

# SOMERSET WASTE BOARD (VIRTUAL MEETINGS FROM JULY 2020 DUE TO CORONAVIRUS)



**Friday 4 December 2020 10.00 am**  
**Virtual meetings via Microsoft Teams**

To: The members of the Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)

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

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services - 26 November 2020

For further information about the meeting, please contact Laura Rose- [lxrose@somerset.gov.uk](mailto:lxrose@somerset.gov.uk) or Julia Jones - [jjones@somerset.gov.uk](mailto:jjones@somerset.gov.uk) or 07790577232

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](http://www.somerset.gov.uk/agendasandpapers)

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



**RNID typetalk**

## AGENDA

Item Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) - 10.00 am Friday 4 December 2020

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

1 **Apologies for Absence**

To receive Board Member's apologies.

2 **Declarations of Interest**

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

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

3 **Minutes from the meeting held on 25th September 2020** (Pages 9 - 16)

The Board is asked to confirm that the draft minutes of the previous meeting are accurate or to agree any amendments that are necessary.

4 **Public Question Time**

The Chair will allow members of the public to present a petition on any matter within the Board's remit. Questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered (see guidance notes).

5 **Performance Report Q2- July 2020 to September 2020** (Pages 17 - 40)

To consider the report.

6 **Recycle More Update** (Pages 41 - 52)

To consider the report.

7 **Finance Performance Report Update** (Pages 53 - 88)

To consider the report.

8 **Somerset Waste Partnership Business Plan 2021 - 2026** (Pages 89 - 120)

To consider the report.

Item Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus) - 10.00 am Friday 4 December 2020

9 **Somerset Waste Board Forward Plan** (Pages 121 - 126)

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

10 **Information Sheets Issued Since the Last Meeting**

This is an opportunity for Members to raise matters contained in the following information sheets issued since the last meeting. A compendium of information sheets will be available for members to inspect at the meeting.

Information sheets sent out since the last meeting include:

- Recycle More update.
- Recycling sites remain open.

11 **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](mailto: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](http://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](mailto: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

Minutes of a Meeting of the Somerset Waste Board held in a Virtual Meeting on Friday 25 September 2020 at 10:00 am

**Present:** Cllr S Dyke (Chair), Cllr C Paul (Vice Chair), Cllr T Ronan, Cllr J Keen, Cllr D Hall, Cllr T Kerley, Cllr D Mansell Cllr S Wakefield.

**Other Members present:** Cllr T Munt.

1 **Apologies for Absence** - Agenda Item 1

An apology was received from Councillor A Gilling.

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

There were no new declarations.

3 **Minutes of the Meeting held on 31 July 2020** – Agenda Item 3

The minutes of the meeting were confirmed by a vote of the Board as a correct record and were signed by the Chair.

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

There were no public questions received by the deadline of 21 September 2020, and no members of the public were present.

5 **Performance Report Q1 2020/2021** – Agenda Item 5

The Chair invited Mickey Green to provide an update on the Performance Report Quarter 1 2020/2021. The report summarised the key performance indicators for the period from April 2020 to June 2020 and compared these to the same period last year.

Mickey highlighted the following:

- The new timetable for the Recycle More scheme
- Continuing Waste Services had been challenging during Covid-19, but key issues had been resolved.
- The key indicators set out big variations due to Covid-19 (for example, household waste was reportedly down 14%), but many areas reported improved numbers, such as 99.6% of recycling staying in the UK, which was by far the best quarter achievement.

- There had been challenges with missed collections, but this figure was improved with Suez compared to the previous contractor, there were weekly meetings with Suez to help ameliorate this.
- The main risks were Covid-19, the delayed rollout of Recycle More, and health and safety (there was a death at a Highbridge site due to a medical condition); there would now be defibrillators installed at every site though this would not have prevented this very unfortunate incident.
- The key focus would be on Recycle More and My Waste Services; national consultations were expected next spring; with much work to be done with Suez regarding missed collections and complaints.

During the debate the following points and comments were raised:-

- The Board thanked Mickey for his report and shared sadness for the death of a member of public at the Highbridge site. It was acknowledged that the fatality was not as a result in any way of the operation of the site.
- The Board commended the continued running of services taking into account the change of contract and covid-19 impact.
- Members were aware of an increase in fly tipping, which had spiked in some areas, this was recognised as an inevitable consequence of the impact of the pandemic.
- The instances of missed collections had been below what was experienced with the previous provider – more details were requested in the performance around missed collections. Garden waste had received the most significant numbers of complaints due to the temporary postponement of this service.
- Recycling and waste collections had continued throughout.
- Work in handling complaints was smooth where possible and was included in weekly performance meetings to improve services.
- Further supplies of recycling and refuse container deliveries were expected, supplies of these had been impacted due to Covid-19, combined with very high demand.

**The Board resolved to note the performance results in the First Quarter 2020/21 Performance Management Report.**

**6 Finance Update Q1 2020/2021 and Initial Budget for 2021/2022- Agenda Item 6**

The Chair invited Sarah Rose to provide an update on the Financial Performance Update 2020-2021. The report set 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 and the formal commencement of the budget setting process that would ultimately lead to the Annual Budget for 2021/2022.

The following was highlighted:

- The Annual Budget for 2020/2021 was originally set at the Board meeting of 14 February 2020 at £47,894,210.
- Overall, the end of July position set out the Somerset Waste Partnership budget was 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 did not include the Recycle More roll out costs, which was accounted for separately.
- The position included the financial impacts of Covid-19. All partners were aware of these financial pressures and included them on their individual MHCLG returns. All costs totalling £953,700 were funded through Somerset County Councils MHCLG Covid19 funding.
- For District Partners there was a total of £2,376,000 of Covid-19 related additional expenditure. This was due to the delay of the roll out of Recycle More (£1,826,000) and additional collection costs which included some support vehicles and validation of Suez's costs by Eunomia (£550,000).
- Waste Collection estimated figures for the collection partners indicated a potential combined £2,253,000 overspend across the 4 partners at this stage. There were 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.
- The Recycle More project was kept separate from the continuation budget. At the end of 2019/20 the project balance was a deficit of £140,000. It was anticipated that during 2020/21 £2,233,000 will be spent on the roll out of the Recycle More project which would leave an anticipated deficit of £2,373,000 at outturn. Updates would be considered at the Board through the year as roll out commenced.
- Waste disposal costs were forecast to underspend by £48,000, this was 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 was in part offset by an overspend on head office costs (£105,000).
- The indicative Annual Budget for 2021-2022 set out the inflation and growth assumptions. During 2021/22 there would be roll out costs for Recycle More which will be managed outside of the 'core' Somerset Waste Partnership budget.

- The budget excluded the costs of the roll out of Recycle More during 2021/22.

Members were provided with an update of the Audit plan shown in Appendix A detailing the delay and impact of Covid-19. The following was also highlighted: previous decisions, 2020-2021 audit plan and the follow up to audit, data quality part one, data quality part two and the GDPR audit.

There was also an update to the Board in relation to Appendix B, and the truck cartel. Members were reminded that the European Commission had discovered the existence of a truck cartel, which was detrimental to some; therefore, it became possible to attempt to recover the costs arising.

In 2018 it was decided to go with the LGA scheme, but that turned out not to be as advertised, so other options were examined, the short list was set out in the table. After consideration, it was recommended to go with the Edwin Coe scheme.

During the debate the following points and comments were raised: -

- The Board questioned how the deficit would be funded, the deficit was held by SCC and as the rollout progressed this would pay back the deficit.
- Any underspends at outturn would be brought to the SWB in July, this was accounted for separately to SCC budgets.
- Quantum defences could mean that the recovery is reduced. There was the option to pull out and cut losses if determined recovery unachievable which was a valuable option

The Board then considered the confidential Appendix C regarding Kier and passed a resolution 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. The minutes for this section are in a confidential Annex to the main minutes.

**The Board RESOLVED to:**

- i) Note the summary financial performance for 2020/2021 to the end of month 4 (April – July) and the potential outturn position for each partner authority.**
- ii) Consider the draft budget for 2021/2022 and the key factors that will influence the budget setting process.**

- iii) Approve the proposed approach to using our internal audit support as set out in Appendix A.**
- iv) Note the way forward regarding the Truck Cartel claim.**
- v) Note the confidential appendix regarding Kier.**

7 **Recycle More roll-out Timetable-** Agenda Item 7

SWP Communications Manager Mark Ford gave a presentation on recent communications and engagement and highlighted the following:

- Two leaflets were being sent to all households in Mendip, the first being sent out this week and the second from the 5<sup>th</sup> October as the pre-launch which would have more details and a collection day calendar.
- The blue bag would be delivered to residents in Mendip in October.
- If households went too long without a rubbish collection they would have an interim collection – this would be on the individual calendar each household was sent.
- The website had been updated and a dedicated page created where leaflets could be download and there are FAQs.
- Promotional material including displays, leaflets and posters had been produced.
- Online engagement included Facebook Q and A sessions, parish meetings talking café's, and Schools Against Waste virtual assemblies and workshops.
- Support that was available included the website information, customer services and online engagement.
- Requests for more container space due to collections moving to only three times a week could be handled by calling the district councils or using the website.

During the debate the following points and comments were raised: -

- Suez were less reliant on agency staff than the last contract provider, 18 agency staff had been transferred to employees of the service since the new operator took over the contract, it wasn't understood that any agency staff were on zero hours contracts
- Communal residences would be upgraded later than the initial phase of Recycle More, where possible users were encouraged to use the kerbside service with the aim to get this embedded in local plans where possible.
- The new recycling bag folded down and could be used on day of collection or stored to hold recycling during the week.

**The Board RESOLVED to note the progress made in implementing Recycle More.**

**8 Proposed Fees and Charges for 2021/2022 - Agenda Item 8**

The Chair invited Contracts Manager, Colin Mercer to provide an update on the Proposed Fees and Charges 2021/2022, the report sought members approval for fees and charges applied to waste services for which a charge may be made, for the financial year 2021/2022.

Colin highlighted there were slight differences this year for Viridor (2.6%) and Suez (3.0%) because of differences in the indices for the two contracts. There were large changes in the garden waste service because of the impact of Covid-19, with the service suspended and a rebate provided to users, which produced a claim on the relief fund.

There will be a change in approach to the Garden Waste service to enable people to sign-up for 12 months (rather than only accepting subscriptions for the financial year from 1<sup>st</sup> April. This should improve the customer experience and hopefully encourage more people to sign up. With respect to bulky collections, the service had been improved under the new contract and it was noted how our charges compared favourably to national commercial bulky waste collection schemes.

During the debate the following points and comments were raised: -

- Rolling year subscriptions introduced were considered a positive improvement.
- There was reflection on whether a 3% rise was too high
- Charges remaining consistent was the aim and this would be easier to administer due to the areas covered by the partnership.

**The Somerset Waste Board RESOLVED to agree to recommend the proposed charges for introduction from April 2021.**

**9 Outline of Business Plan 2021-2026 - Agenda Item 9**

The Chair invited Mickey Green to provide an update of the Outline of Business Plan 2021-2026. Mickey gave a presentation on the Somerset Waste Partnership Draft Business Plan for the period 2021 to 2026 that 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 considered in February 2021. The vision and values

remained the same, with the key areas of focus being the delivery of excellent services, effecting a change in behaviour, and the building of capacity.

During the debate the following points and comments were raised: -

- Changing the commercial market was an ambition to have consistency between schools, households and commercial sector and to engage in collaborative procurement.
- Recycle More was a top priority, maximum environmental benefits would be a vision in the business plan
- There were additional benefits from Suez contracts and the local engagement programme, more information was requested on this. The programme was built on similar work in Oxfordshire and social value through the procurement process was a priority for the service.

