

Joint Scrutiny Panel of Somerset Waste Board (virtual meetings from July due to Coronavirus) Wednesday 23 September 2020 2.00 pm- Microsoft Teams Meeting- Virtually



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 meetings of the Cabinet and Scrutiny Committees.

Issued By Scott Wooldridge, Strategic Manager - Governance and Risk and Monitoring Officer - 15 September 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.

This meeting will be open to the public and press, subject to the passing of any resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers



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AGENDA

Item Joint Scrutiny Panel of Somerset Waste Board (virtual meetings from July due to Coronavirus) - 2.00 pm Wednesday 23 September 2020

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

1 **Apologies for absence**

2 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils click the links below:

[County and District Councillors](#)

[County, Parish and Town Councillors](#)

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

3 **Minutes from the previous meeting held on 30th July 2020** (To Follow)

The Committee is asked to confirm the minutes are accurate.

4 **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.**

5 **Performance Monitoring Report Q1 2020-2021** (Pages 9 - 32)

To consider the report.

6 **Financial Performance Update 2020/2021 and Development of the Annual Budget 2021/2022** (Pages 33 - 48)

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

Item Joint Scrutiny Panel of Somerset Waste Board (virtual meetings from July due to Coronavirus) - 2.00 pm Wednesday 23 September 2020

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).

7 **Revised Recycle More roll-out timetable** (Pages 49 - 58)

To consider the report.

8 **Proposed Fees and Charges 2021/2022** (Pages 59 - 64)

To consider the report.

9 **Outline Business Plan 2021-2026** (Pages 65 - 72)

To consider the report.

10 **Any other urgent items of business**

The Chair may raise any items of urgent business.

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Agenda Annexe

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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Somerset Waste Board meeting
25 September 2020
Report for information

Performance Report Quarter 1 – April 2020 to June 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 April 2020 to June 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. This period was significantly affecting by Covid-19.
Recommendations:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:</p> <ol style="list-style-type: none"> 1. That the Somerset Waste Board notes the performance results in the First Quarter 2020/21 Performance Management Report.
Reasons for recommendations:	Report for information only. Whilst this report sets out specific actions being taken to address areas of concern; the business plan sets out how we focus on improving performance.
Links to Priorities and Impact on Annual Business Plan:	Transparency – Publishing Key Performance Indicators
Financial, Legal and HR Implications:	No direct financial, legal or HR implications.
Equalities Implications:	No equalities implications

<p>Risk Assessment:</p>	<p>Areas of poor performance inform our overall risk assessment. A summary of risk is now included within each quarterly performance report, showing our top risks, new risks, changes in risks and mitigating actions. A no deal Brexit risk register has also been developed by SWP and shared with all partners.</p>
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1. Background

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

2. Summary

2.1. Key headlines are:

- **Business Plan:** We have delays on some of our main projects (including Recycle More) due to the impacts of the Covid-19 pandemic, although a new timetable for roll out has now been agreed. Our new online Customer Relationship Management system (My Waste Services) continues to have small problems. Although most of the major issues have now been solved, minor problems are being dealt with as they come to light.
- **Waste Minimisation:** Overall household arisings were down by around 14.3% compared to the same quarter the previous year.
- **Recycling:** Our recycling rate dropped significantly to 48.33% (6.64% lower than the same quarter the previous year) due to the suspension of garden waste collections and closure of Recycling Centres. There were large increases in the amounts of glass (2,325 tonnes), food waste (1,182 tonnes) and cardboard (651 tonnes) across kerbside collections, with a decrease in garden waste (down 1,951 tonnes). At our recycling sites we saw decreases in garden waste (3,944 tonnes), wood (1,525 tonnes) and other scrap metal (955 tonnes) collected.
- **End use:** SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. In Q1 over 99.6% of materials stayed in the UK (the highest we have ever seen, though clearly this was not a usual quarter due to Covid-19), with the amount that was reprocessed in Somerset also increasing to almost 53.9%. This meant that only 118 tonnes of recyclate was sent abroad to be reprocessed, with the majority, 88 tonnes of which stayed within the EU.
- **Missed collections:** We saw a significant increase in missed collections in Q1,

compared to Q4 (1.430 per 1,000 collections against 1.068 in Q4). This was mainly due to issues with garden waste round data that only became apparent when the service was re-introduced along with take-up of this service, as well as higher than expected volumes of material. Missed collections levels continue to be monitored and are one of the standing performance measures discussed in weekly meetings held with SUEZ. Significant improvement has been made in quarter 2 and we expect this improvement to continue.

- **Risk:** In addition to our corporate risk register we maintain detailed risk registers for Recycle More and Covid-19.

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 plan and mobilise for Phase 1 of Recycle More, including focussing on communications and engagement
 - Continued focus on further 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 ongoing work to deal with issues, as they come to light
 - Continuing to influence the expected further national consultations on resources and waste, maintaining SWP's influence at national level, and implementing the actions we have agreed through the joint County-wide Climate Emergency Strategy/Plan (where funding permits us to)
 - Ongoing work with SUEZ to manage service quality during the second quarter of the new contract and ensure service levels are maintained at a satisfactory level for delivering Phase 1 of Recycle More, and that we reach the improved levels compared to Kier that we expect from Suez.
 - Continue to closely monitor budgets and spend

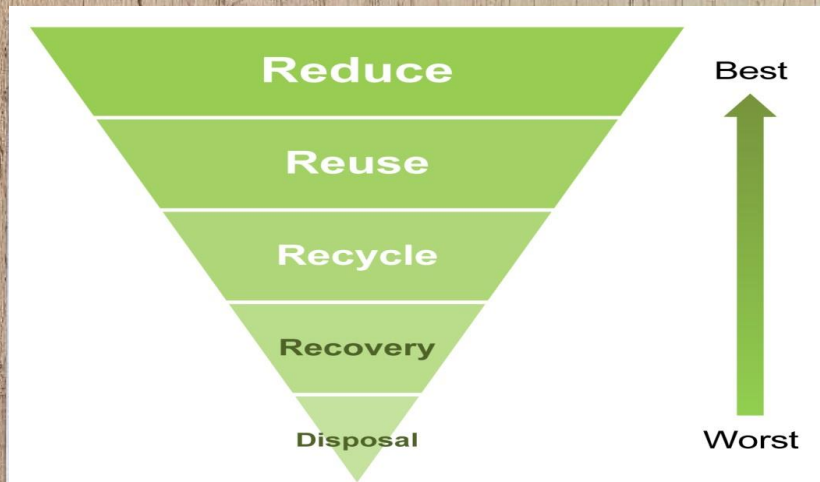
5. Background papers

- 5.1.** Performance Monitoring Report Q1 2020-21 (Appendix 1)

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Somerset Waste Board
First Quarter 2020-21

PERFORMANCE REPORT



Our Vision

Who we are: Somerset's Local Authorities working together as the Somerset Waste Partnership, ensuring that our household waste is reduced, collected, reused, recycled and effectively treated.

What we do:

- Preserve our environment by making every effort to ensure our household waste is not waste but reused as a valuable resource.
- Deliver excellent customer service and value for money to create a more sustainable Somerset.

What we are aiming to become:

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

Our values

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

Business Plan

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

Background

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

www.somersetwaste.gov.uk

Delivering Excellent Services

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

1.1 Changes to Collections

1.1.1 Transition to SUEZ as collection contractor

- 1.1.1a Fully utilise in-cab technology
- 1.1.1b Improve quality of service
- 1.1.1c Day changes to garden waste service
- 1.1.1d Health & safety and contract management
- 1.1.1e Staff engagement

1.1.2 Depot improvements to enable Recycle More

1.1.2a-c Evercreech Depot, Bridgwater & Taunton Depots and Williton Depot

1.1.3 Transition to Recycle More

1.1.3a-e Roll-out Phases 1 to 5 of Recycle More

1.2 Changes to Disposal

1.2.1 Managing the transition away from landfill

1.2.2 Embedding changes to the Core Services Contract

1.2.3 Signage review at Recycling Centres

1.2.4 Heat offtake from Avonmouth Energy from Waste

1.2.5 Improvements to Recycling Centres

1.2.6 Closely manage site maintenance

1.3 Improving Services

1.3.1 Reuse

1.3.1a-b Develop a clear strategy for driving increased levels of reuse & implementation of strategy

1.3.2 Greening our fleet

1.3.2a-b Seek to pilot alternative fuels & develop these plans

1.3.3 Schools service

1.3.3a-b Revise service model & roll out Recycle More to Schools

1.3.4 Service reviews

1.3.4a-d Collection contract & recycling credits, assisted collections, communal collection points and exploring prevention/improving lived opportunities

Changing Behaviours

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

2.1 Campaigns

2.1.1 Recycle More Communications & Engagement

- 2.1.1a Engagement
- 2.1.1b-c Introductory leaflet & service change information pack
- 2.1.1d Last refuse collection tag & new box stickers
- 2.1.1e Ongoing support
- 2.1.1f New livery for SWP fleet

2.1.2 Moving away from landfill

2.1.3 Slim My Waste & Feed My Face

2.1.4 Beyond the kerb

2.1.5 Action on plastics

2.1.6 Targeted seasonal campaigns

2.1.7 Targeted material campaigns

2.1.7a-b Textiles & Small electrical items and batteries

2.1.7c SW:EEP funded activities

2.2 Looking Beyond Domestic Waste

2.2.1 Public sector waste - leading by example

2.2.1a-b Pre-procurement phase, procurement & mobilisation

2.2.2 Pilot procurement for commercial waste

2.2.3 Supporting businesses to make more sustainable choices

2.2.4 Support schools to tackle climate change (with a focus on waste)

2.3 Community Engagement

2.3.1 Attending community events

2.3.2 Social media

2.3.3 e-Newsletters

2.3.4 Enforcement of service rules & householder support

2.3.5 Schools against Waste

2.3.6 Community action groups

Building Our Capability

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

3.1 Transforming Systems and Processes

3.1.1 My Waste Services: Do it online

- 3.1.1a Raising awareness of app
- 3.1.1b Encouraging web self-service
- 3.1.1c Making best use of in-cab technology
- 3.1.1d Centralising payments through SWP
- 3.1.1e Review CRM platform
- 3.1.1f Exploring innovative opportunities

3.1.2 Building homes with recycling in mind

- 3.1.2a Updating developer guidance
- 3.1.2b Embedding revised planning consultation arrangements
- 3.1.2c Making planning for waste a local statutory requirement
- 3.1.2d Embedding planning for waste in climate emergency agenda

3.1.3 Providing operational support to schools

3.1.4 Embedding behavioural insights into our work

3.1.5 Improving data on containers in use

3.1.6 Improving processes around occupation of new homes

3.2 Strategy and Influence

3.2.1 Develop SWP long term strategy

3.2.2 Seek to influence national policy decisions

3.2.3 Ensure that waste is seen as a resource

3.3 Building Partnerships

3.3.1 Working with communities

3.3.2 Support for alternatives to disposable nappies & wipes

3.3.3 Support for parish and town councils

3.3.4 Review food and compost champions

3.3.5 Exploring prevention opportunities

Purpose of the Report

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

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







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

www.somersetwaste.gov.uk

























Key to KPI ratings used

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

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

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

Executive Summary - First Quarter 2020-21 (Submitted to the Somerset Waste Board 25 September 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) and the Energy from Waste Facility at Avonmouth has started taking Somerset's non-recyclable waste. Lower priority projects have been delayed by Covid-19.		
Business Plan: Changing behaviours	In this quarter we focussed on preparing for the roll-out of Recycle More. Other key campaigns, e.g. plastics and Schools Against Waste were affected by Covid-19, as was our community engagement and progressing some key strands of work around looking beyond domestic waste.		
Business Plan: Building our capability	Our new online customer relationship management system (My Waste Services) was implemented and most integration issues resolved. Work on our long term strategy has been delayed, as has work on building new partnerships.		
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 increased to 1.20 per 100,000 visits (2 accidents), up from 0.32 per 100,000 in the previous quarter (1 accident). There were no serious incidents. There were 1.20 per 100,000 (5 accidents) to SUEZ operational staff, down 5, from 10 in Q4.		
Waste Minimisation	Mainly due to Covid-19 there was a decrease in total household arisings of 9,765 tonnes. Almost 95% was accounted for by a reduction in recycling, 9,241 tonnes, with a reduction in residual waste of 524 tonnes. Total household arisings for Q1 were 226kg/hh, which was 14.34% down on the previous year.		
All Recycling & Recycling Sites	Again, due to Covid-19 our recycling rate (NI192) decreased by 6.64% to 48.33% compared to 2019-20, with garden waste down by 5,895 tonnes, as well as wood (down 1,525 tonnes) and other scrap metal (down 955 tonnes). Visitors to recycling centres also fell 60.62%, down from 431,002 to only 169,733.		
End Use of Materials	We continue to see demand from the UK for our materials. Excl. residual waste, in Q1, 53.85% stayed in Somerset, with 99.59% staying in the UK. Of the remainder, only 0.31% (88 tonnes) was recycled in the EU and 0.10% (30 tonnes), outside of the EU.		
Missed Collections	The number of missed collections in Q1 were 1.430 per 1,000 collections, higher than the level for Q4 of 1.068 per 1,000. Even when taking into account the suspension of the garden waste service, performance during this period was severely affected by Covid-19.		
Fly Tipping	An overall increase in Q1 of 456 fly tips, up from 824 in 2019-20 to 1,280 in 2020-21, with the majority of these increases seen in the waste types: Black bags - household (225), Other household waste (79) and Green (47).		
Financial Performance	At the end of July 2020, SWP is showing a forecast budget overspend for the year. Trends suggest an overspend for the year of 2,252k for the collection budget and an underspend of 48k for the disposal. It should be noted that tonnages have been very volatile during Q1 and may remain so through Q2.		
Customer Interaction & Communications	Over 1.5m hits on our website in Q1, over 12,000 Facebook followers & over 10,000 readers of our 'Sorted' e-zine. A Facebook post on 'Recycling Sites open' also reached almost 151,000 people. Complaints from customers increased over this period, up to a high of 305 in June.		



Why do we measure and report this?

