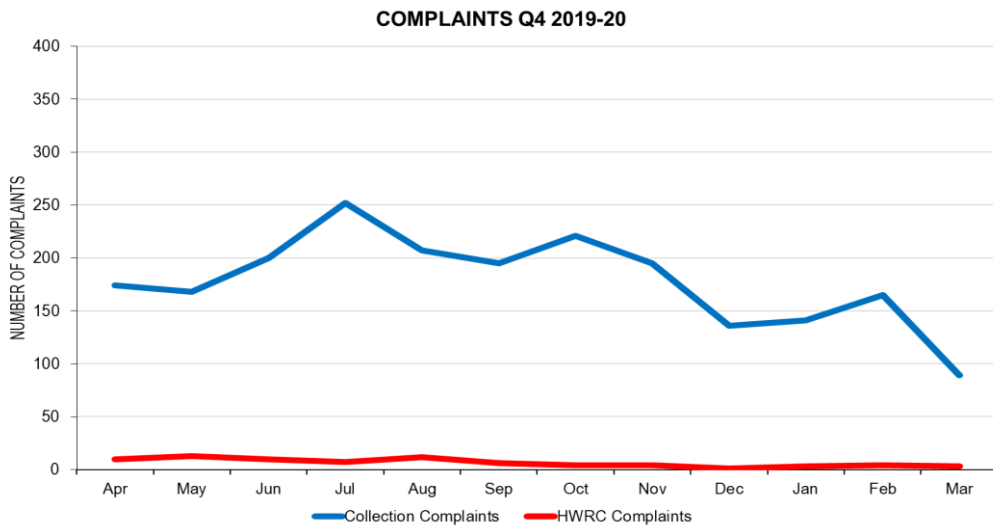


Why do we measure and report this?

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?

What will future success look like?

- 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.

- 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 effectively 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.

Highlights


Facebook Topics

 03/01/2020 Help toys escape landfill

 04/02/2020 Slim My Waste, Feed My Face!

 22/03/2020 If recycling is missed, we may not return

Twitter Topics

 13/01/2020 Avoid your waste blowing down the street

 04/02/2020 Slim My Waste, Feed My Face campaign

 23/03/2020 All 16 recycling sites closed

Reach

65,615

27,463

102,992

Reach

2,687

3,428

3,608

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.

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.