**The Somerset Waste Board RESOLVED to:**

**(i) Approve the broad approach and proposed priority areas for inclusion in the Business Plan 2021-26 as set out in section 2 of the report.**

**(ii) Discuss and provided 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.**

10 **Somerset Waste Board Forward Plan** - Agenda Item 10

The Somerset Waste Board noted the Forward Plan.

11 **Information Sheets Issued Since the Last Meeting** - Agenda Item 11

There were none.

12 **Any other urgent items of business** – Agenda Item 12

There were no other items of business. The Chair thanked all Members and Officers.

**(The meeting ended at 12:03 am)**

**CHAIR**

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Somerset Waste Board meeting  
 December 2020  
 Report for information



**Performance Report Quarter 2 – July 2020 to September 2020**

Lead Officer: Mickey Green, Managing Director  
 Author: John Helps, Performance & Insight Officer  
 Contact Details: 01823 625705

<b>Forward Plan Reference:</b>	17.11.20
<b>Summary:</b>	This report summarises the key performance indicators for the period from July 2020 to September 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 affected by Covid-19.
<b>Recommendations:</b>	<b>That the Somerset Waste Board notes the performance results in the Second Quarter 2020/21 Performance Management Report.</b>
<b>Reasons for recommendations:</b>	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.
<b>Links to Priorities and Impact on Annual Business Plan:</b>	Transparency – Publishing Key Performance Indicators
<b>Financial, Legal and HR Implications:</b>	No direct financial, legal or HR implications.
<b>Equalities Implications:</b>	No equalities implications
<b>Risk Assessment:</b>	Areas of poor performance inform our overall risk assessment. A summary of risk is now included within each quarterly performance report, showing our top risks, new risks, changes in risks and mitigating actions. A no deal Brexit risk register has also been developed by SWP and shared with all partners.

## 1. Background

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

## 2. Summary

**2.1.** Key headlines are:

- **Business Plan:** We have delays on 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, with commencement of Phase1 in Mendip due to commence in October 2020. Another delay was the construction of the remodelled Evercreech Depot but which was completed ahead of the Recycle More roll-out.
- **Waste Minimisation:** Overall household arisings were down by 3,000 tonnes, or 2.23% compared to the same quarter in 2019-20 – increases at the kerbside but decreases at recycling centres.
- **Recycling:** Our recycling rate remains below that of Q2 last year at 52.44% (2.50% lower than 2019-20), a result of the ongoing effects of the suspension of garden waste collections and closure of Recycling Centres. There were large increases in the amounts of glass (2,511 tonnes), food waste (2,106 tonnes) and cardboard (1,531 tonnes) across kerbside collections, with a decrease in garden waste (down 1,131 tonnes). At our recycling sites we saw decreases in garden waste (4,189 tonnes), wood (1,339 tonnes) and other scrap metal (723 tonnes) collected.
- **End use:** SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. In Q2 over 97.5% of materials stayed in the UK, with the amount that was reprocessed in Somerset also staying in excess of 55.7%. This meant that 1,013 tonnes of recyclate was reprocessed outside of the EU, with the majority of this being mixed paper & cardboard sent to Vietnam and Thailand.
- **Missed collections:** We saw a significant decrease in missed collections in Q2, compared to Q1 (0.588 per 1,000 collections against 1.430 in Q1), which shows the successful outcome of the work put into reducing this number by both SWP and SUEZ staff. Missed collections levels continue to be monitored and are one of the standing performance measures discussed in weekly meetings held with SUEZ. We expect this improvement to continue into the following quarters.
- **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:
- Finalising plans with SUEZ to 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 third 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.

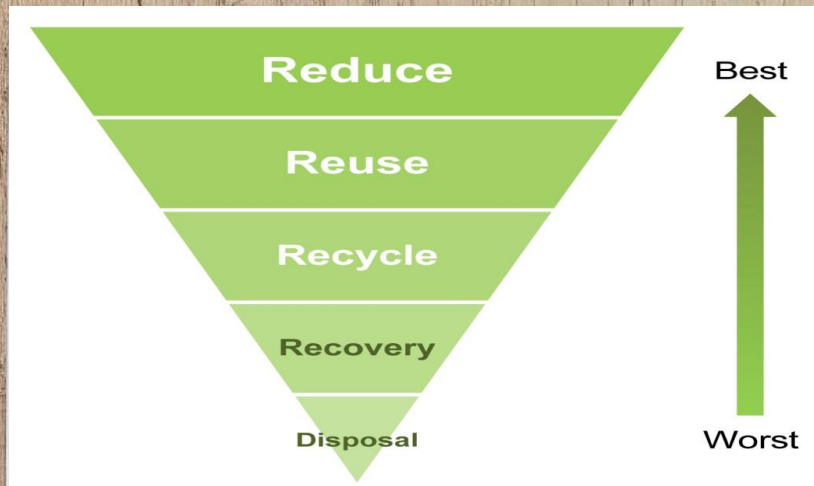
### **5. Background papers**

- 5.1.** Performance Monitoring Report Q2 2020-21 (Appendix 1)

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Somerset Waste Board  
Second Quarter 2020-21

PERFORMANCE REPORT



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## 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](http://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](http://www.somersetwaste.gov.uk)

## Key to KPI ratings used

























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

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

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



## Executive Summary - Second Quarter 2020-21 (Submitted to the Somerset Waste Board 04 December 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, including resourcing requirements. 2) Coping with the ongoing impacts of Covid-19.		
Health & Safety	At our recycling centres the ratio of accidents increased to 2.74 per 100,000 visits (12 accidents), up from 1.20 per 100,000 in Q1 (2 accidents). This change was due to the large increase in the number of visits. There were 6.60 per 100,000 hours worked (20 accidents) to SUEZ staff, down 3, from 23 in Q1.		
Waste Minimisation	Compared to 2019-20 we have seen a decrease in overall tonnage of 3,000 tonnes – an increase at kerbside and a decrease at HWRCs. Tonnage is up on Q1. Total household arisings per household were down 3.1% on 2019-20 (to 505kg/hh), up 20.2kg/hh at the kerbside & down 36.4kg/hh at recycling sites.		
All Recycling & Recycling Sites	Our recycling rate (NI192) decreased by 2.50% to 52.44% compared to 2019-20, with garden waste down by 5,320 tonnes, as well as paper (down 1,349 tonnes) and wood (down 1,339 tonnes). Visitors to recycling centres during Q2 increased slightly by 0.41%, up from 448,161 to 449,999 (1,838 visits).		
End Use of Materials	We continue to see demand from the UK for our materials. Excluding residual waste, in Q2, 55.17% stayed in Somerset, with 97.52% staying in the UK. Of the remainder, only 0.48 tonnes was recycled in the EU and 2.48% (1,012 tonnes), outside of the EU.		
Missed Collections	The number of missed collections in Q2 were 0.588 per 1,000 collections, significantly lower than the level for Q1. This shows the amount of work being put into reducing the number of missed collections, by SWP and SUEZ staff is paying off and hopefully this trend will continue to show improvement.		
Fly-Tipping	An overall increase in Q2 of 423 fly-tips, up from 802 in 2019-20 to 1,225 in 2020-21, with the majority of these increases seen in the waste types: 'Black bags - household' (407), 'Other household waste' (219) and 'Construction / demolition / excavation' (89).		
Financial Performance	At the end of September 2020, SWP is showing a forecast budget overspend for the year. Trends suggest an overspend for 2020-21 of 2,056k for collections and an underspend of 363k for disposal. It should be noted that volumes increased in Q2 and may continue to do so through the following Quarters.		
Customer Interaction & Communications	Over 644k hits on our website in Q2, over 12,000 Facebook followers & over 10,000 readers of our 'Sorted' e-zine. A Facebook post on 'Composting offer' also reached almost 67,000 people. Complaints initially increased over this period, to a high of 325 in July, but then reduced over August and September.		



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
<b>1.1) Changes to collections</b>			
i) Transition to SUEZ as collection contractor - (1.1.1a-e)	Yellow	Additional senior management support continues to be provided by Suez reflecting the difficulties in transition through the pandemic and delays to RM.	Depending on the impact of a second wave of the pandemic we hope to allow a gradual return to a more normal operating model.
ii) Depot improvements to enable Recycle More - (1.1.2a-c)	Green	Evercreech depot has completed and completion sign off is expected soon following the rectification of some minor snagging items.	Now the Evercreech Depot is completed, work transfers to the Bridgwater/Taunton Depots to ensure that the build programme is on track.
iii) Transition to Recycle More - (1.1.3a-c)	Green	Comms and engagement carried out and additional resources to support the roll out have been engaged and the new roll out schedule is being adhered to.	Launch RM to the residents of Mendip, monitor performance and resolve issues as they arise. Continue to plan and schedule the further roll outs to ensure our new roll out plan continues to be successful.
<b>1.2) Changes to Disposal</b>			
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 before the end of the year.
ii) Embedding changes to Core Services Contract - (1.2.2)	Green	Much of the focus in Q2 revolved around preparing for the impacts of a second spike of Covid-19, the recycling sites continued to operate well.	Recycling site opening hours changed to the new winter schedule from 1st October. Covid-19 continuity planning continues for a second spike.
iii) Signage review at Recycling Centres - (1.2.3)	Yellow	This has been delayed by Covid-19 and the need for specific additional instructional signage to help prevent transmission from site operations.	The signage review will be completed by the end of 2020-21, with Recycle More complimentary signage on site from October 2020.
iv) Heat offtake from Avonmouth RRC - (1.2.4)	Green	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 EfW. Option discussions continue with Bristol CC.
v) Improvements to Recycling Centres - (1.2.5)	Yellow	Working with Highways & Viridor to alter the Yeovil site access route, to remove the impact of off-site queuing & reverse the traffic flow on site.	Kerb realignment works at Chard, due to be completed in October to improve vehicle access and reduce H&S impacts
vi) Closely manage site maintenance - (1.2.6)	Green	Minor maintenance continued to be carried out through Q2, to ensure the continued safe operation of the sites.	Works planned to improve the trade effluent pipework & telemetry at the Cossington former landfill site, in conjunction with Wessex Water.
<b>1.3) Improving Services</b>			
i) Reuse - (1.3.1a-b)	Yellow	New bulky collection service in place, however Covid-19 has had an impact on the service & can't be implemented within current restrictions.	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 roll out of Recycle More.	Engage providers and work with Suez to develop business case for electric supervisors vans.
iii) Schools service - (1.3.3a-b)	Yellow	Schools Liaison Officer is surveying all schools, so we can develop a prioritised action plan. Continue to refine RM rollout plan for schools.	Suez service has improved. Continue to develop improved comms and recycling opportunities at our school's sites, and tackle contamination.
iv) Service reviews - (1.3.4a-d)	Green	Monitor services as we move to Recycle More & focus on prevention / improving lives opportunities as part of business planning cycle.	Roll out Recycle More across Mendip, capture lessons learned and focus on the next tranches of roll outs in SSSC, Schools and Communals.
v) Health & safety and contract management - (1.3.5)	Green	Ensure guidance surrounding the requirements of Covid-19 and general H&S are adhered too, whilst providing the best possible service during this time of crisis.	Ensure processes, H&S, 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
<b>2.1) Campaigns</b>			
i) Recycle More Communications & Engagement - (2.1.1a-f)	Green	Comms & engagement finalised, Warm-up leaflet, stakeholder briefings & engagement, social media engagement & display material distributed.	Pre-launch leaflet distribution, continued engagement and PR, supporting customer services, planning for launch, opening of Evercreech Depot.
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 (with Viridor), more detailed stakeholder updates. Feed 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-19 impacts have made it difficult to gauge effectiveness.	Considering options for completing the final stage of roll-out.
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. through social media and Your Somerset.
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-19 issues (e.g. parking issues, disposal of contaminated materials, nuisance fires).	Seasonal PR and social media planned. Added digital content. Potential collaboration with DSFRS re continued parking pressures/access issues.
<b>2.2) Looking Beyond Domestic Waste</b>			
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-19 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.	Share draft business case with potential partners (e.g. trading standards) to finalise propose approach
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.	Agree plan to finalise grant funding agreement and publicise scheme (allowing schools to access a £500 grant to drive eco-schools take-up).
<b>2.3) Community Engagement</b>			
i) Attending community events - (2.3.1)	Green	Virtual sessions incl. 3 Parish Forums, 1 of 3 Talking Cafes, 2 Facebook Q&A to support Recycle More rollout in Mendip.	1 virtual Talking Café and 2 Facebook Q&A sessions are scheduled in October. Other virtual sessions to be considered.
ii) Social media & e-Newsletters - (2.3.2 & 2.3.3)	Green	Digital Comms Officer started in Sept. Developing content for social media for Recycle More. Growth in FB continues but slower, Twitter largely static.	Extensive use of social media supporting Recycle More, responding quickly to any emerging issues. Supporting seasonal messaging.
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 Against Waste sessions resumed in September as virtual events. The first occurred in September.	Bookings focussed on Mendip to support Recycle More rollout. To date 20 bookings received, more expected. Positive feedback to virtual visits.
v) Community action groups - (2.3.6)	Green	Not due to commence until 2022-23 financial year.	Not due to commence until 2022-23 financial year.
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).	Refining plans for roll-out of Recycle More to communal properties to encourage more to sign up to kerbside food collections.