This part of the **2020-2025** 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) Changes to collections			
i) Transition to SUEZ as collection contractor - (1.1.1a-e)	Yellow	Suez took over operations on 28 March as planned. Covid-19 had a significant impact on mobilisation as reported to the board in July.	Continue with mobilisation reflecting the impact on our original timetable of Covid-19.
ii) Depot improvements to enable Recycle More - (1.1.2a-c)	Green	Despite a number of on site issues causing delay, the build programme is on track to meet the new Recycle More roll out schedule.	Evercreech depot is expected to be operational at the end of September (ahead of Phase 1) & planning for other depots is proceeding effectively.
iii) Transition to Recycle More - (1.1.3a-c)	Green	A launch date of 26 October has been formalised and roll out planning for this date has been progressed.	Implement comms and engagement planning and ensure sufficient resources to cope with transition, and that all are appropriately trained and supported.
1.2) Changes to Disposal			
i) Managing the transition away from landfill - (1.2.1)	Green	Covid-19 delayed final construction & commissioning of the Avonmouth plant until 11 June. Our non-recyclable waste is now going to EfW.	Commissioning is progressing well, with the expectation that Viridor will take full operational control by Autumn 2020.
ii) Embedding changes to Core Services Contract - (1.2.2)	Green	Much of the focus in Q1 revolved around dealing with the impacts of Covid19, despite this the recycling sites operated well once reopened.	Recycling site opening hours remain on the new summer schedule until the end of Sep. Covid19 continuity planning continues for a second spike.
iii) Signage review at Recycling Centres - (1.2.3)	Yellow	This has been delayed by Covid19 and the need for specific additional instructional signage to help prevent transmission from site operations.	The expectation is that the signage review will be completed by the end of 2020-21, with Recycle More complimentary signage on site by April 2021.
iv) Heat offtake from Avonmouth RRC - (1.2.4)	Yellow	Heat offtake will be used within the plastic processing plant once operational, expected later 2020 or early 2021.	Viridor/Cardiff CC have received funding to develop a local heating network close to their Trident Few. Option discussions continue with Bristol CC.
v) Improvements to Recycling Centres - (1.2.5)	Yellow	Covid19 has stalled site developments but has presented an opportunity to improve access and the operation of the Yeovil recycling site.	Working with Highways to alter the Yeovil site access route, to remove the impact of off-site queuing & reverse the traffic flow on site, by March 2021.
vi) Closely manage site maintenance - (1.2.6)	Yellow	Although minor maintenance works were completed during Q1, planned projects were put on hold.	As the pressure presented by Covid19 lessens, planned maintenance works will begin, starting at Chard with kerb & highway widening works.
1.3) Improving Services			
i) Reuse - (1.3.1a-b)	Yellow	New bulky collection service in place ensuring items suitable for reuse are identified and captured.	Continue to monitor effectiveness of the collection of bulky items and reuse opportunities.
ii) Greening our fleet - (1.3.2a-b)	Green	New more efficient vehicles now operating in Somerset and programme of optimising routes continues alongside Recycle More roll out.	Continue to monitor optimisations & driver behaviours to ensure optimum performance whilst continuing to investigate alternative technologies.
iii) Schools service - (1.3.3a-b)	Yellow	Schools liaison, Schools Against Waste & improved recycling provision are part of the Recycle More planning & depot development & are ongoing.	Schools Liaison Officer is surveying all schools so we can develop a prioritised action plan. Continue to refine RM rollout plan for schools.
iv) Service reviews - (1.3.4a-d)	Green	Review of communal service in Mendip complete & embedded in Recycle More plan, further service reviews to follow where appropriate.	Monitor services as we move to Recycle More & focus on prevention / improving lives opportunities as part of business planning cycle.
v) Health & safety and contract management - (1.3.5)	Green	Ensure guidance surrounding the requirements of Covid19 and general H&S are adhered too whilst providing the best possible service during this time of crisis.	Ensure processes, H&S and contract tools and reporting delayed by the impact of the pandemic are completed and embedded into the field of operations management.



Why do we measure and report this?

The actions in this element of the **2020-2025** 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) Campaigns			
i) Recycle More Communications & Engagement - (2.1.1a-f)	Green	Intro leaflet (6 wks) service change pack (3 wks), tags & key materials in production. Stakeholder briefings distributed, engagement events started.	6 week leaflet distribution, associated PR and media work, engagement events and meetings (e.g. parish meetings, online engagement).
ii) Moving away from landfill - (2.1.2)	Green	Avonmouth progress for Sep 20 Your Somerset and referenced in stakeholder briefings. Planning & timing for comms driven by Viridor.	County-wide PR and more detailed stakeholder updates, and feeding into Recycle More communications where appropriate.
iii) Slim My Waste & Feed My Face - (2.1.3)	Green	Some further social media delivered around the campaign. COVID impacts have made it difficult to gauge effectiveness.	Considering options for completing the final stage of roll-out. Summarise lessons learned.
iv) Beyond the kerb - (2.1.4)	Green	19-20 figures now used, turned into updated infographic. Infographic online and subject of PR, incorporated in Recycle More briefing packs.	Consider opportunities to promote (e.g. Recycling Week in Sep) and how we may wish to reframe/present it differently in the future.
v) Action on plastics - (2.1.5)	Yellow	Little activity in the last quarter as Recycle More dominates.	Seek to revisit these once demands of Phase 1 of Recycle More reduce.
vi) Targeted campaigns - (2.1.6 & 2.1.7a-c)	Green	Targeted work in relation to COVID issues (e.g. parking issues, disposal of contaminated materials, nuisance fires).	Usual seasonal PR and social media planned, with added input from new design and digital content skills.
2.2) Looking Beyond Domestic Waste			
i) Public sector waste - lead by example & pilot procurement for commercial waste - (2.2.1 & 2.2.2)	Green	Business case shows positive environmental & financial return. Refinements required to fill data gaps & model Covid-19 impact on offices.	Finalise business case and secure funding for next phase (procurement of a framework contract). Revise timetable to reflect Covid delays.
ii) Supporting businesses to make more sustainable choices - (2.2.3)	Yellow	This work was delayed due to the impact of Covid-19. Support from Trading Standards has been secured.	Work with trading standards to develop a business case once resource pressures related to Recycle More allow.
iii) Support schools to tackle climate change (with a focus on waste) - (2.2.4)	Yellow	This work was delayed due to Covid-19. Grant funding approach agreed with SCC procurement team & with national eco-schools organisation.	Finalise grant funding agreement and publicise scheme (allowing schools to access a £500 grant to drive eco-schools take-up).
2.3) Community Engagement			
i) Attending community events - (2.3.1)	Yellow	Face to face events suspended owing to Covid-19.	Some virtual sessions trialled, including Parish Forums to support Recycle More rollout in Mendip.
ii) Social media & e-Newsletters - (2.3.2 & 2.3.3)	Green	Good growth over the last quarter (increase in Facebook following (up approx. a third to 12k). Video content and animations used re Covid-19.	Digital Comms Graduate trainee starts in support of Recycle More. Will see bespoke, Somerset digital content increase.
iii) Enforcement of service rules & householder support - (2.3.4)	Yellow	Delays in implementing gate checks online/with customer services & impact of Covid-19 on face to face visits to educate members of the public.	Switch on gate checks (to see a reason their waste wasn't collected e.g. contamination), increased resources, revised risk assessments.
iv) Schools against Waste - (2.3.5)	Yellow	Schools closed owing to Covid-19 measures. SAW face-to-face sessions suspended. Virtual sessions being developed.	Development of virtual SAW sessions to support Recycle More rollout in Mendip. Bookings offered from September.
v) Community action groups - (2.3.6)	Green	Not due to commence until 2022-23 financial year.	SW:EEP funding needs to accumulate from sales of recyclate. Early expenditure will support the SAW programme.
vi) Food waste at communal properties - (2.3.7)	Green	Focussed on RM Phase 1 (i.e. identifying communal households that access the kerbside service).	Comms to households in Mendip communal properties that access the kerbside food waste service (as may be affected by day changes).



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 Systems and Processes			
i) My Waste Services: Do it online - (3.1.1a-f)	Yellow	As reported to the board in July, there were numerous unanticipated issues with MWS integration with Core, but these have mostly been resolved.	Turn on gate checks, embed systems to better use in-cab technology, continue development work on app.
ii) Building homes with recycling in mind - (3.1.2a-d)	Green	Revised developed guidance has been developed and is with partner authorities for consultation.	Finalise developer guidance and publish it. Confirm timetable for local plans so developer guidance can be embedded.
iii) Providing operational support to schools - (3.1.3)	Green	New Schools Support Officer recruited and started role.	Analyse survey (incl. of 'binrastructure') to develop targeted plans to support schools, whilst being conscious of Covid-19 pressures on schools.
iv) Embedding behavioural insights into our work - (3.1.4)	Green	Embedding report systems. Suez successfully appointed a Customer Liaison Officer & Business Analyst who will be key to developing insights.	First 6-monthly performance report will be developed, which will provide the basis for planning actions. Ops team using in-cab reports to target actions.
v) Improving data on containers in use - (3.1.5)	Green	Focus on Mendip (communal properties and unauthorised additional bins) and ensuring up to date records of schools bins.	Continued focus on Mendip and schools ahead of RM rollout.
vi) Improving processes around occupation of new homes - (3.1.6)	Yellow	Covid-19 delayed progress in implementing new processes due to the pressures this created on our operational team.	Project to be restarted once pressures of Covid and RM rollout allow.
3.2) Strategy and Influence			
i) Develop SWP long term strategy - (3.2.1)	Yellow	Covid-19 delayed progress in developing strategy.	As set out in the covering paper, delays to national waste and resources strategy consultations and Future of Local Gov't in Somerset, mean that it is recommended that we delay work on the future strategy.
ii) Seek to influence national policy decisions - (3.2.2)	Green	SWP MD has attended numerous confidential workshops with Defra to inform policy for next consultations & used trade media to raise key points.	Continue to engage with Defra, both directly and through industry bodies.
iii) Ensure that waste is seen as a resource - (3.2.3)	Green	SWP has finalised its contribution to the joint County-wide climate emergency strategy.	Reflect commitments in SWP's Business Plan 2021-26, seek funding to implement key measures & progress work that was delayed by Covid-19.
3.3) Building Partnerships			
i) Working with communities - (3.3.1)	Yellow	Funding provided to Carymoor (for Schools Against Waste, to ensure that Covid did not impact on their viability) as well as to nappy groups. Parish liaison focussing on Mendip ahead of RM Phase 1.	Review community benefit Plan with Suez and seek sign-off from first meeting of Joint Management Board.
ii) Support for alternatives to disposable nappies & wipes - (3.3.2)	Green	Two of the three funded groups have received grants to purchase reusable nappy kits. The largest grant recipient is developing online resources.	Ensure funded groups prioritise Mendip to support RM roll-out & develop alternatives given the impact of Covid on their ability to meet families.
iii) Support for parish and town councils - (3.3.3)	Yellow	Covid-19 delayed progress in developing support for parish and town councils.	Project to be restarted once pressures of Covid and RM rollout allow.
iv) Review food and compost champions - (3.3.4)	Yellow	Further subsidised compost scheme went live (£10 for a compost bin).	Review as part of community development plan, with a particular focus on potential role in encouraging home composting.
v) Exploring prevention opportunities - (3.3.5)	Yellow	Covid-19 delayed progress in further exploring options.	Ensure all Suez front-line staff are trained to be dementia aware.



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 recycle.
- 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 are we doing to ensure these risks are managed?

- 1-2) New timetable for delivery of Recycle More. Ongoing discussions with Suez & increased scrutiny of data. Recruitment of additional resource. Contingency planning. Managing leave requests.
- 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 (incl. sequence of s151
- 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 and directly with Defra.

Recycle More: New roll-out timetable agreed by the Board on 31 July 2020. Increased scrutiny of round data. Additional staff. More virtual engagement. Managing leave. Contingency planning

Covid-19: Reviewed lessons learnt from the initial lockdown and revised Business continuity plans. Working with regional partners to share and learn from their experiences (less frequent meetings are still ongoing). Plan for future waves or local lockdowns.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks & opportunities:	29	Phase 1 Go Live date coincides with October Half Term which may cause issues with SWP and Suez staff leave	12 (-)
Reduced Risks:	15	Increase in material in refuse bins	9 (12)
	16	Reduction in recycling materials	9 (12)
	20	Reduction in existing or new garden waste customers	6 (9)

There have been fewer changes to risk in this period as it is a shorter period of time since the last review. The risks of increased materials in the refuse bin and reduction in recycling materials both increased due to Covid-19 service disruption, but as services get back to normal, these have reduced again. Garden waste customers have also recovered to levels previously seen.

In this period we have also managed to close a number of risks relating to the mobilisation of the new contract as the transition has now taken place and the risks around that are no longer issues.

On the Recycle More risk register, the risk relating to incorrect round information has reduced as SWP have reviewed Suez's data and processes.

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 quality recycle that fetches a good price and is in demand within the UK.
- 6) Staff shortages are minimised and full permanent employment reached to reduce agency reliance.
- 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

Due to Household Waste Recycling Centres (HWRC's) being closed for the month of April 2020, the data within this report only references hours and incidents recorded since sites reopened on 11 May 2020.

Two staff accidents reported for Q1. One for a Viridor staff member pushed over by a visitors vehicle, causing a grazed arm. The other, for a bruised finger to a NSL staff member assisting with traffic control during the initial reopening of sites. Both are included in the rolling year graph below.

2 injuries were recorded to site visitors, both for cuts. Unfortunately, 1 required reporting under the 'Reporting of Injury, Diseases and Dangerous Occurrence Regulations (RIDDOR)' as it required hospital treatment. The cause being a trip off a kerb at Chard HWRC. After investigation there was no contributory factor found on site for either incident. With the customary calculation of injuries measured against site visits applied here, the resultant figure is 1.20 accidents per 100,000 visits. 16 Near Miss/Unsafe Acts/Hazard Spots - used to identify current or potential hazards that need action were recorded.

There were numerous compliments during this period for the performance of the contractor, and for the HWRC layout/performance. SWP is grateful to Viridor and all their staff for excellent performance over this period.

Kier ES - H&S Performance and Initiatives

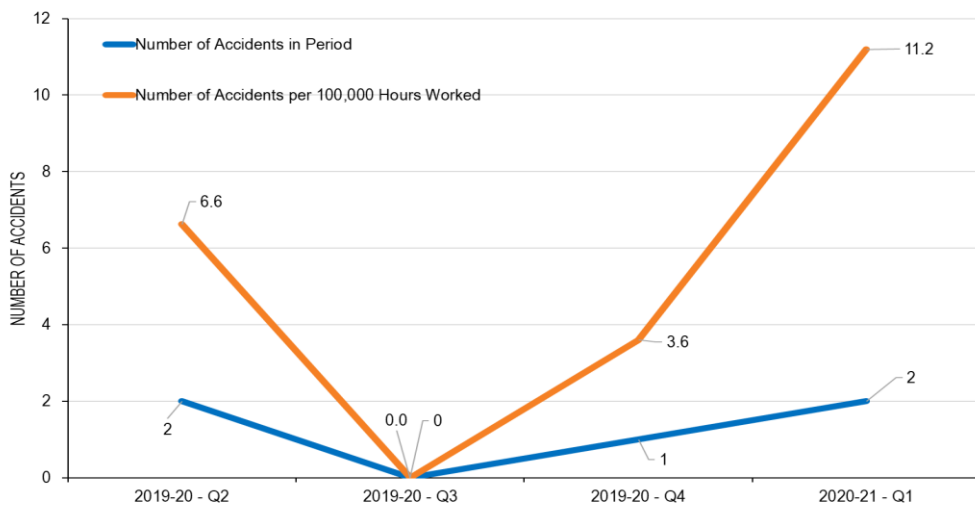
The number of reported accidents to Suez operational staff stands at 5 for Q1.

Accidents are measured per 100,000 hours worked across the contract. This is reflected in a low total of 2.1 per 100,000 worked across Somerset.

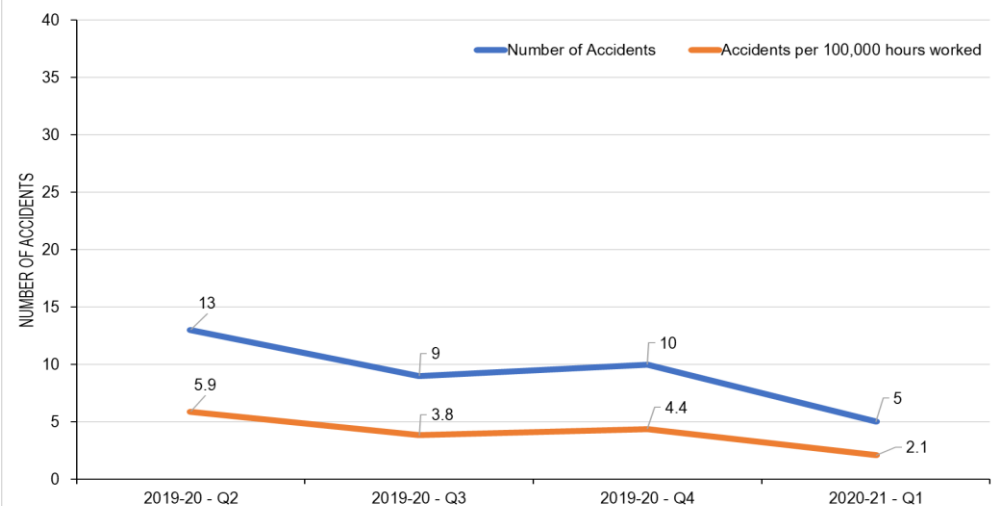
There were no injuries to members of the public, or incidents reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (Riddor).

The level of accidents during this period has been at a very low level and this trend is very encouraging. However, this period of reporting coincides with the impact of the Global Pandemic. During this time a dramatic period of change to operational practises were carried out and as a result it is difficult to draw conclusions from these figures, but they are a reassuring and encouraging outcome.

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



Kier ES - H&S performance figures for Kier employees





Why do we measure and report this?

In accordance with the waste hierarchy, reducing the amount of waste that is generated in the first place, is the best environmental (and financial) outcome. Reporting on the amount of waste overall (and residual waste in particular) that each household in Somerset generates, ensures we continue to target the minimisation of residual waste, in addition to ensuring that we treat the waste does arise as a valuable resource.

What tonnage have we had to handle this quarter?

The amount of waste generated across Somerset in Q1 2020-21 showed the following changes:
 Total household arisings for Q1 2020-21 decreased by 9,765 tonnes to a total of 58,318 tonnes. This equates to 225.91kg/hh, a decrease of 37.83kg/hh (an increase of 5.64kg/hh at the kerbside & decrease of 43.46kg/hh at HWRs). This was due to site closures for part of Q1, as result of the pandemic.

The total amount Reused, Recycled & Composted decreased overall by 35.80kg/hh, with decreases of 1.08kg/hh at the kerbside & 34.72kg/hh at recycling sites. Of these amounts, garden waste from the kerbside decreased by 7.56kg/hh, but with an increase of 4.21kg/hh of food waste. At the recycling sites, reductions were 18.88kg/hh for recycling and 15.28kg/hh for garden waste, again as a result of the site closures.

Residual Household Waste per Household for Q1 was 116.72kg/hh, a decrease of 2.03kg/hh from 118.75kg/hh, when compared to 2019-20. There was also a significant decrease in the amount of local authority collected waste (LACW) landfilled, down 26.67% from 43.69% to 17.02%, which was as a result of the majority of Somerset residual waste now being sent for recovery, rather than to landfill.

Some delays with the commissioning of the new Avonmouth RRC, meant that for part of the quarter, Somerset's residual waste was sent to various other recovery sites around the country. However during June, all recovered residual waste did go to Avonmouth.

What are we doing to ensure we continue to improve?

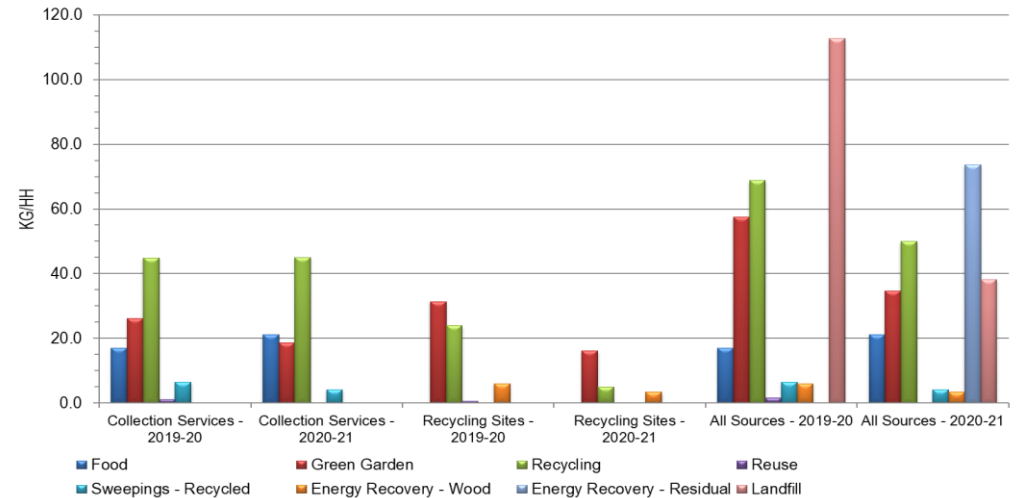
Various initiatives have either commenced, or are planned to do so over the next 12-18 months, some of which include:

- 1) Schools education programme; Schools Against Waste
- 2) Recycle More, which will include the introduction of PTT, cartons, battery collections and increasing the capture of small electricals, due to start roll-out in Mendip during October 2020.
- 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) Focus on plastics.
- 6) Focus on reuse.
- 7) Ensuring new developments are planned with waste in mind.

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

What has happened and what has changed since last year?

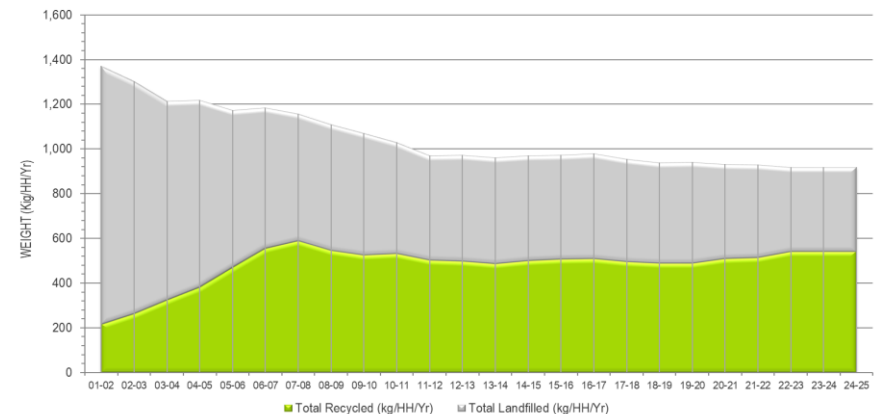
Q1 COMPARISON OF WASTE ARISING BY SOURCE 2020-21 TO 2019-20 - KG/HH



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

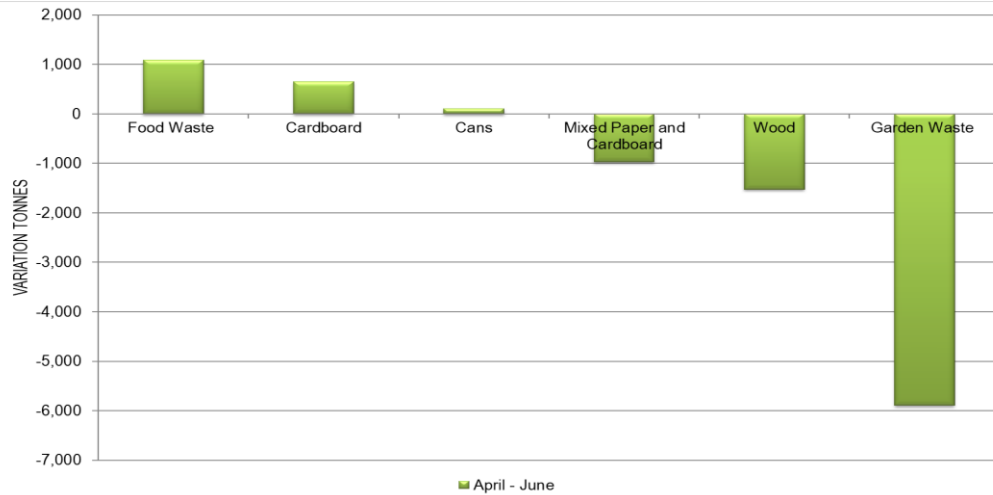




Why do we measure and report this?

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 Q1 April - March 2020-21 of 48.33% was a significant decrease when compared to last year (down 6.64%). This is due to the impact of the global pandemic at both HWRCs & the kerbside. This consisted of an decrease of 1.97% in the recycling rate at the kerbside to 45.93% & a decrease of 10.11% for recycling sites to 61.79%. The main changes were, increases in glass (2,325 tonnes), food waste (1,182 tonnes) & cardboard (651 tonnes) across kerbside collections & a decrease in garden waste (down 1,951 tonnes) - the latter due to the service suspension. At recycling sites we saw decreases in garden waste (down 3,944 tonnes), wood (down 1,525 tonnes) & other scrap metal (down 955 tonnes). Other sources that contributed to the overall reduction included recycled street cleaning residues (down 570 tonnes) & schools recycling (down 204 tonnes) - again, all Covid related.

The large decrease in garden waste, a total of 6,895 tonnes was as a result of the recycling centre closures and kerbside garden waste collections being suspended. With the limited amount of data we have so far in Q2, it would appear that very little of this material has so far made it to either the recycling sites, or kerbside collections. If this trend continues it will have a significant negative affect on our recycling rate performance for the year, but will also reduce our total arisings for the year, however this will also show savings on treatment costs.

Recycling and reuse rate (NI192) for Apr-Jun 2020-21: 48.33% (decrease of 6.64%)

What are we doing to ensure we continue to improve?

- 1) The successful bidder for the new kerbside service, Suez Recycling & Recovery UK, commenced work on 28 March 2020. With planning for a revised start to the rollout of Recycle More in Mendip scheduled for October 2020, also now well underway.
- 2) 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 suspended this service at the kerbside until we could find a viable outlet. In September we started collecting wearable cloths and shoes - because there is only demand for reuse and not for recycling textiles.
- 3) Revised contingency plans so that we are less likely to suspend container deliveries: what we saw in lockdown was that people started recycling much more, and hence we want to support people to do that (especially those that don't recycle much at the moment) by maintaining container deliveries as much as possible.
- 4) Plan targeted campaigns: in addition to considering when and how we can complete the Slim My Waste, Feed my face campaign, we will use the data to plan further behaviour change campaigns.

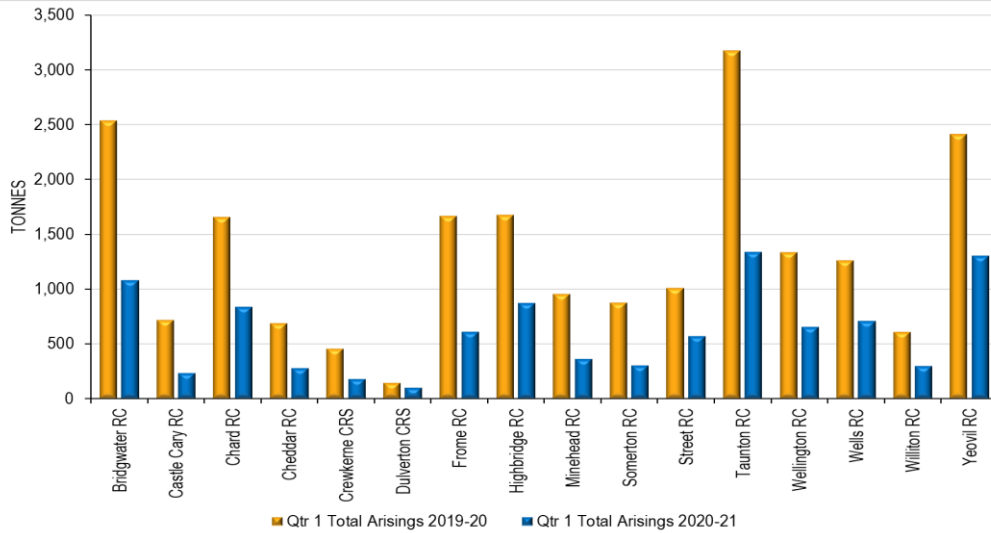
What will future success look like and what are we doing about it?

- 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.

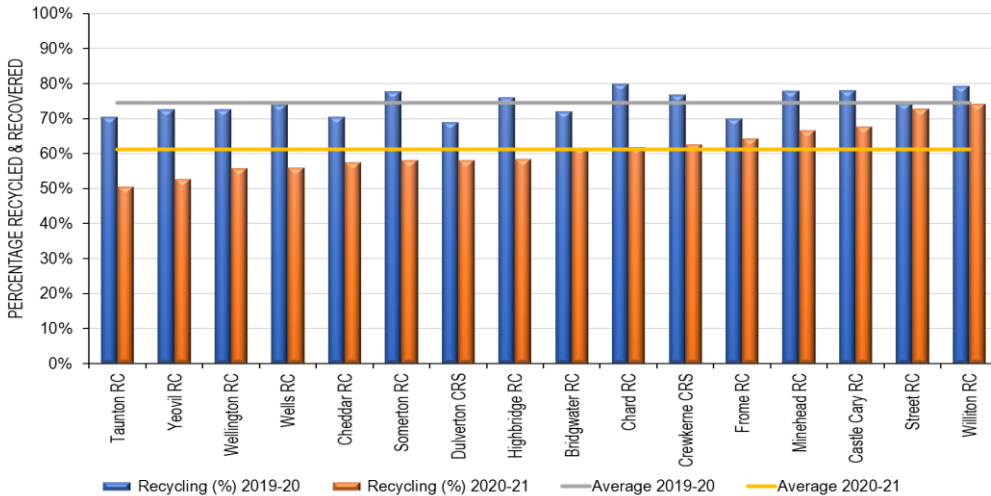
What has happened and what has changed in this quarter?