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
<b>3.1) Transforming Systems and Processes</b>			
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. Engage with partner authorities to ensure we progress even whilst local plan making may be delayed.
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 (incl. communals) 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-19 and RM rollout allow.
<b>3.2) Strategy and Influence</b>			
i) Develop SWP long term strategy - (3.2.1)	Yellow	Covid-19 delayed progress in developing strategy.	As agreed by the Sept Board, delays to national waste and resources strategy consultations and Future of Local Gov't in Somerset, mean that we will 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.
<b>3.3) Building Partnerships</b>			
i) Working with communities - (3.3.1)	Green	Continuing to work with Carymoor (for Schools Against Waste) and real nappy groups. Liaison with community venues to host RM displays. Parish liaison focussing on Mendip ahead of RM Phase 1.	Engaging with community partners to support Recycle More in Mendip, pilot approach to enable litter picks to use HWRCs
ii) Support for alternatives to disposable nappies & wipes - (3.3.2)	Green	Ensuring funded groups prioritise Mendip to support RM roll-out & enable postal option or collection via Share in Frome.	Coordinating promotion of funded reusable nappy packs for hire across the county.
iii) Support for parish and town councils - (3.3.3)	Yellow	Covid-19 delayed progress in developing support for parish and town councils.	Working with Otterford Parish Council on Climate Project (composting focus), considering how to include in public sector waste procurement.
iv) Review food and compost champions - (3.3.4)	Green	Sales of 470 subsidised compost bins, in addition to other composting products bought by residents this quarter.	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) Reduction in management or front-line staff of contractors.
- 7) Contractor changes due to sell of parts of business or takeover.
- 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 delays to the roll out plan resulting in savings not being achieved when expected.

**Covid-19:** 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 meetings).
- 5) Monitor price indexes, maintain emphasis on quality and UK recycling.
- 6) Regular monitoring through operational meetings and senior manager meetings.
- 7) Regular monitoring through operational meetings and senior manager meetings.
- 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
<b>New Risks &amp; opportunities</b>	35	Environmental campaign groups protesting about EfW	2 (-)
<b>Increased Risks:</b>	55	Contractor changes due to sell off or takeover	16 (12)
<b>Reduced Risks:</b>	6	Staff under pressure due to ongoing service disruption and other pressures	12 (16)
	10	Problems arising during implementation of new CRM system	2 (4)
	11	Failure to implement new CRM system	2 (4)
	24	Depot works not completed on time	12 (16)
	29	Additional staff not in place in time for roll out	12 (20)
	31	Service issues not resolved ahead of roll out	4 (15)
	40	Driver/Loader shortages	12 (16)
	42	Ageing container stock	6 (9)

A number of risks have reduced in this quarter as the CRM system is now in use and as progress is made towards the roll out of Recycle More. A new risk has been identified around Environmental protest groups blocking access to EfW plants, though the impact is likely to be low. Ongoing talks about the takeover of Suez and potential sell off of parts of Viridor have increased this risk.

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) Any changes in contractor make-up would result in no degradation to service and a continued good relationship with shared values.

**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

Two staff accidents in Q2 of 2020/21. One recorded under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR), as it needed hospital treatment for a deep cut, the second injury was minor and caused by a slip on office steps.

There was an increase in accidents to site visitors, rising from 1 in Q1 to 12 in Q2, although it must be noted that the Q1 statistics were distorted by the Covid-19 closure of sites. This brought the accidents per 100,000 visits to 2.70 for Q2. Most of the accidents were cuts & injuries from slips/falls and a reasonable deduction that a contributing factor will be that site staff, under Covid-19 restrictions, cannot currently assist visitors with unloading or carrying. SWP continues to advise via social media, website & onsite signage, that visitors take waste in manageable containers/quantities that they can handle without assistance.

There were 3 RIDDORS for site visitors, none having site contributory factors identified in relation to the incidents. The first due to hospital treatment after a fall from steps, when a person slipped and lost their footing. A second, a deep cut caused by a sharp object a person was carrying that needed stitches. The third, very sadly, was a fatality whilst a person was unloading their vehicle. The emergency services attended, after being called by site staff, who were on hand immediately. A full investigation was carried out and whilst there was no contributory factor attributed to the site, a number of recommendations were made and have since been implemented.

SUEZ - H&S Performance and Initiatives

The reporting system within the contract has changed under Suez and unfortunately this led to an incorrect report in Q1. The transfer of data and restrictions on H&S staff and IT support during the pandemic may have contributed to this. We are now confident the proper systems and procedures are fully in place and future reporting will be correct. Adjusting the Q1 data to correct the error we can see a small improvement in the figures for Q2.

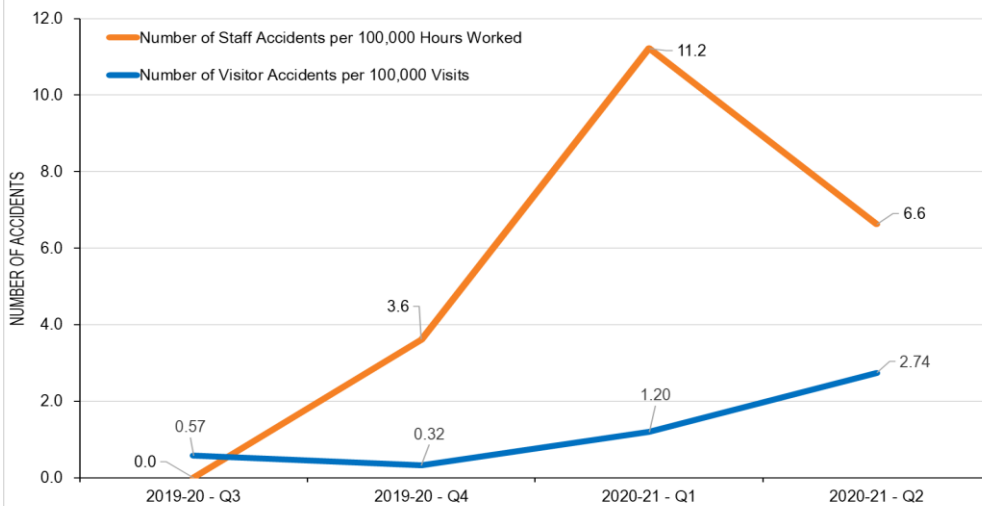
The number of reported accidents to Suez operational staff stands at 20 for Q2.

Accidents are measured per 100,000 hours worked across the contract and in this quarter this has resulted in a score of 6.6.

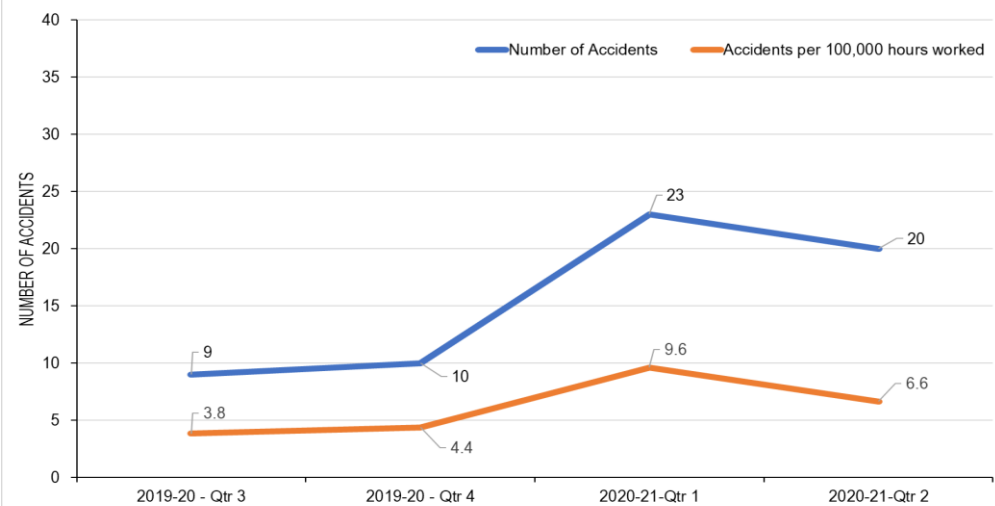
There was 1 incident reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (Riddor). This happened in August when one of SUEZ's operatives slipped on a kerb and suffered a fractured ankle.

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



SUEZ - H&S performance figures for SUEZ employees





Why do we measure and report this?

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

What tonnage have we had to handle this quarter?

The amount of waste generated across Somerset in Q2 2020-21 showed the following changes:  
 Total household arisings for Q2 2020-21 decreased by 3,000 tonnes to a total of 131,470 tonnes. This equates to 504.67kg/hh, a decrease of 16.23kg/hh (an increase of 20.19kg/hh at the kerbside & decrease of 36.42kg/hh at HWRs). This shows an uplift in tonnages compared to Q1, but still down on 2019-20.

The total amount Reused, Recycled & Composted decreased overall by 21.55kg/hh, with an increase of 12.71kg/hh at the kerbside & a decrease of 34.26kg/hh at recycling sites. Of these amounts, garden waste from the kerbside decreased by 4.79kg/hh, but with an increase of 7.24kg/hh of food waste. At the recycling sites, reductions were 16.67kg/hh for recycling and 16.63kg/hh for garden waste, again all due to reduced tonnages generated due the ongoing pandemic.

Residual Household Waste per Household in Q2 was 240.01kg/hh, up 5.32kg/hh from 234.69kg/hh (an increase of 7.48 kg/hh from the kerbside & a decrease of 2.16 kg/hh from recycling sites). There was also a reduction in local authority collected waste (LACW) landfilled, down 29.19% from 43.88% to 14.69%, as a result of the majority of residual waste now being sent for recovery, rather than landfill.

From the start of Q2 all of Somerset's residual waste was either sent for disposal at the new Avonmouth RRC, or to landfill at Walpole, Bridgwater, with around 71% going to energy recovery at Avonmouth and only 29% of waste unsuitable for energy recovery going to landfill.

What are we doing to ensure we continue to improve?

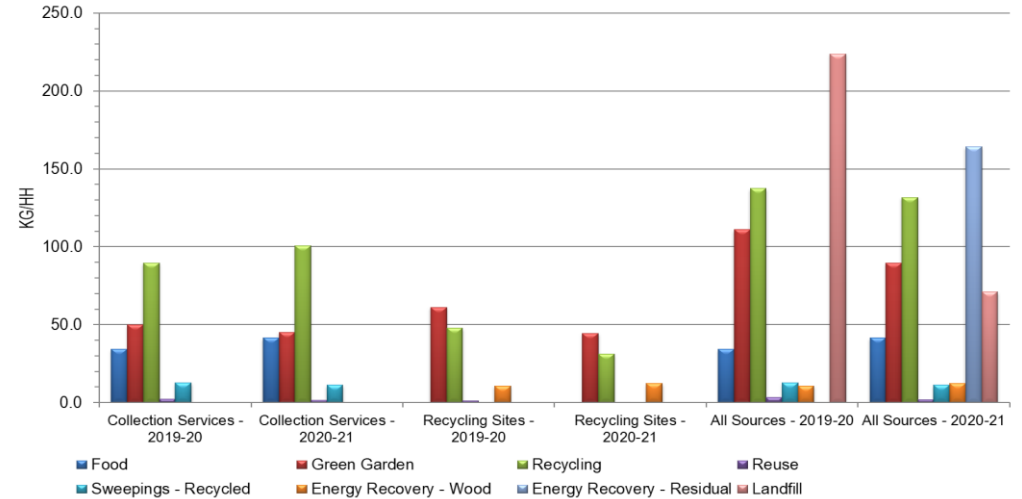
Various initiatives have either commenced, or are planned to do so over the next 12-18 months, some of which include:

- 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?

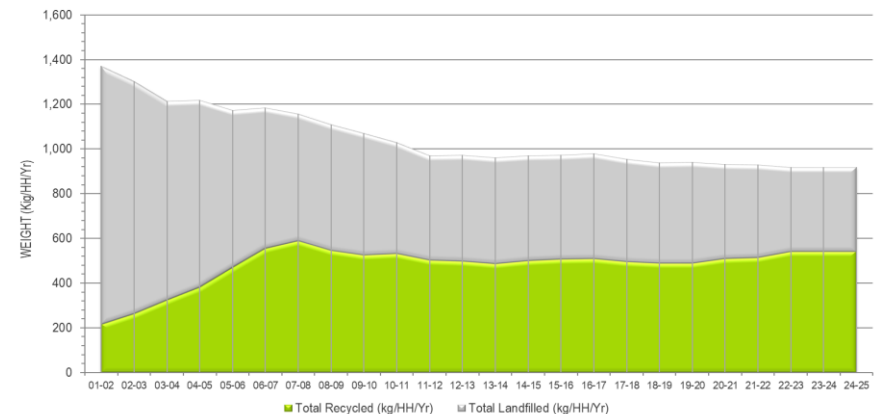
Q1 - Q2 COMPARISON OF WASTE ARISING BY SOURCE 2020-21 TO 2019-20 - KG/HH



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-Q2 April - September 2020-21 of 52.44% is an improvement on Q1, but is still down when compared to last year (reduction of 2.50%). This is due to the ongoing impact of the global pandemic at both HWRCs & for kerbside collections. This consisted of a slight increase of 0.79% in the recycling rate at the kerbside to 48.53% (47.75% in 19-20) & a decrease of 6.82% for recycling sites to 65.59% (72.41% in 19-20). The main changes in Q2 were again, increases in glass (2,511 tonnes), food waste (2,106 tonnes) & cardboard (1,531 tonnes) and a continued decrease in garden waste (down 1,131 tonnes), all across kerbside collections. At recycling sites we saw decreases in garden waste (down 4,189 tonnes), wood (down 1,339 tonnes) & other scrap metal (down 723 tonnes). Other sources that contributed to the overall reduction included recycled street cleaning residues (down 282 tonnes) & schools recycling (down 249 tonnes) - again, all Covid-19 related.

The large decrease in garden waste, a total of 5,320 tonnes was as a result of the recycling centre closures and kerbside garden waste collections being suspended. However, it would appear that so far in Q2, as collections restarted & recycling sites reopened the amount of garden waste started to pick up slightly. If this trend continues, it will have less of a negative impact on our recycling rate performance for the year, but will decrease any potential savings on treatment costs.

**Recycling and reuse rate (NI192) for Apr-Sep 2020-21: 52.44%** (decrease of 2.50% on 2019-20)

## 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 completed.
- 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?

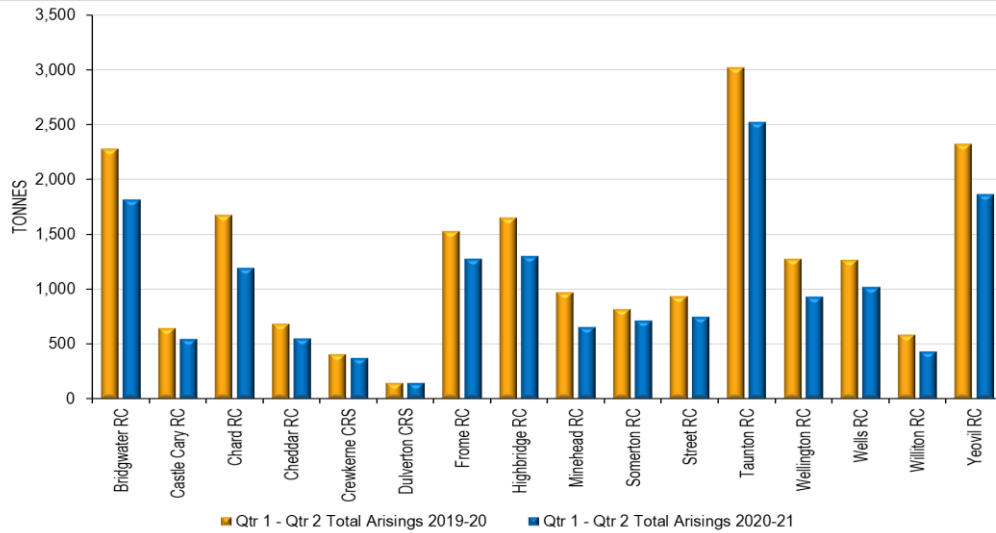
- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing 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.

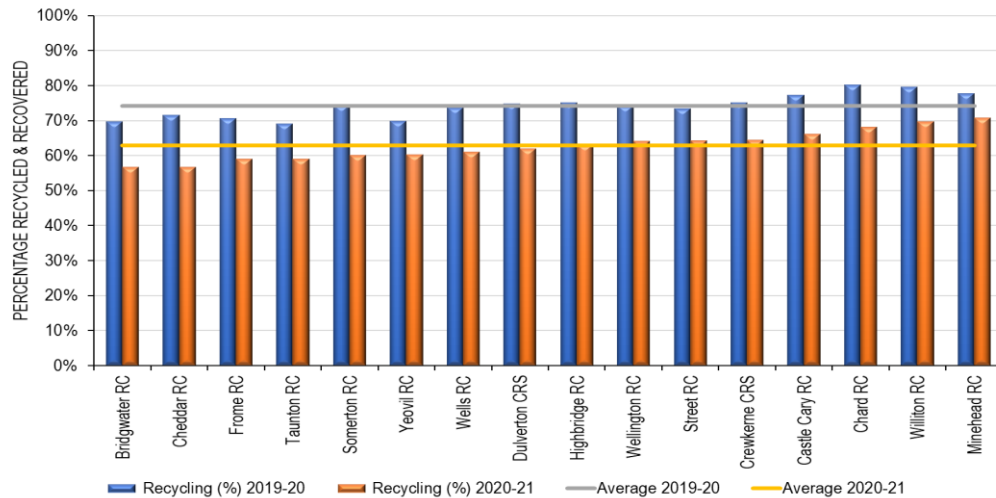
What has happened and what has changed in this quarter?



Recycling Site	Qtr 2 Visitor Numbers			
	2019-20	2020-21	Difference	% Change
Bridgwater RC	50,172	51,949	1,777	3.54%
Castle Cary RC	11,567	12,680	1,113	9.62%
Chard RC	34,671	35,188	517	1.49%
Cheddar RC	16,904	16,611	-293	-1.73%
Crewkerne CRS	6,308	8,404	2,096	33.23%
Dulverton CRS	2,098	1,374	-724	-34.51%
Frome RC	33,668	33,397	-271	-0.80%
Highbridge RC	35,938	40,114	4,176	11.62%
Minehead RC	28,903	24,987	-3,916	-13.55%
Somerton RC	14,518	17,545	3,027	20.85%
Street RC	25,266	19,388	-5,878	-23.26%
Taunton RC	73,227	74,445	1,218	1.66%
Wellington RC	27,827	27,652	-175	-0.63%
Wells RC	28,103	28,942	839	2.99%
Willton RC	12,508	13,333	825	6.60%
Yeovil RC	46,483	43,990	-2,493	-5.36%
<b>All Sites</b>	<b>448,161</b>	<b>449,999</b>	<b>1,838</b>	<b>0.41%</b>

Note : Table shows Q2 only.

## Q2 RECYCLING SITE RECYCLING RATE % - 2020-21 COMPARED TO 2019-20



Across both Q1 & Q2 of 2020-21, total arisings are down by 15,534 tonnes compared to last year. This total comprises reductions of 7,261 tonnes of dry recycling and reuse, 6,890 tonnes of garden waste, 581 tonnes of hardcore & soil and 4,446 tonnes of residual waste to landfill, along with an increase of 3,644 tonnes sent for recovery. These latter two, as a direct result of residual waste now being sent primarily to energy recovery, rather than to landfill.

The best performing recycling sites in Q2 2020-21 were, Minehead RC (70.81%) and Willton RC (69.68%), with the worst performing being Bridgwater RC (56.64%) and Cheddar RC (56.71%). We had 4 sites with a recycling rate of less than 60% for Q2, which is an improving picture from Q1. This level of performance can be attributed back to the closure of sites in the first half of Q1, due to the Covid-19 pandemic and although still down for the current year to date, tonnages continue to show signs of returning to normal and in some cases we have 'caught up' some of the material lost in Q1. However, it is highly unlikely that we will recover all of this material, therefore dependant on the ratio of residual material to recyclables, could have a continuing impact on the recycling rates, at the sites.

The number of visits picked up slightly during Q2, up from 448,161 in 2019-20 to 449,999 in 2020-21, an increase of 1,838 (0.41%). However, we continue to see a significant overall reduction so far across the year, of 259,431 visits (down 29.51%).