Recycling Site	Qtr 1 Visitor Numbers			
	2019-20	2020-21	Difference	% Change
Bridgwater RC	51,689	21,877	-29,812	-57.68%
Castle Cary RC	11,625	4,199	-7,426	-63.88%
Chard RC	32,831	14,773	-18,058	-55.00%
Cheddar RC	16,407	5,643	-10,764	-65.61%
Crewkerne CRS	6,011	2,473	-3,538	-58.86%
Dulverton CRS	1,938	1,031	-907	-46.80%
Frome RC	33,106	9,993	-23,113	-69.82%
Highbridge RC	28,928	14,971	-13,957	-48.25%
Minehead RC	26,513	7,591	-18,922	-71.37%
Somerton RC	12,567	4,090	-8,477	-67.45%
Street RC	26,448	8,384	-18,064	-68.30%
Taunton RC	71,787	26,410	-45,377	-63.21%
Wellington RC	26,555	10,593	-15,962	-60.11%
Wells RC	26,524	13,022	-13,502	-50.90%
Williton RC	12,766	5,674	-7,092	-55.55%
Yeovil RC	45,307	19,009	-26,298	-58.04%
All Sites	431,002	169,733	-261,269	-60.62%

Note : Table shows Q1 only.

Q1 RECYCLING SITE RECYCLING RATE % - 2020-21 COMPARED TO 2019-20



Total arisings are down by 11,410 tonnes due to sites being closed for part of the quarter due to Covid-19. This total comprises reductions of 5,365 tonnes of dry recycling and reuse, 3,944 tonnes of garden waste, 749 tonnes of hardcore & soil and 1,651 tonnes of residual waste to landfill, along with an increase of 299 tonnes sent for recovery. These latter two, as a direct result of residual waste now being sent for primarily to energy recovery, rather than to landfill.

Once reopened, the best performing sites in Q1 2020-21 were, Williton RC (74.22%) and Street RC (72.80%), with the worst performing being Priorswood RC (50.57%) and Yeovil RC (52.71%). We had 8 sites with a recycling rate of less than 60% for Q1, with none performing this low during 2019-20. The worst performing site in Q1 2019-20, actually achieved a figure of just under 70.0%. This drop in performance can be attributed to the closure of sites for the whole of April and part of May, due to the Covid-19 pandemic. Early indications are that so far very little, if any of this material has appeared at the sites following their reopening, with tonnages still down at the beginning of Q2 compared to the same period last year.

The number of visits decreased from 431,002 in Q1 2019-20 to 169,733 in 2020-21, a fall of 261.269 (60.62%). Again, early indications are, that visits have not yet returned to the numbers seen last year, reflecting the trends seen with the continued lower tonnages.

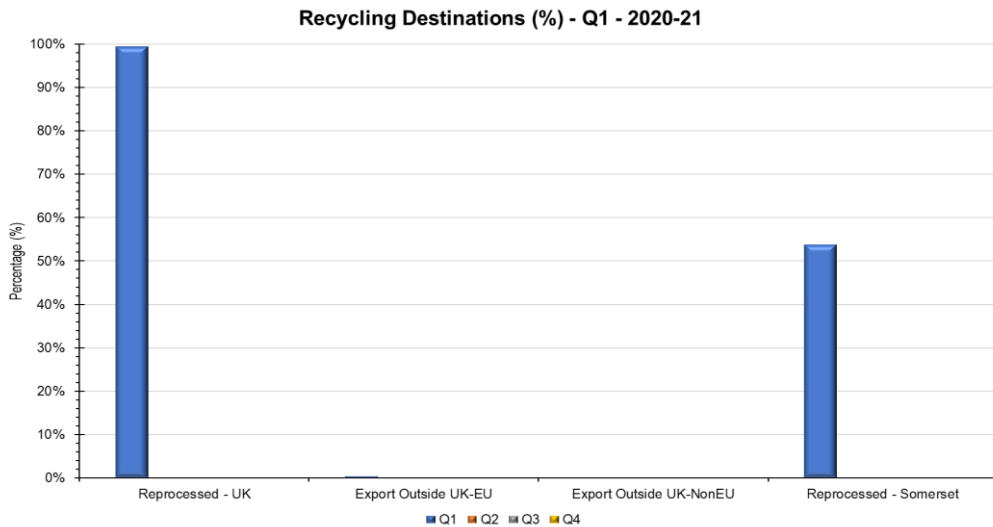


Why do we measure and report this?

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

What are the headline numbers for 2018/19?

Have there been any significant changes since the last report?



In Q1 we recycled almost 100% of our waste in the UK. Just 118 tonnes (0.41%) of the total was exported. This reflects both market demands and our commitment with the new collections contract to recycle within the UK where possible.

Food and garden waste continue to be processed in Somerset, along with some electrical items, scrap metal and wood for recovery. In Q1, 53.9% of the material from the kerbside and recycling centres was reprocessed in Somerset

Paper, plastic bottles, cardboard and mixed paper & cardboard are the materials exported this quarter. 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. Paper and cardboard has been exported to France, Germany, Turkey & Vietnam, with plastic bottles sent to Italy, Lithuania, Poland & Spain.

The tonnages of materials collected at recycling sites are down this quarter, reflecting the closure of the sites. As sites are now fully reopen, these will return to more normal levels in the next quarter.

In Q1, we also started to send our kerbside refuse to Energy Recovery. As a result, only 34% of our residual waste was sent to landfill, with the rest being sent for energy recovery. However, as the Avonmouth Plant was not fully operational at this time, a number of different sites around the country were used.

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

What will future success look like?

The service disruption we saw as a result of Covid-19 has largely ended and services are largely back to normal. We should see more 'normal' tonnages back through recycling sites and at the kerbside.

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 global textiles markets are still very poor. As a result of the shutdown, we suspended kerbside collections of textiles and shoes. We are able to resume collections of good condition, reusable clothes and shoes from the beginning of September, but the poorer quality material and non-clothing textiles are still unable to be collected at the kerbside. If residents are unable to repurpose clothing into cleaning cloths or similar, or are unable to donate good condition items to charity, then our advice is to place in the refuse bin where they will be sent for energy recovery.

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.

As Avonmouth Resource Recovery Centre becomes fully operational, the amount of refuse sent there for energy recovery will increase, and the use of alternative sites will decrease. There will always be a small proportion of refuse that is too bulky or unsuitable for energy recovery, and this will continue to be landfilled.

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).

As Suez upgrade the depots and equipment, we should see a smaller proportion of our recyclables being sent to external MRFs for sorting, and material being sent directly to reprocessors, largely within the UK.

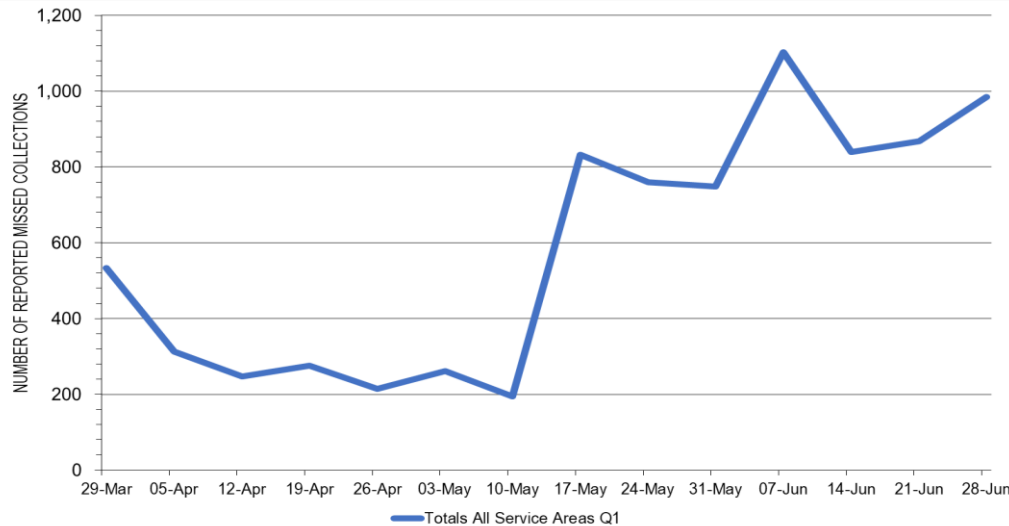
Due to volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful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



Why do we measure and report this?

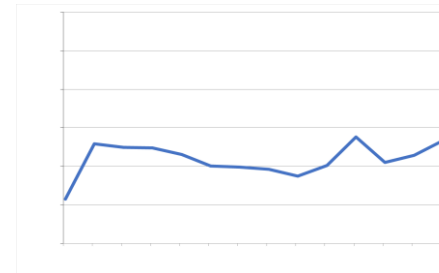
Missed collections remain the cause of the majority of customer contacts to the Waste Partnership and remains an area of concern whilst we are in the process of moving from our incumbent collection contractor, to the new Recycle More contract.

What are the headline numbers?

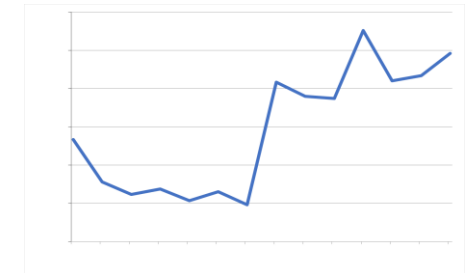


What are the issues underlying current performance?

Performance in this quarter was significantly impacted by the start of the Covid-19 pandemic which saw missed collections rise during this period. This continues to be an issue with waste tonnages, overtime and agency support continue to create challenging operating circumstances for our contractor - cardboard tends to be the material that fills up quickest on a truck, and the big increases we saw in this (and glass and food) have put services under pressure, as have parked cars. Garden waste re-routing was not implement successfully.



Q4



Q1

What are we doing about it?

- 1) We have required Suez to produce a performance recovery plan and we review progress against this plan in detail each week. At the time of writing this report Suez had met the much more stringent contractual levels for recycling and refuse missed collections (a significant improvement on Kier's performance) but they still have a way to go on garden waste).
- 2) By the time of the board meeting we expect gate checks to be in which prevent erroneous missed collections to be reported (e.g. because waste wasn't out - with the ability to see a photo where available, because the truck is delayed, or because boxes were contaminated). The daily reports of recycling boxes contaminated with things like needles or nappies enable us to target follow up educational interventions with the public.
- 3) We continue to focus on complaints and understanding the root cause of them to ensure that Suez take steps to identify cause and rectify issues fully (rather than fix the immediate problem). The Customer liaison Officer we required Suez to recruit is starting to have an impact, as will the increased capacity in our operational team.

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

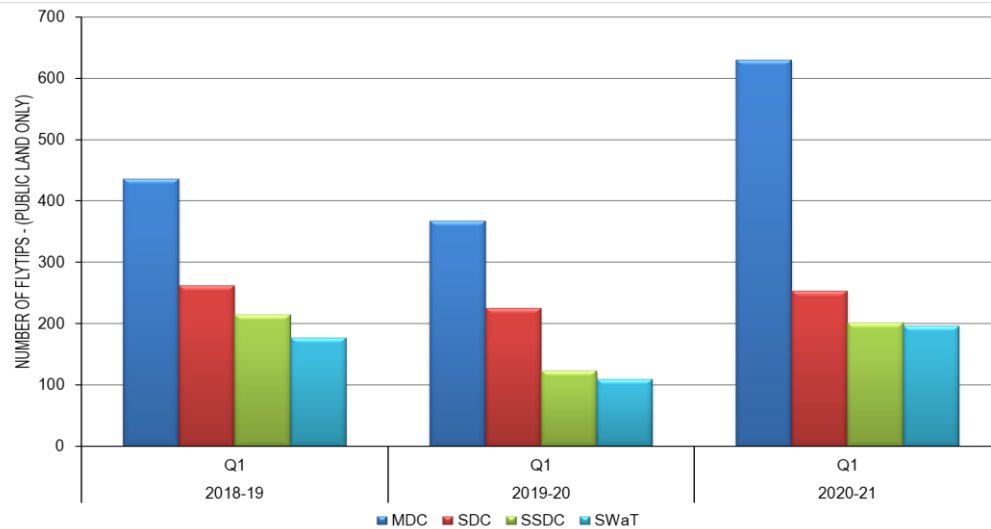
- 1) We expect to be able to deliver the contracted performance anticipated prior to the Covid crisis and return to a more stable service provision. The standards we will hold Suez to are considerably higher than those we tolerated from Kier.
- 2) We will be rolling out the new service model Recycle More across the County, introduce an improved service to Schools and Communal collections to a large proportion of our customers, beginning with the East of the County.
- 3) Complete training and data integration which have been delayed because of the pandemic and begin to fully utilise and integrate the new technologies available into the service. Whilst we continue to mobilise the new service during the coming months we are also preparing our contingency operations and services to be ready to meet the challenges of the potential worsening of the Covid19 situation during the Autumn and Winter period coming up.



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 increased in Q1 2020-21 compared to the same period last year, probably due to Covid-19.

The number of incidents for Q1 2020-21 increased by 456 incidents, from 824 in 2019-20 to 1,280 in 2020-21. The number of fly-tipping incidents in Mendip saw the biggest rise, up by 263 to 630, with the other three districts increasing by 87 in Somerset West and Taunton, 78 in South Somerset and only 28 in Sedgemoor. However, it is not known whether any suspension of street cleaning activity took place due to Covid-19, which may have reduced the number of incidents dealt with. 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 'Black bags - household' (225), 'Other household waste' (79) and 'Green' (47), with the decreases being 'Other commercial waste' (down 20) and 'Chemical-drums-oil-or-fuel' (down 3).

As reported to the board in July, whilst we are disappointed to have seen an increase, it is broadly in line with the 10-year average level we have seen in Somerset.

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%.

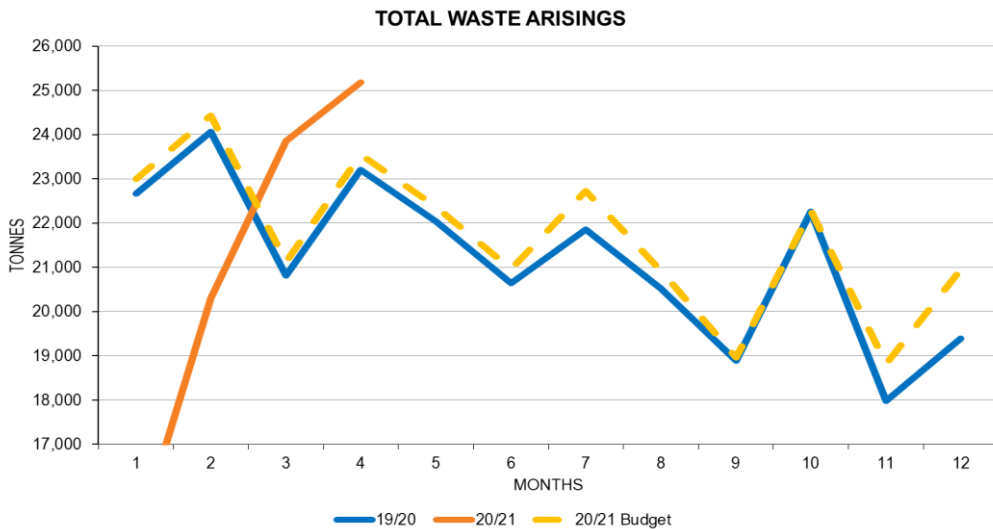


Why do we measure and report this?

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 July 2020. It compares the budget (set in Dec 2019) to the actual spend for 2020-21.

Collection budget: The outturn position for all collection partners is an overspend of £2,252k. The effect of Covid-19 has increased demand on the kerbside service requiring more contractor resources and also delaying the implementation of the new Recycle More service. The costs relating to Covid-19 for the collection service was estimated at £2,376k for the July report. There have been contractor negotiations in relation to ongoing resourcing levels required for this service going forward and costs will be reviewed for the next budget report. On the plus side, levels of kerbside recycling have increased, resulting in higher recycling credit payments to the District partners

Disposal budget: The current forecast for the year is an underspend of £48k. The estimated net cost of Covid-19 on the disposal budget is £903k, funding has already been transferred from SCC to cover this and is included in the current forecast, hence the underspend position. Tonnages have been very volatile during the last 4 months especially with the suspension of some services and peoples lifestyles changing dramatically. We will not know for some time how this will impact on future tonnages, as waste could have either been stored or disposed of in other ways, as well as the ongoing changes to peoples habits.

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What have we achieved during the year?

- 1) The cost impact of Covid-19 has been recognised early and highlighted to partners enabling them to manage their individual budget positions and where appropriate allocate funding received from central government.
- 2) Work with contractors has ensured staff employed by both SCC and contractors can be redeployed to support the most essential elements of the waste service, to minimise both additional costs and service reduction through the crisis period of covid-19.
- 3) By using the expertise of our external waste consultant, the Covid-19 claim from our collection contractor for additional resources was scrutinised and challenged. This resulted in a significant reduction of the final cost for the period April - June 2020.
- 4) **Recycle More project funding:** The fund at the start of the year was a deficit position of £139k. Costs covered included Kier termination costs (such as pensions, plant and equipment), technical advice, costs relating to new depot requirements and financing costs for the new vehicles. These costs are now being paid and actuals will replace estimates in the forecasting of the break-even point. The project roll-out costs for moving to the new service model will be incurred during the two years 2020-21 and 2021-22, with the break-even point estimated to be the start of second quarter of 2022-23. 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

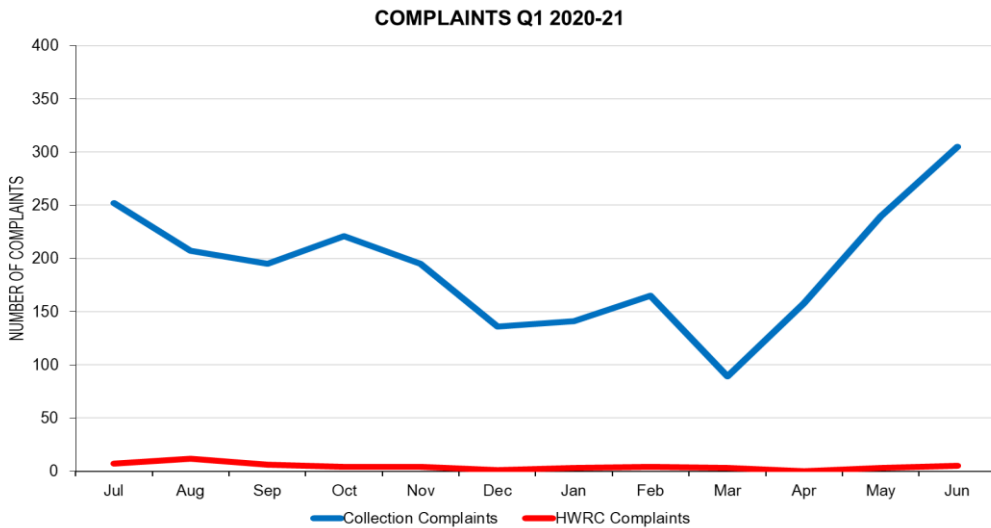


Why do we measure and report this?

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 integrated into the Suez system. The suspension of high volume services during the first month and half of the quarter reduced flow through the system. The novelty of the Suez system provided some unforeseen challenges to allow the seamless transmission of data, this was compounded by the suspension of services and banking of demand. A working group between the SWP and Suez have been identifying and resolving any issues as they arise.

Suez implemented the new Garden Waste routes during May. The implementation of the new routes was very problematic and led to significant customer disruption. The SWP customer service interface was affected by demand and led to delays in dealing with customer complains and enquiries. The SWP in conjunction with SUEZ undertook a large scale corrective exercise with the new Garden Waste scheme to stabilise and improve the service.

SWP are now taking payments for some aspects of the GW service and Bulky waste services.

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

What will future success look like?

- 1) Working with our software developers and Suez to improve the customer interface and continue to identify any anomalies or snags within the customer service offering.
- 2) Working with Suez to improve missed collection performance across the main services, but with particularly emphasis on Garden Waste.
- 3) SWP to stabilise and improve the failure demand throughout the service and improve resource levels to meet SLAs with our customers.

- 1) My Waste Service running snag free and reliably.
- 2) Missed collections and complaint loading through the new collection contractor running at comparative levels and improving week by week to contractual targets.
- 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) Communications resumption of 'normal' services following COVID disruption.**
- a) Updates via social media, especially reintroduction of materials at recycling sites & garden waste.
 - b) Business as usual PR and social media - e.g. reminders of opening times, materials etc.
 - c) Responding to continued high levels of engagement through social media (following >12k).
 - d) Comms resources redeployed temporarily as a result of Covid-19 (to the wider public sector, but also internally to customer services).
- Finalising and starting delivery of communication and engagement in support of Recycle More Phase 1.**
- a) Comms and engagement approached refreshed in light of Covid-19 and revised timetable.
 - b) Revised Schools Against waste approach agreed, procured and being developed.
 - c) Key documents designed and in production or produced (e.g. Briefing Packs, 6 & 3 week leaflets, display materials).
 - d) Additional nappy alternatives procured.
 - e) Engagement events planned (incl. 3 x parish meetings, online engagement).
 - f) recruitment for additional, digital support completed.
 - g) Initial stakeholder briefings, PR and engagement started.

Highlights

Facebook Topics

-  26/04/2020 Temporarily suspending collections of textiles
-  07/05/2020 Recycling Sites open
-  01/06/2020 Recycling Sites back on summer hours

Twitter Topics

-  21/04/2020 A couple of the many treats left for our crews
-  11/05/2020 Big shout out for Teams behind the scenes
-  18/06/2020 Hardworking waste crews have been rewarded

Key figures

Social Media

Facebook followers:	8,715	Start Apr	12,200	End Jun
Twitter followers:	2,709		2,914	

Website Hits

Jan	226,737	Page Views	185,513	Unique Page Views
Feb	843,126		631,206	
Mar	433,684		327,960	

Sorted e-zine

Jan	10,102	Deliveries	7,053	Unique open with images
Feb	10,062		7,778	
Mar	-		-	

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

Future actions

- 1) Delivery of bulk of Recycle More communications and engagement - leaflet, display materials, engagement events and meetings, PR/Media/social media, supporting customer services.
- 2) Continued development of social media presence and following, greater emphasis on bespoke, Somerset content in support of Recycle More and wider initiatives.
- 3) Continuing use of established communication channels for all initiatives and communications, for example seasonal campaigns.



Contact us

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

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



Somerset Waste Board meeting
25 September 2020
Report for Approval

Financial Performance Update 2020/2021 and Development of the Annual Budget 2021/2022

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

Author: Sarah Rose, Finance Officer

Contact Details: serose@somerset.gov.uk

Forward Plan Reference:	
Summary:	<p>The report sets out the financial performance against the approved Annual Budget for the first 4 months of the current financial year (April to the end of July), and a forecast outturn position.</p> <p>The report is also the formal commencement of the budget setting process that will ultimately lead to the Annual Budget for 2021/2022.</p>
Recommendations:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in the report.</p> <p>That the Somerset Waste Board:</p> <ol style="list-style-type: none"> 1. Notes the summary financial performance for 2020/2021 to the end of month 4 (April – July) and the potential outturn position for each partner authority. 2. Considers the draft budget for 2021/2022 and the key factors that will influence the budget setting process. 3. Approves the proposed approach to using our internal audit support as set out in Appendix A. 4. Notes the way forward regarding the Truck Cartel claim. 5. Notes the confidential appendix regarding Kier.
Reasons for recommendations:	<p>The Board needs to be aware of the financial performance of the Somerset Waste Partnership as it delivers the approved Business</p>

	<p>Plan and delegated waste service functions, to ensure that it is being managed appropriately.</p> <p>Having regular information regarding the pressures in the current budget will also give the Board a greater understanding of the requirements for the Annual Budget for the following financial year.</p> <p>In accordance with previous internal audit recommendations, officers provide in-year financial information for the Board alongside the regular Performance Monitoring reports as they are complementary reports.</p> <p>Partner authorities will need indicative budget figures as early as possible in order to consider their individual contributions to the Board budget, and to progress their own financial planning processes.</p>
<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>The Annual Budget is linked to the Annual Business Plan and sets out the financial resources required to deliver the Plan and the waste collection and disposal services that have been delegated to the Somerset Waste Board. Financial monitoring will show how the Partnership is managing its resources as it delivers the Annual Business Plan.</p>
<p>Financial, Legal and HR Implications:</p>	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end. However, during Recycle More roll out any variations to budget relating to the project will remain within the partnership until roll out has been completed and breakeven point has been reached.</p> <p>When considering the draft Annual Budget for 2021/2022, current trends in demographic growth, service uptake, waste tonnages arising in 2020/2021 including any potential ongoing impacts from Covid-19 will be a key contributory factor in shaping the forward budget.</p> <p>There are no HR implications of this report.</p>
<p>Equalities Implications:</p>	<p>None.</p>
<p>Risk Assessment:</p>	

Members will be aware from previous reports and presentations that the waste budget and actual costs, particularly disposal volumes and recycling credits, remain highly volatile, which has also been further impacted by Covid-19.

1. Background

- 1.1.** The Annual Budget for 2020/2021 was originally set at the Board meeting of 14 February 2020 at £47,894,210. Partners contribute to the overall costs in accordance with our Cost Sharing Agreement. Individual contributions are based on key cost drivers such as household numbers, sparsity and garden waste customer numbers. As the waste disposal authority, all such costs fall to the County Council.
- 1.2.** Our Annual Budget is predominantly spent on making payments to our main contractors.

2. Current Financial Position

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	105	7	8	11	10	141
Disposal Costs	(312)	0	0	0	0	(312)
Collection - Recycling	0	0	(0)	(0)	(0)	(0)
Collection – Refuse	0	0	0	(0)	(0)	(0)
Collection – Garden	0	(0)	(0)	(0)	0	0
Collection Costs	0	(0)	(0)	0	(0)	(0)
Recycling Credits	158	(32)	(35)	(49)	(43)	0
Container Purchase & Delivery	0	(0)	(0)	0	0	0
Other – Covid-19	0	491	490	722	672	2,376
	(48)	466	463	684	640	2,205

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

Overall, the end of July position shows that the Somerset Waste Partnership budget is forecast to be **overspent by £2,205,000** (4.6% of the original budget), albeit on relatively limited actual costs in the year to date. This does not include the Recycle More roll out costs, which is accounted for separately. See paragraph 2.2 below.

The above position includes the financial impacts of Covid-19. All partners are aware of these financial pressures and have included them on their individual MHCLG returns. Somerset County Council have approved the transfer of MHCLG Covid-19 funding to their elements of these additional costs.

Therefore, it is only the District partner elements that are in the outturn position above.

Somerset County Councils Covid-19 additional expenditure is for their proportion of the delayed roll out of Recycle More (£510,000), the costs associated with the phased reopening of HWRC's (£103,000), Slim my Waste Feed my Face unachievable element of savings due to suspending the campaign (£21,000), head office costs e.g. Hand Sanitiser (£1,700) and impact on tonnages across all waste streams (£318,000). All of these costs totalling £953,700 have been funded through Somerset County Councils MHCLG Covid-19 funding.

For District Partners there is a total of £2,376,000 of Covid-19 related additional expenditure. This is due to the delay of the roll out of Recycle More (£1,826,000) and additional collection costs which also includes some support vehicles and validation of Suez's costs by Eunomia (£550,000).

2.1. Waste Collection

Estimated figures for the collection partners indicate a potential combined **£2,253,000 overspend** across the 4 partners at this stage.

In the main the overspend is a result of the additional costs of Covid-19 (£2,376,000). This includes the delayed roll out of recycle more and contractor costs for the additional resources required to deal with the increased demand on the service. The balance of the overspend is increased head office costs (£36,000) mainly salaries which will be attributable to recycle more.

Due to people's lifestyle changes as a result of Covid-19 volumes of waste presented at the kerbside have increased, particularly for the recycling waste streams. Dry recycling materials attract recycling credit payments and the forecast includes increased income for the District partners as a result. We do not know how permanent these changes to lifestyles will be or if this is a one off.

There are still some unknowns which could impact the outturn position such as the demand for replacement containers and the use of the bulky waste collection service. Both of these services were suspended for a while during the initial Covid-19 crisis. Once current demand is ascertained it will be used to analyse future costs, as there has not been a steady state of demand during this time.

2.2. Recycle More

The figures above do not include the Recycle More fund. It was agreed by the board that this project is kept separate from the continuation budget. At The end of 2019/20 the project balance was a deficit of £140,000. It is

anticipated that during 2020/21 £2,233,000 will be spent on the roll out of the Recycle More project which will leave an anticipated deficit of £2,373,000 at outturn. As agreed 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 and breakeven point is reached, it is anticipated this will be early in quarter 2 of 2022/23.

2.3. Waste Disposal

Waste disposal costs are forecast to underspend by £48,000, this is down to waste volumes being less than budgeted. The most significant areas seeing a reduction is recycling centres and green waste at both kerbside and recycling centres. This reduction is in part offset by an overspend on head office costs (£105,000). A large proportion of this is due to the staffing costs of rolling out the slim my waste feed my face project, which are offset by cost savings of waste being diverted from residual to the food waste stream.

It should be noted that the recycling centres were closed due to Covid-19 and the garden waste service was suspended for 6 weeks. It is anticipated that some of these reduced volumes may have been stored by householders and may reappear in the coming weeks. However, it is also possible that this waste has been disposed of through other means such as kerbside collections and home composting etc.

All forecasts are based on the tonnages in the first 4 months of the year.

2.4 2020/21 SCC savings update

The following SCC savings are built in to the 2020/21 budget totalling £361,100;

- £200,000 – Year 2 of the core services contract extension (previously agreed by the board in November 2018)
- £20,000 - Fly-tipping compensatory scheme removal (ceasation of scheme agreed by the board in September)
- £36,000 - Minimisation Cap (linked to core contract extension)
- £105,100 – Slim my Waste, Feed my Face food campaign

All these savings have either been made or are on target to be achieved by the end of the financial year except for 20% of the Slim my Waste, Feed my Face saving. This shortfall as a result of Covid-19 has been funded through MHCLG Covid-19 funding.

3. Indicative Annual Budget for 2021/2022 – Collection

3.1 The table below shows the indicative budget requirements for 2021/2022. The inflation and growth assumptions are as listed. During 2021/22 there will be roll out costs for Recycle More which will be managed outside of the 'core' Somerset Waste Partnership budget.