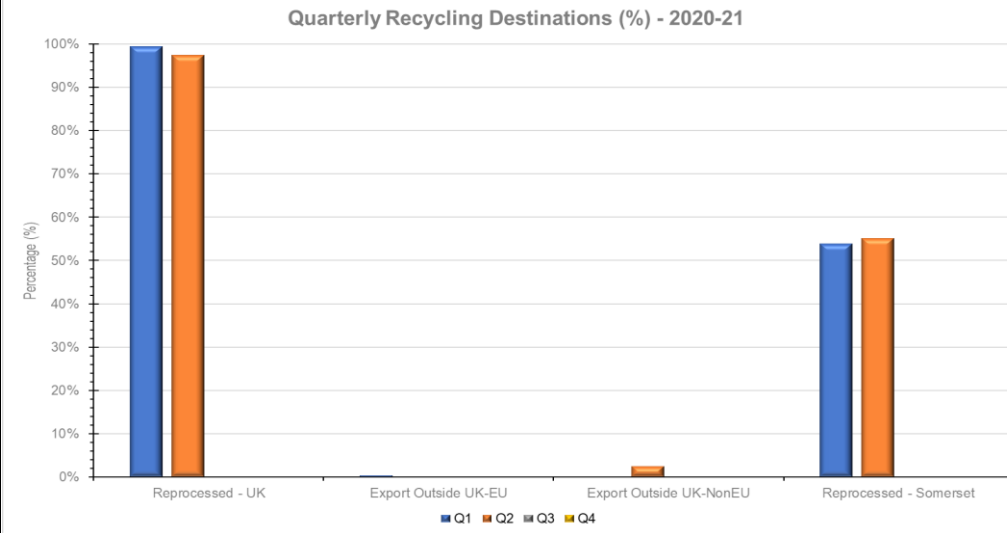


Why do we measure and report this?

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?

Have there been any significant changes since the last report?



In Q2 we recycled nearly 98% of our waste in the UK. Just 2.48% 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 paper & cardboard, electrical items, scrap metal, automotive batteries, plasterboard and wood for recovery. In Q2, 55.17% of the material from the kerbside and recycling centres was reprocessed in Somerset.

Mixed paper & cardboard and plastic bottles 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. Mixed paper & cardboard has been exported to Thailand & Vietnam, with 0.48 tonnes of plastic bottles sent to Poland & Lithuania. Whilst Suez have committed to recycle within the UK where possible, the increased volumes as a result of Covid-19 and the ongoing works at Evercreech meant that they sent some materials to a MRF, which resulted in the small quantity of plastic bottles being exported to Europe.

In Q1, we started to send our kerbside refuse to Energy Recovery. As a result, only 29% of our residual waste was sent to landfill, with the rest being sent for energy recovery. All of our kerbside residual waste and all suitable residual waste from Recycling Centres has gone to Avonmouth RRC.

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

What will future success look like?

Next time we report, we will have commenced phase 1 of Recycle More in Mendip. This will see additional materials collected at the kerbside - plastic pots, tubs and trays, cartons, small electrical items, and household batteries. We anticipate that Recycle More will increase recycling tonnages of not only these materials, but also of existing kerbside materials.

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 next quarter will include the period of the second lockdown due to Covid-19. Whilst services will continue as normal, we may see increases in tonnage as a result of people staying at home.

Somerset residents will be aware of the existence of the Beyond the Kerb recycling register, and will have trust and confidence that what they put out for recycling, is recycled. They will be aware of the environmental benefits of recycling and can track their success year-on-year.

In future, we plan further work on developing our carbon reporting so that as well as weight based reporting, we can look at materials by their carbon impact. Some materials have a high weight and high carbon impact (food waste), whilst others may have low weights, but high carbon impact (textiles).

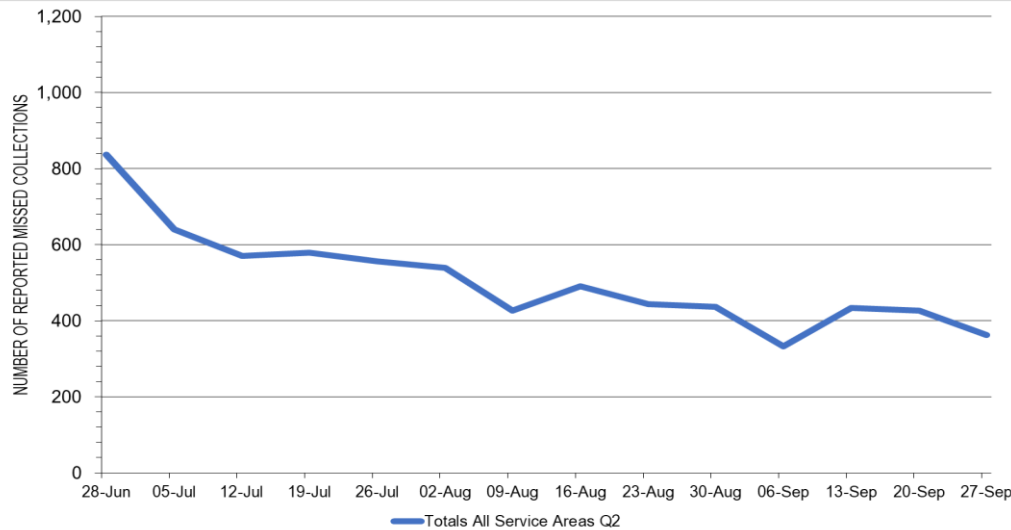
Due to volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful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



Why do we measure and report this?

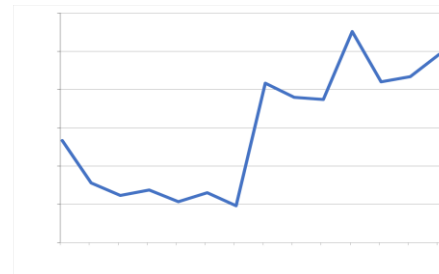
Missed collections remain the cause of the majority of customer contacts to the Waste Partnership and remains an area of concern whilst we are in the process of moving from our incumbent collection contractor, to the new Recycle More contract.

What are the headline numbers?



What are the issues underlying current performance?

Performance in this quarter continued to be significantly impacted by the Covid-19 pandemic. Ongoing above average waste tonnages, with more overtime and higher agency support requirements, continues to create challenging operating circumstances for our new contractor. However, following the introduction of the performance recovery plan we can see a significant improvement in this area.



Q1



Q2

What are we doing about it?

- 1) We continue to review progress against the performance recovery plan in detail each week. At the time of writing this report, Suez continues to hover around the much more stringent contractual levels for recycling and refuse missed collections. However, Covid-19 continues to impact and fluctuations are still happening on occasions, but overall the performance is an improving one.
- 2) We have in our weekly performance meetings, seen a step change in the control and visibility of these issues and with the IT becoming embedded and crews getting more used to the equipment, we continue to see a more stable provision of overall service provision, although some areas, such as garden waste require further analysis and improvement.
- 3) We continue to focus on complaints and understanding the root cause of them to ensure that Suez take steps to identify the cause and rectify issues fully (rather than just fix the immediate problem).

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

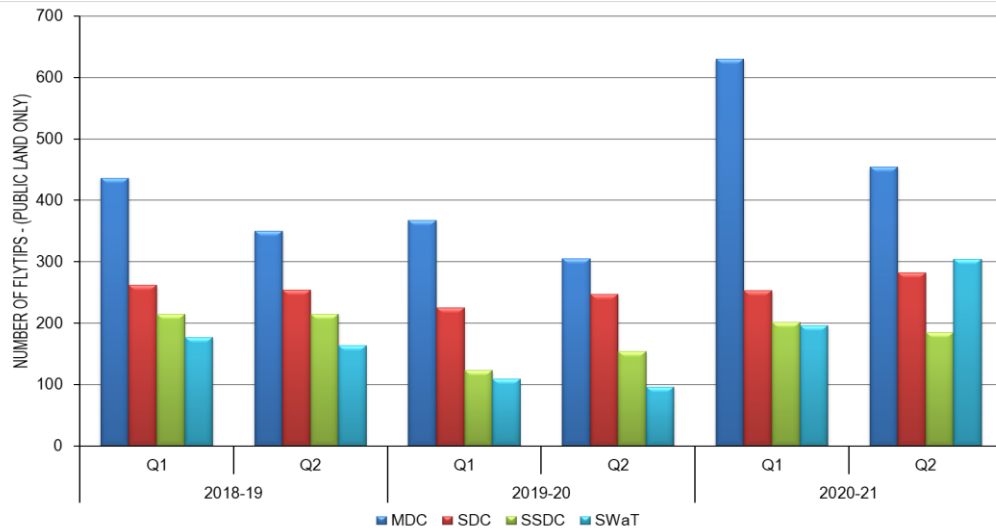
- 1) We expect to be able to deliver the contracted performance anticipated prior to the Covid-19 crisis and return to a more stable service provision. The standards to which we will hold Suez, are considerably better than those we tolerated from Kier.
- 2) Have started the roll-out of Recycle More, having rolled out to the kerbside and communal properties in Mendip.
- 3) We have substantially improved 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, including implementing gate checks.
- 4) 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 Covid-19 situation during the Autumn and Winter period.



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 is still showing an upward trend in Q2 2020-21 compared to the same period last year.

The number of fly-tips for Q2 2020-21 increased by 423 incidents, from 802 in 2019-20 to 1,225 in 2020-21. The number of fly-tipping incidents in Somerset West and Taunton saw the biggest rise, up by 208 to 304, with the other three districts increasing by 149 in Mendip, 35 in Sedgemoor and 31 in South Somerset. There is no evidence that any of SWP's activities have contributed to any increases in fly-tipping, but may be an ongoing result of the current pandemic.

Overall across the Partnership the main increases continue to be 'Black bags - household' (407), with 'Other household waste' (219) and 'Construction / demolition / excavation' (89). The areas that have seen decreases in the number reported being 'Other commercial waste' (down 32), 'Animal carcass' (down 13) and 'Other

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 Fly-tipping 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%.

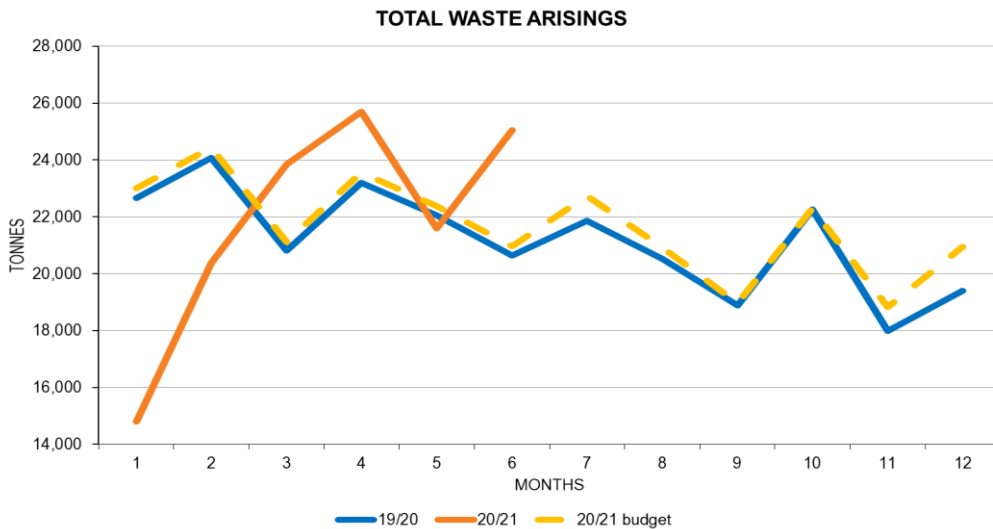


Why do we measure and report this?

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 September 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 £2,056k. The effect of Covid-19 has increased demand on the kerbside service requiring more contractor resources and also delaying the implementation of the Recycle More service. The costs relating to Covid-19 for the collection service was estimated at £2,338k for the September report. This is off-set by increased kerbside recycling volumes, resulting in higher recycling credit payments to the District partners. There is an ongoing resourcing requirement for Covid-19 which will increase the Recycle More roll out costs, also the recycling material sale values have fallen; both of these will negatively impact on the breakeven point.