Tonnages for recycling credits have been increased to reflect the 2019/20 levels but with no further growth applied. The majority of the increased income for collection partners relates to the agreed 3% annual payment uplift on recycling credits from the County Council.

Household growth is an indicative 1% across all District Partners. Members are reminded that each collection partner will be charged according to their individual district housing growth.

Inflation for the collection contract has been calculated on 3% at this stage. It is difficult to forecast future inflation given the current climate with Covid-19 and Brexit. The actual contract inflation will be known before the final budget is set.

The business plan states the intention that all partner garden waste subscriptions will be collected by Somerset Waste Partnership. Once this arrangement has been finalised this income will be added into the budget.

EARLY WASTE INFLATION ESTIMATES

		MDC	SDC	SSDC	SWaT
20/21 Final Budget		3,157,678	3,880,520	5,671,714	5,195,799
Inflation – Collection	3.00%	124,047	127,160	185,401	171,692
Household Growth	1.00%	24,273	30,497	45,053	41,457
Garden Waste	1.00%	3,852	4,568	6,082	5,788
Recycling Credits		(23,179)	(25,974)	(35,157)	(30,609)
Salaries	2.75%	3,002	3,184	4,460	4,186
Pension Deficit		0	0	0	0
Transfer Station Offset		(2,069)	(2,194)	(3,073)	(2,884)
Bulkies / Containers		0	0	0	0
Subtotal		3,287,604	4,017,760	5,874,480	5,385,428
Garden & Bulky Income		(18,088)	(7,035)	(15,185)	(29,393)
Proposed Savings		0	0	0	0
21/22 Budget		3,269,516	4,010,726	5,859,295	5,356,035

Increase / (Decrease)		111,838	130,206	187,581	160,236
Percentage		3.5%	3.4%	3.3%	3.1%

3.2 Disposal Factors

Estimating the disposal figures at this stage is difficult, because we are 8 months away from the start of the 2021/22 financial year, and volumes and mix have remained volatile for some time (weather, Covid-19, Brexit etc).

However, initial forecasts are:

- Landfill Tax rates from 1 April 2021 have yet to be confirmed by the Treasury. In 2020/21 these were £94.15 per tonne and an increase of 3% has been assumed for this initial budget. This has a minimal impact as the majority of waste is being processed through our Energy from Waste contract.
- Contract inflation for disposal is based on a number of indices within the disposal contracts. These are highly volatile, particularly the civil engineering (“Baxter”) index, which is an industry standard and includes a significant fuel element. Indices for disposal run from February 2020 to February 2021 and are not published until March.
- Volume growth is based on projected household growth and impacts of Covid-19. The current assessment is 1% for household growth and a further 2.5% for Covid-19.
- The total additional budget required for the above pressures is £1,627,400 (landfill, inflation and volumes).
- Savings agreed in previously by the board and SCC which apply to 2021/22 financial year are a further £200,000 saving for year 3 of the HWRC contract extension. There is also a reduction to the £105,100 Slim my Waste Feed my Face saving of £58,900 as it moves into its second year.
- The standstill cost for the disposal budget is therefore £1,486,300, an increase of 5.0% on the original 2020/2021 budget.

3.3. Recycle More

The above budget excludes the costs of the roll out of Recycle More during 2021/22. This will be funded from the Recycle More Project Fund and where appropriate capital monies. No savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded. Breakeven point is anticipated to be early in Quarter 2 of 2022/23. Once breakeven point is reached, contract savings will be shared on the basis currently stated in the IAA.

4. Consultations undertaken

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

5. Implications

- 5.1.** Potential over and underspends as in section 2 above, if trends continue, would result in these figures at outturn for the individual partners.
- 5.2.** Financial trends as set out above will be incorporated in the setting of the Annual Budget for 2021/2022, as set out in section 3 above.

6. Background Papers

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

Internal Audit Plan 2020/2021

1. Role of Internal Audit

- 1.1.** The statutory basis for internal audit in local government is provided in the Accounts and Audit Regulations 2015, which states that:

"A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance."

In addition to the above, each Client's Section 151 Officer has a statutory duty under Section 151 of the Local Government Act 1972, to establish a clear framework for the proper administration of the local authority's affairs. To perform that duty the Section 151 Officer relies on, amongst other things the internal audit work for reviewing systems of internal control, financial management and other assurance processes.

Therefore, the primary objective of internal audit is to provide assurance in an independent and objective manner. This means the span of work covers issues of risk management, control and governance and focuses on assessing how manager's arrangements regarding these matters support the achievement of Somerset Waste Partnership's (SWP) objectives.

Somerset County Council, as the Administering Authority, still has the duty to provide the s151 requirements for the Somerset Waste Partnership, which includes the need for an "adequate and effective internal audit".

1.2. Previous decisions

At the December 2016 Somerset Waste Board, members agreed a change in approach for audit days for the Somerset Waste Partnership. Whilst there is still a requirement for some annual checks of key financial systems (payroll, creditors, debtors, SAP HR), the aim has been to move away from traditional audits into more advisory type audits, such as fly-tipping and the new customer IT system.

The Somerset Waste Partnership has a long history of governance, finance and contract based audits that have had either Substantial or Reasonable assurance (the two highest categories). Officers within the Partnership, and the wider Senior Management Group, do not see the need for "more of the

same" audits.

1.3. 2020/21 Audit Plan

The 2020/21 SWP annual plan is a total of 40 days audit, with five days allocated annually to SCC Key Control work (Creditors and Debtors), therefore leaving 35 days, to be split over three key areas as follows:

Data Quality Part One – Follow-Up Audit

Follow-up audit to review implementation of actions agreed from the 2018/19 Data Quality: Part One audit.

This review focussed on household data provided by District partners and also the annual garden waste customer numbers. Recommendations were offered to introduce processes that will improve data quality.

SWAP will review the degree of progress achieved since the previous audit report was agreed.

Data Quality Part Two – Follow-Up Audit

Follow-up audit to review implementation of actions agreed from the 2018/19 Data Quality: Part Two audit.

This review focused on the transfer of data between the Somerset Waste Partnership and the Collection Contractor (at that time Kier) in relation to Customer complaints and missed collections.

SWAP will review the degree of progress achieved since the previous audit report was agreed.

GDPR Audit – Follow-Up Audit

Follow up audit to review the actions agreed from the 2019/20 GDPR Audit.

These actions are still to be finalised due to the delays as a result of the impacts of Covid-19 on business as usual for the Somerset Waste Partnership. There will be a further update to the board later in the financial year regarding the progress of this.

Appendix: Truck Cartel Claim: for information only

Background

The European Commission found that a price-fixing cartel ran from 1997 to 2011 and involved DAF, Daimler (Mercedes Benz), Iveco, MAN, Volvo (Renault) and Scania. The European Commission issued a statement of objections against the truck manufacturers in November 2014. In April 2017 the European Commission published a non-confidential version of the settlement decision in the EU truck cartel case. It found that manufacturers at senior manager level fixed prices, agreed the cost that truck purchasers should be charged for emissions technologies and delayed the introduction of these technologies. The publication of the non-confidential decision had the effect of broadening the scope of the claim to cover all trucks 6 tonnes and over from all manufacturers, whether purchased or leased (new or second hand) between 1997 and the end of 2012 when prices returned to normal competitive levels.

Initial work in SWP finance suggests that there are around £6.7m worth of qualifying purchases in that period (with greater detail on the purchase of 26 DAF trucks in 2011 and 2012 for the sum of £1.795m). We may be able to claim at least 10% of the purchase prices, possibly up to 25%, so this suggests that the value of SWP's claim is between £670k and £1.675m. However, this is based on very preliminary advice as the details of claims, quantum and potential defences are a very specialist job to be carried out by the appointed solicitors. In addition, SWP may be able to claim for the increased cost of outsourced services to other companies, such as Kier, if they have paid excessive prices for trucks used in the delivery of those services to SWP ("the Additional Costs claim"). Any claim would be complex and require specialist solicitors.

On 17 January 2018, Martin Gerrish (former treasurer to SWP) provided advice to the relevant District Council's s151 Officers who provided unanimous instructions that they were content to participate with an LGA scheme. This was preferred to instruct our own solicitors on a fee paying basis as whilst this would recover all our damages plus the majority of costs, we would bear the risk of paying adverse costs if we lose. The intention of SWP, along with other local authorities, has throughout been to minimise risk. Nothing has changed to alter this position. However, a detailed examination of the final documents of the LGA scheme identified a number of areas of concern (outlined below) and SWP asked SCC legal to review other alternatives.

SWP have 6 years from the accrual of the cause of action to bring a claim. The problem is establishing exactly when the cause of action accrued i.e. when you could have reasonably determined that there was a cartel. Given that the European Commission issued a statement of objections against the truck manufacturers in

November 2014, the first arguable deadline for limitation is November 2020. If SWP is going to join a claim, then it needs to issue by November but it will be necessary to make a decision by September.

Options going forward

A review by SCC legal identified and considered three schemes; the LGA scheme, the Edwin Coe scheme and the Road Haulage Association scheme. The scheme documents in relation to each potential option are very complex and it is impossible at this stage to advise about all of the potential pitfalls or problems which could be encountered as claims proceed. All of the potential schemes set out below have an element of risk that adverse costs will be ordered, albeit a very slim risk. To fully eliminate risks would likely require such a high level of insurance to be purchased that claims would probably not be financially viable. SWP will therefore need to allocate appropriate resources to support our claim, which is a risk given the other pressure on our staff time. However, the potential benefits identified mean that doing nothing is not a recommended option.

A summary of the alternative options is as follows, with the conclusions RAG rated according to the extent to which they meet our criteria (do we have sufficient control, does it manage our risk adequately, and is there an adequate likely level of recovery):

	Private funded option	LGA scheme	Edwin Coe Scheme	RHA scheme
Management of Group	Control of individual claim	All in, all out	Control of individual claim	All in, all out
Risk of liability for adverse costs if lose	Yes	Unlikely but possible	Unlikely but possible	Unlikely but possible
Promoted level of recovery after costs deducted	All plus costs after assessment	36 - 61%	75%	91 - 95%
Actual minimum level of	All plus costs after assessment	No guarantee	50%	No guarantee

recovery after costs deducted				
Claim for additional costs	Yes	Yes	Yes	No

Further commentary on key elements of each scheme:

1) LGA Scheme

The scheme involves a conditional fee agreement, litigation management agreement and litigation funding agreement. The documents are very complex. However, in broad terms, all of the participants in the scheme pass control of the claims to a Steering Committee, which is to be appointed from representatives of the member local authorities. LGA say that Claimants have signed up with £100m worth of claims. No individual member can settle their own claim unilaterally without very onerous penalties. Given how complex the arrangements are, it is impossible to predict whether any particular elements of the agreements will prove to be a problem for SWP. The solicitors work on a no-win part fee basis. The part fee is funded by Vannin during the course of the claims. If and when the claims are settled, the solicitors, LGA and Vannin will all take a share of the proceeds for their own fees and reward. Even if the scheme works as it is designed to do, a large part of our recovery will be taken by the various fees and premiums to be charged. When all those sums are paid, then the remainder is distributed to the members of the group, pro rata to the value of that member's claim. There is no guarantee how much of the damages will eventually be paid out to members. There is cover of £10m for adverse costs.

2) Edwin Coe (EC) Scheme

EC are running a current issued claim including £150m worth of purchases and are issuing a second claim, probably in November but it will be important to become involved by September so that the preparatory work for that claim can be done. EC run the claim on the basis of a Damages Based Agreement (DBA) which is like the US model of contingency fee, i.e. that the solicitors and funders are paid a percentage of the recovery. All costs are funded by a litigation funder during the course of the claim. Each member of the group makes their own decisions and can exit the group when they are content with offers made. Whilst EC say that they will never charge more than 25% plus VAT of the recovery, legal review of the agreement shows that under certain circumstances they reserve the right to charge a maximum of 50% including VAT. The VAT implications need further review. We do not yet have clarity on the level of cover for adverse costs but EC have said "There is always a limit to

what the insurer will pay out but we always seek to keep the amount of cover proportionate to the estimated value of the claim/likely recoverable costs”.

3) RHA Scheme

This scheme is similar to the LGA scheme, with a litigation management agreement and litigation funding agreement. However, it has a much larger claim value – apparently £1.5bn. It is another “all in all out” scheme and it is based upon a Damages Based Agreement (preferred) rather than a conditional fee agreement. There is no guarantee of the level of recovery. The brochure does say “Based on conservative assumptions in relation to the level of damages per truck and the overall number of trucks that are in the RHA’s claim, the level of return to the funder will be at most 9% and may be as low as 5%”. If correct this would be a much greater level of recovery than the other 2 schemes. However, the funder could charge up to 30% of the recovery in addition to the solicitor’s costs and funding costs, which could in extreme circumstances take up all of the recovery. It is also similar to the LGA scheme in that we cannot make our own decisions about the claims, it is “all in all out”, and SWP would not be able to opt out of the group without very severe penalties. Under this scheme we could not pursue the ‘additional costs’ claim which, given our service were outsourced to Kier, may impact on our return.

Recommended approach

Whilst none of the schemes are perfect and we cannot be certain about the success of our claim and the quantum of it, the potential return is significant enough for SWP to consider that we should pursue this. With the first potential deadline for claims coming up shortly, it is also considered prudent that we make a decision now. Whilst not perfect, the Edwin Coe Scheme most fully aligns with our objectives of minimising risk, maximising return and giving an appropriate level of control:

- SMG and s151 officers have previously rejected a privately funded scheme and nothing has changed to alter that conclusion
- The Edwin Coe scheme offers more control than the other two externally funded schemes, and under the Road Haulage scheme we would be a very small part of their claim
- The level of recovery under the Edwin Coe scheme is anticipated to be higher than the LGA scheme and we have greater comfort in the minimum level of recovery
- Whilst the nominal recovery under the RHA scheme is higher, the level of recovery is not guaranteed and under this scheme we cannot pursue an additional cost claim and we would be a very small part of an overall claim

Should the Edwin Coe scheme not proceed then we will proceed with the Road Haulage scheme.

SMG have reviewed the proposed approach and support the approach proposed. s151 officer support for the recommended course of action is being sought and a verbal update will be provided to the Board. The Board are not being asked to make this decision (to be made under officer delegations) and this paper is provided for information only.