**Disposal budget:** The current forecast for the year is an underspend of £363k. The estimated net cost of Covid-19 on the disposal budget is £917k, funding for this has already been transferred from SCC so it does not impact on the current forecast. The tonnage mix has been very different this year especially with earlier suspension of services and peoples lifestyles changing dramatically. Some tonnes, such as green waste, have not "caught up" and food waste and dry recycling have remained high; part of these changes will be due to usual factors such as the weather. We are now entering a second lockdown and whilst recycle sites will remain open we will not know for some time how this will impact on future tonnages.

What have we achieved during the year?

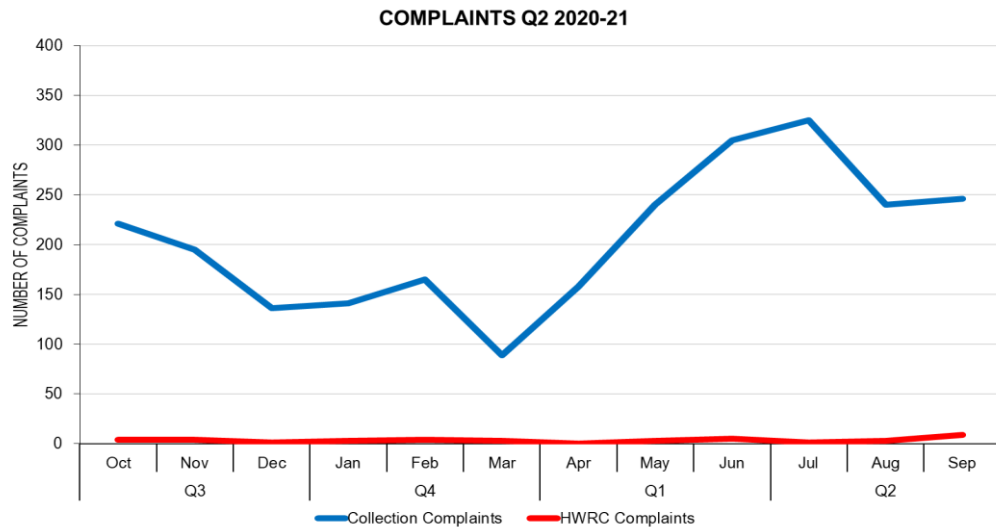
- 1) The cost impact of Covid-19 has been recognised early and highlighted to partners enabling them to manage their individual budget positions and where appropriate allocate funding received from central government.
- 2) Work with contractors has ensured staff employed by both SCC and contractors can 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 and a clear methodology for costing additional Covid-19 resourcing for the rest of the year.



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

SWP have been working with our contractors and software developers to improve the reliability of MWS, which means the system is now stable. SWP have timetabled a pipeline of system improvements to ensure that both Business Intelligence and the best customer experience is gleaned from the software.

SWP in conjunction with Suez, undertook corrective widescale communications with Garden Waste customers. This has allowed Suez to provide better and more consistent rounds to reduce failure demand on the service considerably.

The SWP has increased headcount within the Customer Experience Team in preparation for the expected increase in customer contact, through Recycle More.

SWP are now taking payments for some aspects of both the Garden Waste and Bulky Waste services.

Working groups have been set up between the SWP and Suez, to ensure a qualitative review of all complaints is taken so that preventative action is embedded within our complaint review process.

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

- 1) SWP are going to undertake a review of all Garden Waste Customers to ensure they are fully paid up.
- 2) The implementation of Recycle More, will provide challenges to the organisation, making sure that people get the right information, dealing with inevitable queries and ensuring that snags through the implementation are identified and resolved expediently.
- 3) SWP are looking to put controls on customers missed collections. This will provide real time reasons to customers as to why their waste wasn't collected, by linking up our system directly with the devices that the waste collection crews utilise.
- 4) SWP are developing a method to in-house all payments for paid services. This will provide the customer a one-stop shop for all transactions and make the customer journey easier and more transparent.

What will future success look like?

- 1) My Waste Services being optimised to ensure best value is being gained from the system.
- 2) Missed collections and complaint loading through the new collection contractor running at contracted levels.
- 3) A bedded in Garden Waste service operating at acceptable parameters.
- 4) Transitioning to Recycle More, within tolerances and expectations.

**Present actions**

**1. Finalising/delivery of Communications and Engagement in support of Recycle More phase 1**

a) Key information leaflets finalised and 'Warm-up' leaflet distributed to 52k households.  
 b) Three virtual engagement meetings staged for parish, district and county councillors.  
 c) First two Facebook Q&A sessions staged and first Talking Café live session.  
 d) Distribution of regular updates to stakeholders (including Recycle More Messenger briefing sheets).  
 e) Digital Communications Officer in post, developing content for social media and designing materials.  
 f) Mendip level and county level PR at key milestones.  
 g) Display materials finalised, produced and distributed to public locations (Covid-19 restrictions allowing).  
 h) Blue bags made available to Mendip area Parish, District and County Councillors - 28 collected.  
 i) Virtual Schools Against Waste 'visits' finalised and offered to the 52 district primaries.

**2. Wider communications and engagement**

a) PR and social media in support of final reopening of 16 recycling sites.  
 b) 4 pages of Sep edition Your Somerset (Recycle More, Resource Recovery Centre, composting offer).  
 c) PR and social media supporting Recycle Week.  
 d) Reviewing and refreshing definitive list of materials that can be collected for recycling.  
 e) Scoping the review/refresh of recycling site signage project.

**Key figures**

**Social Media**

Facebook followers:	12,200	Start July	12,579	End Sept
Twitter followers:	2,924		2,944	

**Website Hits**







July	254,518	Page Views	198,031	Unique Page Views
Aug	201,901		159,422	
Sept	187,755		147,422	

**Sorted e-zine**

July	-	Deliveries	-	Unique open with images
Aug	10,017		6,955	
Sept	9,996		6,498	

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

**Highlights**

Facebook Topics	Reach
 10/07/2020 Hazardous waste warning as crew has lucky escape	22,210
 08/08/2020 Composting offer	66,760
 22/09/2020 First Facebook Recycle More Q&A	8,600
Twitter Topics	Reach
 09/07/2020 Thursday collections start at 7am	1,188
 11/08/2020 Delayed collection as vehicle stuck	816
 16/09/2020 Recycle More warm-up leaflet arriving	776

**Future actions**

- 1) Delivery of communications support for Recycle More phase 1 roll-out and behaviour change - social media, stakeholder briefings, media/PR.
- 2) Collate communications lessons learned from Recycle More phase 1 & plan communications support for Mendip communal roll-out.
- 3) Continued development of social media presence and following, greater emphasis on bespoke, Somerset content in support of Recycle More and wider initiatives.
- 4) Progress reviewing and refreshing of recycling site signage.
- 5) Deliver seasonal comms around Bonfire/Halloween and Christmas through various channels.



## 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](mailto: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  
 4 December 2020  
 Report for decision



**Financial Performance Update 2020/2021 and Draft 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

<p><b>Forward Plan Reference:</b></p>	<p>17.11.20</p>
<p><b>Summary:</b></p>	<p>The report sets out the financial performance against the approved Annual Budget for the first 7 months of the current financial year from April to the end of October.</p> <p>The report is also an update to the Draft Budget from September’s meeting that will ultimately lead to the Annual Budget for 2021/2022.</p>
<p><b>Recommendations:</b></p>	<p><b>That the Somerset Waste Board:</b></p> <ol style="list-style-type: none"> <li><b>1) notes the summary financial performance for 2020/2021 as contained in this report, and how this will impact on the budgetary requirements for 2021/2022.</b></li> <li><b>2) approves a Draft Budget of £47,015,858 for 2021/2022 for partner authority consultation, as set out in section 3.0 below, taking into account the potential savings requests from the County Council as set out in paragraph 3.2.</b></li> <li><b>3) Notes the findings of the Internal Audit report on GDPR and the actions being undertaken to address the findings.</b></li> </ol>
<p><b>Reasons for recommendations:</b></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</p>

	<p>variations to budget relating to the project will remain within the partnership until Breakeven point has been reached.</p> <p>When considering the draft Annual Budget for 2021/2022, current trends in demographic growth, service uptake and waste tonnages arising in 2020/2021 will be a key contributory factor in shaping the forward budget.</p>
<b>Links to Priorities and Impact on Annual Business Plan:</b>	Financial monitoring will show how the Partnership is managing its resources as it delivers the Annual Business Plan.
<b>Financial, Legal and HR Implications:</b>	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end.</p> <p>The Annual Budget, once finally approved, will become the new measure for our financial performance for 2021/2022. We will continue to share the costs amongst partners in the same way as previously as set out in our Cost Sharing Agreement. As previously agreed, during the roll out period, no Recycle More savings will be taken by partners until Breakeven point has been reached.</p> <p>A small amendment will be required to the IAA to reflect the Garden Waste income collection being done by Somerset Waste Partnership from 2021/22. The update is to the cost sharing table and it is proposed to use the constitutional arrangements designed to deal with minor changes (i.e. dealing with it by correspondence with partners)</p> <p>There are no specific HR implications.</p>
<b>Equalities Implications:</b>	None.
<b>Risk Assessment:</b>	Members will be aware from previous reports that the waste budget and actual costs, particularly disposal volumes, remain highly volatile. The potential impact on tonnages of Covid-19 (especially given the potential for a vaccine) and Brexit are extremely difficult to predict, and a prudent approach has been taken.

## 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 disposal costs fall to the County Council.
- 1.2** The Annual Budget is predominantly spent on making payments to our main contractors.

## 2. Current Financial Position

### 2.1 Summary of Budget Variances

	<b>SCC £'000</b>	<b>MDC £'000</b>	<b>SDC £'000</b>	<b>SSDC £'000</b>	<b>SWaT £'000</b>	<b>Total £'000</b>
Head Office	92	4	4	6	5	<b>111</b>
Disposal Costs	(825)	0	0	0	0	<b>(825)</b>
Collection - Recycling	0	0	(0)	(0)	(0)	<b>(0)</b>
Collection – Refuse	0	0	0	(0)	(0)	<b>(0)</b>
Collection – Garden	0	(0)	(0)	(0)	0	<b>0</b>
Collection Costs	0	1	1	1	1	<b>2</b>
Recycling Credits	401	(83)	(83)	(123)	(111)	<b>0</b>
Container Purchase & Delivery	0	(0)	(0)	0	0	<b>0</b>
Other	0	328	(14)	(12)	(31)	<b>271</b>
	<b>(332)</b>	<b>248</b>	<b>(93)</b>	<b>(129)</b>	<b>(135)</b>	<b>(441)</b>

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 October position shows that the Somerset Waste Partnership budget is forecast to be **underspent by £441,000** (0.9% of the current budget). This is an improvement on to the previous position reported to the September Board, which were July figures and showed an overspend of £2,205,000. This does not include the Recycle More project work, which is funded from a separate project fund.

Covid-19 costs are being charged to District partners therefore the previously

reported overspend has been updated to reflect the £2,306,400 now being funded by District partners. Somerset County Council as reported previously had already approved the transfer of MHCLG Covid-19 funding to their elements of these additional costs. All partners include these Covid-19 costs on their individual MHCLG returns. The total Covid-19 additional spend is £3,221,200 (£914,800 SCC, £2,306,400 District Partners). This is for the delayed roll out of Recycle More, re-opening of HWRC sites and associated costs, changes to tonnages, additional collection costs and head office costs such as PPE and the undeliverable element of the Slim my Waste, Feed my Face campaign. These costs are being continually updated as Covid-19 continues to impact. Although we expect the impacts to be more marginal with this second lockdown.

## **2.2 Waste Collection**

Waste collection is £109,000 underspent. Any variations as a result of Recycle More are attributable to the Recycle More Fund and therefore do not make up part of this outturn position.

The underspend is due to increased recycling credits (because of more kerbside recycling) offset by an update to garden waste income projections due to the timing of income received. A large proportion of the income was received prior to 1<sup>st</sup> April as usually happens and this was returned to Mendip District Council as part of their surplus at outturn. This has been appropriately accounted for in their accounts and will offset the deficit shown in forecasts ('other' for Mendip District Council in the table above). 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.

Work will be undertaken to evaluate what elements of these should be attributable to Recycle More and projections will be updated accordingly. This update to the breakeven model is part of a piece of work to ensure all costs are correctly attributed now roll out has commenced and an update will be brought to the February board. This will be in line with the cost sharing principles for Recycle More as agreed by the Board and imbedded in the Inter-Authority Agreement.

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 services were suspended for a while during the initial Covid-19 crisis in Spring/early Summer 2020.

## **2.3** 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

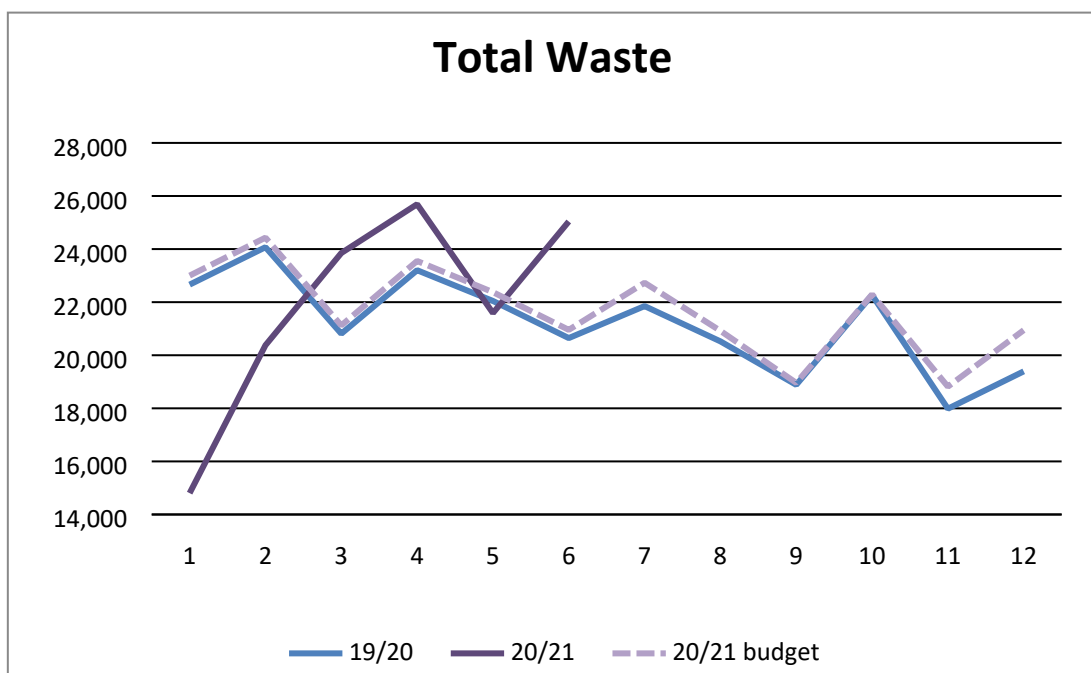
of 2019/20 the project balance was a deficit of £140,000. It is anticipated that during 2020/21 £2,440,000 will be spent on the roll out of the Recycle More project (including the direct costs of roll-out and the cost differential between Recycle More and the continuation budget) which will leave an anticipated deficit of £2,580,000 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. As mentioned above a detailed review of breakeven will be undertaken over the next few weeks part of this also includes work on the recycle risk share as we are now getting some actual data from the contractor. An update will be brought to the February Board as to any movement from the anticipated breakeven point in quarter 2 of 2022/23 reported to the September Board.

## 2.4 Waste Disposal

Waste disposal costs are forecast to underspend by £332,000 this is down to waste volumes changes and the mix of the different waste streams being different to the budgeted assumptions. The most significant areas seeing a reduction in tonnages are recycling centres as a result of the closure period and green waste at the kerbside.

We have seen significant increases in dry recycling, food and residual waste at the kerbside and the forecast anticipates this trend will continue.

All forecasts are based on the tonnages in the first 6 months of the year. As can be seen from the graph below tonnages are far from stable as this remains an area of volatility.



## 2.5 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. Draft Budget 2021/2022**

#### **3.1 Draft Budget 2021/2022 – Collection**

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 as this will be attributable to Recycle More. 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 based on the latest estimates provided by the District partners. These will be amended for final budget to be taken to the February Board when actual figures are known. Members are reminded that each collection partner will be charged according to their individual district housing growth. The current estimates are:-

Mendip	0.64%
Sedgemoor	0.91%
South Somerset	0.72%
Somerset West and Taunton	0.50%

Inflation for the collection contract is 0.33% based on the basket of indices in the contract. This is a reduction from the estimated 3% built into the first indicative budget brought to the September board.

The estimates in the table below also reflect the latest information regarding

garden waste customers, bulky collections, containers and other contract cost changes.

There is a one-off cost included for additional fleet maintenance/refurbishment on the small number of refuse trucks which transferred from Kier to Suez, the value of which is still subject to final negotiations with Suez. The total anticipated additional costs are more than double what has been estimated, and this reflects our expectations of the outcome of these ongoing negotiations.

There is a new budget line for income collected on behalf of Sedgemoor, Somerset West and Taunton and South Somerset for their garden waste charges. SWP are already successfully collecting garden waste income for Mendip.

### Draft budget

		MDC	SDC	SSDC	SWaT
20/21 Final Budget		3,157,678	3,880,520	5,671,714	5,195,799
Inflation - Collection	<b>0.33</b> %	13,624	13,987	20,394	18,885
Household Growth	<b>0.68</b> %	23,254	32,993	38,617	23,716
Garden Waste	<b>1.00</b> %	(7,914)	(10,856)	3,720	(7,380)
Recycling Credits		(23,179)	(25,974)	(35,157)	(30,609)
Salaries	<b>2.00</b> %	2,945	2,977	4,168	3,910
Pension Deficit		0	0	0	0
Transfer Station Offset		(2,068)	(2,199)	(3,074)	(2,878)
Bulkies / Containers		(247)	2,561	(2,369)	55
Subtotal		3,164,094	3,894,008	5,698,013	5,201,497
Garden & Bulky Income		(7,403)	(691,819)	(940,239)	(886,288)
Proposed Savings		0	0	0	0
Fleet		35,000	35,000	35,000	35,000

maintenance					
21/22 Budget		3,191,690	3,237,188	4,792,773	4,350,209
<b>Increase / (Decrease)</b>		<b>34,012</b>	<b>(643,331)</b>	<b>(878,941)</b>	<b>(845,589)</b>
<b>Percentage</b>		<b>1.1%</b>	<b>-16.6%</b>	<b>-15.5%</b>	<b>-16.3%</b>

### 3.2 Draft Budget 2021/ 2022 – Disposal

As with every Draft Budget reported in December, the disposal budget is less fixed.

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

However, most recent forecasts are:-

- Landfill Tax rates from 1 April 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 historic trends and impacts of Covid-19. The current assessment is 1% for routine tonnage growth and a further 2.5% for Covid-19.
- The total additional budget required for the above pressures is £1,626,600 (landfill, inflation, volumes and salaries).
- 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.
- In addition, the County Council is requesting savings from the Somerset Waste Board of £30,000 for 2021/22 and £324,000 for 2022/23
  - AD contract review £30,000 in 2021/21 (no customer impact)



- Recycle More savings in 2022/23 (SCC's share of the anticipated savings – all partners have been provided with their expected savings)
- The standstill cost for the disposal budget is therefore £1,455,500, an increase of 4.9% 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 in Quarter 2 of 2022/23, as mentioned above the breakeven point will be reviewed and updated accordingly. Once breakeven point is reached, contract savings will be shared on the basis currently stated in the IAA.

### **3.4 GDPR Internal Audit Report**

SWP requested an audit to support our ongoing journey to GDPR compliance, given the complicated landscape we operate in – implementing a new CRM system, integrating it with our new collection contract partner and our District partner's systems and reflecting that much customer contact results in data moving between District, SWP and contractor. As is our usual practice, we are sharing this report (including our response) with the Board. A verbal update will be provided to the Board and the SWP Data Protection Officer will be present at the meeting to answer any questions.

## **4. Consultations undertaken**

The Senior Management Group receives a summary financial management report on a regular basis, and regularly covers financial topics on their agenda. Joint s151 and SMG meetings of all partners are now undertaken at key milestones (e.g. ahead of finalising the budget presented in this paper).

## **5. Implications**

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

## **6. Background papers**

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

Appendix: Compliance with the General Data Protection Requirement 19/20 (SWAP Internal Audit report)

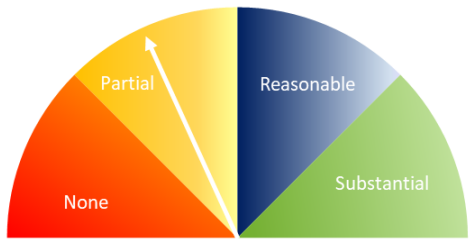
# Compliance with the General Data Protection Regulation 2019/20

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## Draft Report

Issue Date: 14<sup>th</sup> February 2020

# Executive Summary

Audit Opinion		Recommendation Summary	
	<p>In relation to the areas reviewed and the controls found to be in place, some key risks are not well managed and systems require the introduction or improvement of internal controls to ensure the achievement of objectives.</p>	Priority	Number
		<b>Priority 1</b>	<b>0</b>
		<b>Priority 2</b>	<b>11</b>
		<b>Priority 3</b>	<b>4</b>
		<b>Total</b>	<b>15</b>

## Audit Conclusion

The majority of the findings in this report stem directly from the absence of key roles during the implementation stages of GDPR, along with limited levels of ongoing involvement from key contacts at the administering authority, SCC.

The allocation of responsibility to ensure GDPR compliance was achieved was incomplete. The former SWP Business and Governance Manager, who was responsible for GDPR readiness, left his post in August 2018.

Whilst SWP were provided with some initial awareness training and support from the SCC Information and Governance Manager, he also left his post in January 2018 and there was no continuity of GDPR support from SCC. As a result, not all of the GDPR preparation required has taken place and our report includes a number of areas of non-compliance and has resulted in a partial opinion being given.

These key roles have now been re-established with the SWP Business Support Manager now having GDPR responsibility and SCC resourced to be able to provide oversight and support. It is now important for SWP and SCC to draw up an action plan to address these areas of weakness. At the request of the SWP Managing Director, the Findings and Actions section of this report has been divided into recommendations to be implemented by the SCC Data Protection Officer and those to be implemented by the Waste Partnership.

## Background

The EU General Data Protection Regulation (GDPR) took effect on 25 May 2018. Together with the Data Protection Act 2018, which adopts the GDPR standards for all general data in the UK, it replaced the Data Protection Act 1998 (DPA 1998) and applies to the processing of **all** personal data. The legislation controls how personal data is used and processed by organisations.

In order to be compliant, Somerset Waste Partnership is required to adhere to the data protection principles outlined within the regulations. The principles set out the prerequisite for all organisations to ensure that personal information is:

- Used fairly, lawfully and transparently;
- Used for specific, explicit purposes;
- Used in a way that is adequate, relevant and limited to only what is necessary;
- Accurate and, where necessary, kept up to date;
- Kept for accurate and, where necessary, kept up to date;
- Kept for no longer than is necessary.

Further to this, the Data Protection Act 2018 also outlines the rights of individuals to know what data is collected or held by organisations about themselves and how that data is processed.