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Somerset Waste Board meeting
25 September 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

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<p>Forward Plan Reference:</p>	
<p>Summary:</p>	<p>On 31 July the Somerset Waste Board agreed a revised roll-out programme for Recycle More which reflected the serious, unprecedented and uncertain impact that Covid-19 was having on waste services. The Strategic Management Group have reviewed and agreed our readiness to roll out the first phase in Mendip at the end of October 2020. This paper updates on progress ahead of the planned roll-out.</p>
<p>Recommendations:</p>	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:</p> <ol style="list-style-type: none"> 1. Notes the progress made in implementing Recycle More.
<p>Reasons for recommendations:</p>	<p>Report for information only. Recycle More is the most significant element of our current Business Plan given the environmental and financial benefits it delivers to all partners. Clearly the ongoing Covid-19 pandemic adds to the risks of the roll-out programme.</p>
<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>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.</p>

<p>Financial, Legal and HR Implications:</p>	<p>Recycle More is anticipated to breakeven during the early part of quarter two of 2022/23 as reported to the board on 31 July 2020. At The end of 2019/20 the project balance was a deficit of £140,000. It is anticipated that during 2020/21 £2,233,000 will be spent on the roll out of the Recycle More project which will leave an anticipated deficit of £2,373,000 at outturn. These costs include the higher costs of the current service compared to Recycle More. As agreed, 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 and breakeven point is reached. It is still expected that the annual saving from Recycle More will exceed £2m. The financial impact of the revised roll out programme will not impact upon breakeven point as all 5 partners are funding their share of these Covid-19 related costs which will include use of MHCLG Covid-19 funding. This position will continue to be monitored and updated as phase one of roll out commences and the board will be updated accordingly. The anticipated savings figures have been shared with s151 Officers for inclusion in each partners MTFP process.</p> <p>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.</p>
<p>Equalities Implications:</p>	<p>An impact assessment on Recycle More is maintained and updated as the project progresses.</p>
<p>Risk Assessment:</p>	<p>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.</p>

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. Revised roll-out timetable

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. The revised roll-out schedule for Recycle More agreed by the Board in July 2020 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

As agreed by the Board in July 2020, communal properties in Mendip will not be included within phase 1 but will have the range of materials they can recycle expanded ahead of or part of the June 2021 phase. Some households living in communal properties access parts of the kerbside service (e.g. to recycle food waste) and these households will see changes to their service in phase 1. SWP will write to each of these households as they need a bespoke approach. Whilst days of refuse collection may change for some communal properties, the frequency of rubbish collection will not change as a result of Recycle More.

As agreed by the Board in July 2020 Schools will still roll out in two phase, and 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 later in this financial year.

1.3. Communications and Engagement

The success of Recycle More requires behaviour change and significant communications and engagement will take place ahead of, during and after roll-out. Several key elements are already underway, focussed on the Mendip area while keeping a wider audience updated on progress. The emphasis in all communications is on raising awareness, explaining the change, telling people how they can prepare and signposting to further information and support.

Briefing packs (full and bite-sized) have been distributed to a wide range of stakeholders, including council representatives at parish, town, city, district and county level, as well as other interested organisations and groups. Electronic versions of promotional posters have been sent to stakeholders to help raise awareness. Customer Service teams have been provided with briefing materials (more detailed for the Mendip District Council team) along with frequently asked questions to ensure consistent responses to the most common queries.

By the time of the Board meeting we expect that three online meetings will have been hosted for Mendip council representatives, taking the form of short presentations followed by question and answer sessions. Council representatives at parish, town, city, district and county level were invited to attend and ad hoc requests for Question and Answer sessions are being met wherever possible.

Virtual engagement with residents is also underway and is particularly important given the impact of COVID-19 on opportunities for face-to-face engagement (face-to-face engagement is currently on hold). Two of four planned Facebook Q&A sessions have taken place, offering out of hours opportunities to respond to queries. This is on top of the significant business as usual engagement through SWP social media channels.

The first of two Talking Café Q&A sessions have also taken place, hosted by the Community Council for Somerset (CCS), to help reach, amongst others, those who are more isolated or vulnerable.

Additional resource is being put into digital/online content, including a service change film which demonstrates how to recycle with Recycle More.

Engaging with young people and their parents/carers through schools is a key component of our campaign, but one made more difficult by COVID-19. The Carymoor Environment Trust has developed interactive 'virtual' assemblies and workshop in support of Recycle More which are being offered to all 52 primary schools in the Mendip area. The challenges facing schools are well documented, and while face-to-face engagement with, including 'school gate roadshows', remain part of plan these will only progress when schools consider it safe.

The first of two critical communications will have been distributed to the 51,000 plus households in the district in the week beginning 14 September (six weeks prior to launch). The 'Get ready for Recycle More' warm-up leaflet introduces the new service, highlights the forthcoming change and signposts to further information, support and guidance.

The second leaflet, the 'Recycle More is coming soon' pre-launch leaflet, is scheduled for distribution starting the week beginning 5 October. It gives further detail and includes a clear 'what goes where?' guide and an individual collection day calendar, specific to different areas of the district. Copies of the leaflets in alternative formats are available on request. District Council contact centre staff and the website will also have the same information on changed collections.

The September edition of Your Somerset include information about Recycle More (with a version specifically for Mendip residents) which will provide key information to key stakeholders and residents, including those not digitally enabled. This is one benefit of having expanded the first phase of roll-out to cover all kerbside properties in Mendip.

Website information has been expanded and enhanced, and collection day calendars (iCal) can be downloaded from the SWP website. Display materials (display board and take away postcards) have been created and are being distributed to appropriate public spaces, such as libraries, council office spaces, so far as the current COVID-19 restrictions allow. Regular information and press releases, supported by relevant social media activity is being sent to Mendip media, followed-up with for further information or interviews followed-up as required.

Additional resources have been brought into SWP's customer service and operational teams 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 doors for residents. 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. Contacts are being triaged, prioritised and responded to by email, telephone or visit as appropriate. Where extra rubbish capacity is essential (for example with a large family or medical needs) it can be made available, and we will make that process as seamless as possible. There will be requests for extra capacity that are not considered essential and it is important that households are encouraged to engage fully with the new service – freeing up space in rubbish bins. SWP has already funded (approx. 11k) to three cloth nappy groups and these will be promoted, though we recognise that this is not a solution for all those with children in nappies.

1.4. 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.

Although the global pandemic delayed our original plans for the launch of 'Recycle More' and continues to present risks and challenges we are confident the new launch date remains achievable. Issues with data and IT integration have mostly been resolved and those issues which remain outstanding (planned for resolution by mid-September) are not critical to the planning or rolling out of the new service. By the time of the board meeting the live link up between the in-cab systems and My Waste Services/District Call Centres will have been enabled, meaning that where a valid missed collection is not being reported (e.g. because the vehicle is not out, because the waste wasn't presented at the time of collection or because of contamination) it will inform the resident of this, helping change behaviours.

Extra delivery crews have been deployed for a number of months now to deal with the high level of container order seen through lockdown and this will continue, with further additional crews deployed if necessary, to deal with increased requests ahead of Recycle More. Given the high volume of requests and challenges in the supply market (with high demand being seen across the Country) this has put pressure on deliveries of containers – for example arriving late, being unexpectedly delayed – which has had a knock on impact on our ability to meet customer expectations. In September additional storage space was secured so that we can over-order containers to run a higher surplus to ensure any ongoing stocking issues do not have a customer impact.

Robust scrutiny of Suez's operational plans has been undertaken to ensure that the new routes are robust, and that they are capable of delivering the increased level of productivity required. This also has the benefit that lower mileage (and hence emissions) will be generated from the new routes, and that opportunities to simplify the service have been taken (e.g. collecting from all of Frome on one day rather than two). Suez have been training staff to ensure they have sufficient resources to deliver the bright blue bag ahead of roll-out, to monitor issues and support residents, and bringing in extra management capacity (including those with direct experience of operating three-weekly services).

2. Options Considered and reasons for rejecting them

- 2.1.** A go/no go review was 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 sufficiently stable despite the pressures of Covid-19, that the route mapping is robust, that Covid-19 isn't having undue impacts on staffing levels, 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 future phases.

3. Consultations undertaken

- 3.1.** Bi-weekly meetings of the Strategic Management Group (senior officers from each partner) have kept officers up to date with progress in mobilising Recycle More.

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). Expected financial savings are set out in the financial implications section above.

4.2. 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). The additional risks related to Covid-19 and the impact this has had on waste services were reported to the board in July and are reflected in our risk register.

Contingency plans are in place to ensure we have a plan should a local lockdown or similar result in much higher waste tonnages and we are working with District Council partners to ensure that we can secure access to additional staff (e.g. streetscene) should Covid-19, and in particular the impact of track and trace, have a significant impact on our collection crews. Clearly we cannot fully predict the impact Covid-19 will have, but SMG have reviewed the SWP's Business Continuity Plans, and public health input has been sought where necessary (e.g. to changed working arrangements to ensure that we can keep staff safe whilst we support households where we identify on a round that they need to support with Recycle More).

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.

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
- 30 July decision on overall Recycle More roll-out timetable

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Somerset Waste Board meeting
25th of September 2020
Report for decision

Fees and Charges 2021/2022

Lead Officer: Colin Mercer Contracts Manager

Author: Colin Mercer

Contact Details: 01823 635700

Forward Plan Reference:	
Summary:	The purpose of this report is to seek Member approval for fees and charges applied to waste services for which a charge may be made, for the financial year 2021/2022.
Recommendations:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:</p> <ol style="list-style-type: none"> 1. Agrees to recommend the proposed Charges for introduction from April 2021
Reasons for recommendations:	This is an annual exercise carried out in the Autumn to enable partners to feed fees and charges into the budgeting process for the following financial year.
Links to Priorities and Impact on Annual Business Plan:	To continue to align the cost of the service to the service user and reduce the burden on the general Council Taxpayer. The board have repeatedly endorsed the policy of not subsidising services for which we are allowed to charge.
Financial, Legal and HR Implications:	The increase in charges will continue to reduce the burden on the general Council Taxpayer but continues to provide good value for money to the service user.
Equalities	

Implications:	The Equalities Impact Assessment process shows that there are some sections of the population who may be impacted by the changes more than others. However, there are strong mitigating factors in each case and therefore the impact is marginal and is unlikely to be prejudicial to their access to waste services in Somerset. The full EIA is attached as appendix A
Risk Assessment:	If the fees and charges are not reviewed there is a risk that costs will not cover provision of the service (as they increase, for example due to contractual inflation indices) and the costs will increase the burden on the general Council Tax payer.

1. Background

- 1.1.** Waste Collection Authorities (WCAs) are empowered by the Environmental Protection Act 1990 and by regulations to charge for the collection of certain types of household wastes. These include bulky items and household garden wastes. The authorities are also empowered to charge for the provision of waste containers. Waste Disposal Authorities (WDA) are empowered by the Environmental Protection Act 1990 and by regulation to charge for the disposal of certain wastes. These powers have been delegated to the Somerset Waste Board (SWB) through the Appendix 1 of the Constitution.
- 1.2.** Since 2007 it has been the desire of the members to align the cost of those services for which a charge can be made to the service user. The level of subsidy provided across the County varied amongst the partners and required differing levels of price increases over the subsequent years to achieve this. In 2016 the board voted to harmonise charges across the County for all the chargeable services included in this report. It is recommended this continues and the proposed charges are again adopted across the County which ensures that neither a profit nor a subsidy is made.

1.3. Recycling Centres

The contractual agreement with Viridor regarding charges at recycling centres allows Viridor to uplift charges for items such as rubble, tyres, gas bottles and commercial waste annually by the (Viridor) contracted inflation rate RPI which this year is 2.46%. As these transactions are between Viridor and the Customer, these services are cost neutral to the Council. It is recommended that the Board notes and applies this uplift as proposed from April 2021 as shown in Table 1.

The current range of charges levied at the Recycling Sites cannot be accurately benchmarked against other authorities as the local circumstances and contractual

arrangements make direct comparison difficult. However, in order to place our proposed charges in context, for tyres and plasterboard Somerset is slightly cheaper than our neighbouring authority average, whereas for asbestos and rubble we are slightly above the average cost. For the latter this is balanced against offering our residents free disposal for rubble up to the equivalent of a single carrier bag.

Whilst the imposition of such charges could be construed as a reason to encourage residents to do something else with their waste (such as fly tipping) the numbers and tonnages don't support this. For example, we've seen a year on year rise in the amount of rubble accepted at the recycling sites whilst the number of total fly tipping incidents countywide (including rubble) has been on the decline, the table below illustrates these trends;

	Rubble Tonnage	Countywide Fly Tip Incidents
2017/18	2,727	4,629
2018/19	2,958	4,107
2019/20	3,166	3,413

1.4. Household Collections

The agreement with Suez regarding contract charges for the following financial year is applied from a basket of indices published in October in the year prior to the uplift. Because of this we will need to base our increased charges for these services on an estimate based on current financial forecasting and historical data. As shown in table 1, a 3% increase is proposed to cover the predicted increase in contractual payments for the 2021/22 period.

1.5. Garden Waste Bins

When we transferred to a new collection contractor in April of this year the planned changes to the garden waste service required re-routing and day changes on day one of the contract. These changes allowed greater optimisation of the resources used in the garden waste service and members took the opportunity to offer customers a reduction in the charges applied last year. However, as a result of this unfortunate timing it is the service which suffered the greatest immediate negative impact from Covid 19. During the initial stages of the current pandemic we took the decision to suspend the Garden Waste Service and to transfer these resources into supporting the core refuse and recycling services. Although not required under the terms and conditions of the garden waste service, compensation was offered to those who suffered loss of service during the suspension. Those impacted by the suspension will receive compensation through a change in the requirement to renew their existing 2019/2020 annual subscription from the 1st of April 2021 until the 10th of May 2021. The cost of providing this extension will form part of the claim by the District partners against the Covid relief fund from Central Government

1.6. As part of the changes to this service customers will no longer be restricted to part year service and new customers joining the service from April 2021 will receive a twelve-month service from the date payment is received. This will be enabled by SWP taking over payments for all Districts (as has happened this year successfully in Mendip) and being able to benefit from the flexibility a single payments system enables. This was set out in the 2020-25 Business Plan. In the past the renewal date for annual subscriptions was the following 1st of April no matter when in the contract year customers joined.

1.7. Garden Waste Sacks

Sacks continue to decline and account for less than 0.5% of garden waste customers. However, they remain a popular option for those who purchase them and for people who cannot make use of a bin. It is recommended this service continues to be made available and is raised in line with the other collection services as shown in table 1.

1.8. Bulky Waste

The new collection contract has increased the requirement for the contractor to enhance the opportunities for reuse. This has led to an improved environmental service but has increased the contractual costs associated with providing this service.

1.9. In the Fees and Charges paper last year the increased cost of providing this service was considered and charges raised accordingly. It is recommended this year they are increased in line with the other collection charges and are increased by 3% as shown in Table 1

1.10. SWP continue to encourage people to find local reuse outlets for bulky items where possible and appropriate. Whilst it is not possible to compare charges to commercial alternatives (as they often charge by the vanload not by the item), a new national service offered by Biffa would charge £190 for a van load, compared to SWP's proposed charge of £92.80 for a three-piece suite, fridge and freezer. Quarter (£99) and half (£150) a van load also compares favourably with our proposed charges for next year. The Welsh Government in particular has highlighted that exceptionally low cost offers of bulky waste item removals could be a sign that items may be fly-tipped and suggest a figure of £160 for a van load as a reasonable amount to expect to pay.

1.11. Table 1

Table 1 Fees and Charges		2020-21	2021-22
Item	Unit	Actual Charge	Proposed Charge
Collection Charges (rounded)			

Garden Waste	Garden Bin 1 year	£55.50	£57.20
	sacks pack of 10	£27.50	£28.30
Bulky Waste Collection	1 to 3 items	£60.00	£61.80
	per additional item up to 5	£15.00	£15.50
Asbestos Collection	maximum 16 sheets or 1 tonne	£249.60	£255.70
Commodity charges at Recycling centres (rounded)			
Asbestos	per sheet or sack equivalent	£13.40	£13.70
Plasterboard	per sheet or sack equivalent	£4.50	£4.60
Gas Bottles	>10kg	£6.90	£7.10
	10-20kg	£13.80	£14.10
	Specialist cylinders	£40.50	£41.50
Soil and hardcore	Single carrier bag	No Charge	No Charge
	Rubble sack	£3.90	£4.00
	Small van or Trailer	£20.20	£20.70
	Medium van or trailer	£40.50	£41.50
Tyres	per Unrimmed tyre	£3.90	£4.00
	per rimmed tyre	£5.20	£5.30
	per large (eg lorry type tyre)	£52.20	£53.80

2. Options Considered and reasons for rejecting them

- 2.1. The option to keep prices the same was considered but this was rejected to allow for inflationary pressures and to recognise changes to the service provision.

3. Consultations undertaken

- 3.1. Strategic Management Group

4. Implications

- 4.1. If the charges for these services are not reviewed the changes to the service may not be incorporated into the charging regime and costs may require subsidy from other areas of partner expenditure.
- 4.2. The level at which charges are set provides incentives to encourage customers to reduce waste or use alternative options that are environmentally or socially beneficial (for example, by home composting garden waste or by using furniture reuse services for some bulky items).

5. Background papers

- 5.1. Impact assessment, **Appendix A**

5.2. Appendix A

Somerset Waste Board meeting
25 September 2020
Report for decision

Somerset Waste Partnership – Outline Business Plan 2021-2026
Lead Officer: Mickey Green / Managing Director
Author: Mickey Green
Contact Details: 01823 625700

Forward Plan Reference:	
Summary:	<p>The Somerset Waste Partnership Draft Business Plan for the period 2021 to 2026 is iterated through a number of meetings, starting in September with a discussion on priority areas and approach, a draft business plan which will be presented to the Board in December 2020, partner consultation in January and February with approval from the Board to the final business plan sought in February 2021. The Business Plan approval timetable is in line with the constitutional requirements on SWP and ensures that business planning and budgeting are considered together.</p>
Recommendations:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:</p> <ol style="list-style-type: none"> 1. Comments on and approves the broad approach and proposed priority areas for inclusion in the Business Plan 2021-26 as set out in section 2 of the report. 2. Discuss and provide further ideas for any particular service changes, projects or programmes for potential inclusion in the Draft Plan to be approved for consultation at the December meeting.
Reasons for recommendations:	<p>The Board is required to approve a draft business plan annually for consultation with, and approval by, the partners. Producing an outline at this stage helps the Board to identify key areas for inclusion and to direct officers to prepare more information on any area it highlights.</p>
Links to Priorities and Impact on	

<p>Annual Business Plan:</p>	<p>The Constitution requires the Board to produce a business plan on an annual basis. The business plan also seeks to align with other partner priorities, such as the joint council climate emergency strategy (SWP led on the waste and resources workstream). External factors (for example the future of local government in Somerset) may impact over the period of this business plan.</p>
<p>Financial, Legal and HR Implications:</p>	<p>The financial framework and default budget position is outlined in a separate report on the agenda. The detailed financial implications of any new areas of work, or any changes to existing services, as requested by the Board, will be provided when the Board is recommended to approve the draft plan in December.</p>
<p>Equalities Implications:</p>	<p>The Board is required to have “due regard” to our equalities duties when taking any formal decision. Equalities implications will be considered and reported for any service changes or relevant projects proposed by the Board.</p>
<p>Risk Assessment:</p>	<p>There is a risk that the Business Plan may be affected by:</p> <ul style="list-style-type: none"> a) The ongoing impact of Covid-19, which has already disrupted progress in achieving the current business plan b) Resource pressures on SWP due to the intense workload associated with bedding in the new collection contract and implementing the Recycle More service change c) Central Government policy changes, in particular those that result from the next phase of consultations on policy outlined in the Resources & Waste Strategy (in particular on Extended Producer Responsibility, Deposit Return Scheme, and Collection Consistency) d) Brexit and the uncertainty around this process and its knock-on impacts e) Funding available to implement the Climate Emergency Strategy f) The Future of Local Government in Somerset <p>Risk assessments will be undertaken for any service changes or new programmes as they are developed and the SWP risk register will be updated accordingly as part of the business planning process.</p>

1. Background

- 1.1. The Board is required to approve a draft business plan annually. The plan is rolling five-year plan and therefore the 2021-26 version will include some items already highlighted within the current plan, updated as necessary.
- 1.2. Producing an outline at this stage, along with outlining the default budget position, helps the Board to identify potential service changes or programmes for inclusion and to direct officers to further develop ideas and/or prepare more information on any area it highlights. Feedback from the Board, Joint Waste Scrutiny Panel and other engagement then informs the development of a draft Business Plan. This draft is presented to the Board in December for approval as the basis for partner consultation. Following the period of consultation, a final draft of the Business Plan is brought to the February board meeting for approval.
- 1.3. Progress against our current business plan is reported to the board at each quarterly meeting through the Performance Report. The board also receive a report at each meeting updating them on progress with mobilising the new collection contract and implementing Recycle More. The work involved in the successful implementation of Recycle More remains the highest priority area within the Business Plan, as it has been in previous years.
- 1.4. **Somerset's Climate Emergency**

The five Somerset local authorities have all declared or recognised a Climate Emergency and developed a Climate Emergency Strategy covering the county of Somerset. Waste and resources is one of 9 workstreams, and SWP's Managing Director acted as workstream lead with the officer group made up of senior officers from each partner (SMG) acting as project board. The scope of the waste and resources workstream is much broader than SWP's statutory responsibilities, as it looks at Somerset as a whole, rather than just focussing on household waste. The actions from this workstream will be fully incorporated into the 2021-26 SWP Business Plan, clearly highlighting where there are resource/funding challenges which need to be overcome.

2. Proposed Approach

- 2.1. Key issues which will inform the 2021-26 Business Plan are:

Political	The impact of withdrawal from the EU: Whilst SWP recycled 90% of its material in the UK, waste is a global business and this will have impacts, for example on recycle prices (and hence on our share of recycle income)
	National legislative change: Whilst SWP was recognised in the Government's National Resources and Waste Strategy and welcomes many of the proposals around consistency and extended producer

	<p>responsibility, there are other proposals which SWP believe represent a risk to achievement of our desired outcomes (e.g. Deposit Return Schemes, free garden waste, restrictions on local authorities ability to make decisions right for their local area). Further national consultations are expected in Spring 2021 and SWP will continue to work to influence the approach taken. National changes to planning policy may impact on our ability to deliver cost-effective and high environmentally performing services.</p> <p>Future of Local Government in Somerset: Proposals for local government reorganisation may have a significant impact upon SWP, upon costs for all partners, and on delivery of the business plan.</p>
Economic	<p>Financial pressure on partner authorities: The financial environment in which we operate remains very tightly constrained, especially given the impact of Covid-19 on local government finance.</p>
	<p>Recyclate risk: SWP will share risk with its collection contractor on recyclate value. This will directly impact upon the SW:EEP fund we have to drive behavioural change</p>
	<p>Risk of recession: The national economic outlook (given Covid-19 and Brexit) is uncertain. Periods of recession typically see lower levels of waste as a result of lower consumption; however, the past may not be a reliable guide to the future given the uncertain impact of Covid-19.</p>
Social	<p>Demographic changes: Somerset's growing, and ageing population inform our planning for the future. Somerset has historically benefited from near full employment, which makes recruitment more challenging.</p>
	<p>Covid-19: The ongoing risks include elevated and variable tonnages collected, disruption to our recycling centres, local lockdowns, changes to our working practices (e.g. around engagement/opening black bags at recycling centres), disruption to services due to loss of staff; all of which has a cost and environmental impact and puts pressure on resources (potentially impacting on the pace we can implement measures in the business plan). On the upside, there are positive changes in behaviour (e.g. higher kerbside recycling) that we will seek to embed.</p>
Technological	<p>Social media: Increasing use of social media presents an opportunity to reach more people but raises expectations about speed of response.</p>
	<p>Big data: The ability to manipulate large data sets (be it around people's behaviour or the life cycle of resources and waste) can be powerful.</p>
	<p>New materials: New materials may emerge onto the market quicker than our ability to manage them at the end of their life.</p>
Environmental	<p>Somerset's Climate Emergency: SWP have been asked to lead the 'Waste & Resources' workstream and this provides an opportunity for us to work more closely with partners to progress our vision. However, our ability to implement further change will be constrained by resources.</p>
	<p>Public Awareness: Many people are much more aware of climate change and keen to do more, and frustrated if they feel they cannot do more.</p>

2.2. It is proposed that the vision and values refreshed by the Board in 2018 remain unchanged, namely:

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

2.3. It is proposed that the 2021– 2026 Business plan will maintain a similar focus and approach to the current business plan, recognising the major ongoing pieces of work that remain underway:

<i>Focus</i>	Delivering excellent services	Changing behaviours	Building our capability
<i>Outcome</i>	<i>Household waste is effectively collected, reused, recycled and treated</i>	<i>People trust SWP and see waste as a resource - managing their waste properly</i>	<i>SWP has the capacity, capability and influence to deliver our vision</i>
<i>Activity</i>	Improving recycling (inc. Recycle More, schools recycling)	Campaigns (inc. plastics, fly-tipping)	Transforming systems and processes
	Increasing reuse	Looking beyond household waste	Strategy & Influence

	Improving customer service	Community Engagement	Improving partnerships
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Whilst there is much consistency with the current business plan (for example implementing Recycle More will continue until 2022, and we will continue to work with partners to ensure new homes are built with waste in mind), it is likely that the next Business Plan will have a greater focus upon:

- Setting out how we will support Somerset’s joint efforts to tackle the climate emergency, including (noting that some of these will require additional resources to develop/implement):
 - Our plans to green our fleet further (including piloting electric vehicles when they are viable to inform the partial re-fleet in 2024-25) and explore other ways we can make our own operations even lower impact
 - Ensuring new homes are built with recycling and waste in mind
 - Working with schools to improve their recycling rate
 - An expanded Schools Against Waste service (including exploring how we can expand this to secondary schools)
 - Funding for 50 schools in Somerset per annum to undertake Eco-Schools assessments
 - Working with District Councils to improve ‘on the go’ recycling
 - Partnership working to continue to tackle fly-tipping
 - Working to improve recycling in commercial businesses and the public sector in Somerset
 - Using public sector purchasing power to improve recycling and help drive the circular economy
 - Exploring how we can work with others to ensure Somerset businesses are supported to make the right environmental choices (e.g. around packaging)
 - Developing a food strategy for Somerset which seeks to prevent food from becoming waste
- Coping with the ongoing impact of Covid-19 and recovery from it:
 - Ensuring that robust Business Continuity Plans are in place and refreshed as the science/policy changes
 - Manage the risk of cost increases due to the impact of Covid-19
 - Ensuring risk assessments and working practices are regularly reviewed in light of the changing risk
 - Ensure contingency plans are in place to mitigate the risk of Covid-19 impacting on business plan priorities (e.g. Recycle More) whilst noting that not all eventualities can be successfully mitigated for
 - Review priorities and target dates in light of the ongoing disruption that Covid-19 is causing
- Supporting Somerset residents and business to look to reuse goods and materials ahead of buying new, recycling or disposing of items:
 - A widescale understanding across Somerset that reuse is the most

preferable option and one that should be considered ahead of recycling or disposal.

- Ensuring many more reusable items from bulky collections and HWRCs are identified and segregated for reuse
- Developing a database of reuse networks and groups and commissioning a piece of work to explore how we can best connect these items with the network of organisations (especially third sector organisations) that can potentially use them (inc. exploring the potential for more reuse shops either on or off-site)
- Embedding the social value, we secured from Suez (noting that minor changes may be made as we jointly review the Community Benefit Plan), including:
 - 5% of contract spend retained in Somerset, with increasing proportion spent with SMEs, micro-businesses and third sector organisations
 - Local Engagement Programme delivering 100 activities and interventions per year in deprived and poor recycling areas from 2022-23 onwards
 - 15 Community Action Groups active by 2023-24
 - 2 campaigns delivered each year to improve the capture of materials
 - Ensuring 5% of staff are in apprenticeships every year of the contract,
 - 2 work placements per year (16 in total) from 2022-23 onwards for young people, including NEETs and care leavers,
 - 2 community payback scheme placements per year (16 in total) from 2022-23 onwards for low level offenders,
 - Ensuring all staff receive dementia awareness training,
 - Employee volunteering scheme (2 days per year for 10 employees)
- Making the most of the in-cab technology and the improvements to our systems and processes to target interventions more effectively to improve recycling (through targeted education), our customer service (e.g. box replacement and avoiding littering) and how we can support communities (e.g. using the eyes and ears of collection staff to identify issues that might need referral e.g. to Adult Social Care). As part of this we will refresh our enforcement policy.
- Reviewing key areas of policy following the next stage of consultation on national waste and resources strategy (for example planning for the impact of any Extended Producer Responsibility or Deposit Return Scheme, the potential impact of consideration of garden waste charging, the routemap to recycle an even wider range of materials).

2.4. SWP set out its ambition to develop a new ambitious but realistic long-term (to 2050) waste strategy by Summer 2020 which was informed by the Somerset Climate Emergency Strategy and the major changes expected in national policy. Our strategy aimed to encompass:

- A strategic framework for how we approach service developments/ pressures
- Our approach to delivering excellent customer service and support (underpinned by appropriate technology)
- How we approach behaviour change, communications and engagement
- How we engage with communities, businesses, schools within Somerset

- How we work with partners on areas like littering, fly-tipping and enforcement, and food waste reduction.

SWP has made progress in defining its plans in all these areas, and these will be set out in our Business Plan 2021-26. However, it is proposed to delay development of a long-term strategy to reflect the fact that the next stage of consultation on major changes to national policy now delayed to Spring 2021 (by Covid-19), pressures on SWP resources due to Covid-19, and due to ongoing work to consider the Future of Local Government in Somerset. It is anticipated that this strategy will be developed in 2021/2022 (which will be reflected in our Business Plan), though this timetable will be contingent on the external elements which we would expect to be key drivers of our long-term strategy.

3. Consultations Undertaken

- 3.1.** Initial consultation was held with partners (via the senior officer group – SMG) on 18 August and 3 September. Further consultation with partners will take place over the Autumn. Formal partner consultation will take place in the new year, once a draft business plan has been agreed by the Board at its December meeting.

4. Background papers

- 4.1.** SWB Business Plan 2020 – 25 (as agreed by the Board in February 2020)