Since the implementation of GDPR in May 2018, the Information Commissioners Office (ICO) are now able to apply fines for any contraventions under a two-tiered sanction scheme – with lesser incidents subject to a maximum fine of either €10 million (£7.9 million) or 2 per cent of an organisation’s global turnover (whichever is greater). The most serious violations could result in fines of up to €20 million or 4 per cent of turnover (whichever is greater).

A review has been undertaken to assess the extent to which the Waste Partnership adhere to the key principles of the GDPR, across their main areas of operation. This is especially crucial at a time when the Partnership is planning for the commencement of a contract with its new collections service provider, implementing a new customer relation management system, My Waste Services and also transitioning from a shared network drive to SharePoint in January 2020.

## Corporate Risk Assessment

### Objective

To verify the extent to which the organisation has implemented revised arrangements and resourced itself to comply with the legislation. This will include the transition arrangements with the new rights of individuals, handling subject access requests, consent, data breaches, and designating a data protection officer, under the General Data Protection Regulation.

Risk	Inherent Risk Assessment	Manager’s Initial Assessment	Auditor’s Assessment
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The updated control framework necessary for GDPR compliance has not been adequately planned, resourced and implemented, resulting in reputational and financial loss to the authority and negative consequences for data subjects.

High

Medium

Medium

### Scope

Meetings were held with the following individuals:

SWP Business Support Manager

SCC Service Manager - Customer Experience and Information Governance (the Data Protection Officer)

SCC Enterprise Architect (Applications) – ICT Service.

We have reviewed the information published on the SWP website and a variety of other relevant documents, including the inter-authority agreement, contractual agreements with the main contractors and data protection impact assessments where available.

# Findings and Outcomes

1. The updated control framework necessary for GDPR compliance has not been adequately planned, resourced and implemented, resulting in reputational and financial loss to the authority and negative consequences for data subjects.

## Findings and Actions for the Data Protection Officer

### 1.1 Finding and Action

Issue	Risk
<p>The allocation of key responsibilities to ensure GDPR compliance has not been completed in a timely manner.</p>	<p>SWP will continue to be non GDPR compliant and moving forwards GDPR will not be considered as part of future business improvement projects.</p>
<p><b>Findings</b></p>	
<p>Public Authorities are required to designate responsibility for data protection compliance to an individual who has the knowledge, support and authority to do so effectively.</p> <p>Through discussion as part of this audit, it was established that the SCC Data Protection Officer (DPO) had not been formally assigned the role for DPO of SWP, since assuming the role from the previous postholder. It is now understood that the DPO role has been assumed, but the period during which the role was unfilled has resulted in some projects, such as the implementation of SharePoint and the My Waste Services system, not having DPO input.</p> <p>Furthermore, over this period SWP have not been kept updated on the actions completed by SCC to achieve corporate GDPR compliance, or provided with guidance on what they themselves needed to consider and therefore may have not received important information.</p>	
<p><b>Recommendation</b></p>	
<p>We recommend that the SCC Data Protection Officer engages with SWP to formulate an action plan to enable SWP to achieve GDPR compliance. This should include the following areas as per the additional recommendations made below:</p> <ol style="list-style-type: none"> <li>1. Record of Processing Activity and Privacy Notices (see 1.2, 1.3, 1.4)</li> <li>2. Policy Framework (see 1.5)</li> <li>3. Data Subject Access Requests (see 1.6)</li> <li>4.</li> </ol>	<p><b>Priority Score</b></p> <p style="text-align: center; font-size: 24pt; font-weight: bold;">2</p>

Agreed Action	Timescale	Action plan in place by end of November 2020
<p>SCC are SWP’s administering authority and this includes data protection responsibilities. SWP requested this audit because we take this area seriously, and were conscious that we needed to ensure that we progressed the necessary actions to be fully GDPR compliant, and we wanted SWAP’s expertise to support us in developing an action plan. SWP understands that a Record of Processing Activity has not yet been fully completed for SCC as a whole.</p> <p>SWP engaged SCC’s Enterprise Architect during the work to implement My Waste Services, indeed SWP procured more time from the Enterprise Architect to ensure he was more fully involved in this process as we recognised that we needed a greater degree of expert input into this area than would normally be available from the administering authority through ‘business as usual’. SWP also engaged with SCC’s Data Protection Officer during this process and took legal advice on relevant aspects of this.</p> <p>SWP have met SCC’s Data Protection Officer to ensure that sufficient resources are allocated to support SWP with developing an action plan. It is anticipated that an action plan will be in place by the end of November 2020. In addition to the scope outlined above it will include ensuring that we have standardised processes for dealing with FOIs and complaints with all partners – as some partners do these in different ways at the moment.</p>	Responsible Officer	<p>SCC Data Protection Officer/ SWP Managing Director (Project managed by SWP Business Support Manager)</p>



1.2 Finding and Action	
Issue	Risk
No information audit has been conducted and there has been only limited consideration of all personal data collected, held and transmitted by the Waste Partnership.	Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.
<b>Findings</b>	
<p>A Record of Processing Activity (ROPA) assessment is considered to be a best practice approach to consider and document all information transactions. Organisations also need to consider whether there is a possibility that they may hold any inaccurate personal data and have shared it with another organisation, meaning they will have to tell the other organisation about the inaccuracy so they can correct their own records. They will not be able to do this until they have assessed and documented all the sets of personal data they hold, where it came from and who they share it with. SWP have not completed a ROPA and this is an exercise that would be best completed with support from the SCC Data Protection Officer.</p> <p>It was also discussed with the SWP Business Support Manager what processes are in place to ensure that if a citizen contacts either their District Council or the Waste Partnership to advise they hold an inaccurate record of their name and/or address, how the corrected information is transmitted to the other party to ensure all records are updated. There is currently an incomplete understanding of how this process works and therefore, it should be reviewed for compliance. Doing this will also help to ensure compliance with the GDPR's accountability principle, which requires the authority to be able to show how they comply with the GDPR principles.</p> <p>The ROPA will help to ensure GDPR compliance by demonstrating that SWP have considered and recorded the following information:</p> <ul style="list-style-type: none"> <li>* name and details of the organisation (and where applicable, of other controllers, the representative and data protection officer);</li> <li>* purposes of the processing;</li> <li>* description of the categories of individuals and categories of personal data;</li> <li>* categories of recipients of personal data;</li> <li>* details of transfers to third countries including documentation of the transfer mechanism safeguards in place;</li> <li>* retention schedules; and</li> <li>* description of technical and organisational security measures.</li> </ul> <p>Completing the ROPA will also assist SWP in identifying the lawful basis for all data processing activities and document them. The lawful bases for processing are set out in Article 6 of the GDPR. At least one of these must apply whenever they process personal data. The relevant bases for the collection of waste are likely to be:</p> <p><i>(d) Vital interests: the processing is necessary to protect someone's life; and</i></p>	

<p><i>(e) Public task: the processing is necessary for you to perform a task in the public interest or for your official functions, and the task or function has a clear basis in law.</i></p> <p>There are however instances where the Waste Partnership may need to be able to explain their lawful basis for processing personal data in their Privacy Notice(s), which will need to be completed in tandem with a review of Privacy Notices as recommended in 1.3.</p>		
<b>Recommendation</b>		
<p>We recommend that the SCC Data Protection Officer should work with the Waste Partnership to ensure that as part of completing the Record of Processing Activity, consideration is given to</p> <p>a) the processes with both District Council partners and contractors for two-way correcting of inaccurate data; and</p> <p>b) the lawful bases for all data processing activities are established and documented where appropriate.</p>	<b>Priority Score</b>	2
<b>Agreed Action</b>	<b>Timescale</b>	December 2021
<p>SWP have met with SCC's Data Protection Officer (DPO) to understand the scale of work involved in undertaking a Record of Processing Activity (ROPA). It is clear that this is an in-depth piece of work which will need to be led by SCC's DPO. This is now reflected in the workplan for SCC's Data Protection Officer, but given other pressures and the time this takes it is likely to take approximately 12 months to complete. It is understood that SCC have not completed a ROPA themselves yet, so SWP's completion of this should support wider partnership efforts to review the completeness of their GDPR compliance. SWP's Strategic Management Group (SMG) with partner officers will act as project board, with SCC's DPO liaising with her peers in District Councils as appropriate throughout the process.</p>	<b>Responsible Officer</b>	<p>SCC Data Protection Officer/ SWP Managing Director/SCC legal (Project managed by SWP Business Support Manager)</p>

1.3 Finding and Action	
Issue	Risk
<p>No information audit has been conducted and there has been only limited consideration of all personal data collected, held, and transmitted by the Waste Partnership.</p>	<p>Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.</p>
Findings	
<p>Aside from the data held by the Waste Partnership from the Council Tax records of each of the District Councils in Somerset, there are other personal data sets that are held and transmitted to third parties for a number of other bespoke services. These services have various ways that customer requests can be made,</p>	

either online or by phone, to either the Waste Partnership or the District Councils.

We considered all bespoke services and the extent to which customers are informed about how the personal data they submit is managed. The findings are:

Service	What customers are informed when they request the service
Garden Waste	The Terms & Conditions webpage does not inform customers that their data is shared with neither the contractor who issues the container stickers, or with the contractor for the collection service.
Household Waste Centre Permits for trade vans and trailers to dispose of concrete and plasterboard	The Terms & Conditions webpage does not inform customers that their data is shared with the contractor who issues the permits.
Clinical waste collection	There has been no assessment of the actual data collected when a service request is made, or what is shared with contractors, in terms of whether the customer is notified before the request is processed.
Bulky waste collections	Customers are not told that their data is shared with a contractor if they request either service from SWP and it has not been confirmed what the District Council customer service teams advise customers.
Asbestos collections	There has been no assessment of the actual data that is collected, particularly where it expands on what is already held in the customer database and also what is ordinarily shared with contractors, in terms of whether the customer is notified before the request is processed. Customers are not told that their data is shared with a contractor.
Customer newsletter – the ‘Sorted’ ezine	Customers receive a confirmation email which states: <i>We will keep your e-mail address securely to send you our Sorted ezine and other updates about waste services (including collection day changes after bank holidays). We will not share your data with third parties. Our full Privacy Policy can be found here. You can unsubscribe at any time.</i> This information is inaccurate because customer data is shared with a third party*

\*For the SWP ‘Sorted’ ezine, customer’s personal data is currently transmitted to another EU member state, in that the organisation that produces its newsletters are based in Italy. The Waste Partnership are in the process of procuring a new, domestic, supplier for this service. Whilst the existing arrangement remains in place, customers signing up to receive the newsletter need to be given more specific information about how their privacy is protected.

For customers requiring an assisted collection, their names and addresses are currently shared with the collections contractor and it has been questioned whether this data may require a higher level of protection if it relates to the disability status of a customer. The contractor themselves previously raised this as a GDPR

concern. SWP referred it to the SCC Information Governance Manager who they believe confirmed that the process is GDPR compliant, but they have no confirmation of the clearance.

A Record of Processing Activity (ROPA) format has been recommended by the SCC Data Protection Officer as a means of collating information about and assessing all data processing activity for compliance with GDPR requirements. The outcomes of this exercise may also identify the need for specific Data Protection Impact Assessments (DPIAs) to be conducted, which the GDPR requires for any system or project which presents a 'high risk to individuals' rights and freedoms'.

The Waste Partnership's current website also has a privacy notice states that *"Information required to provide services will also be passed to the organisation contracted to deliver that service."*

This is not sufficiently detailed and needs to be expanded to explain precisely what information is shared, what services this statement includes, and which contractors are being referred to. Furthermore, the privacy notice only covers information that is transacted via the SWP website and all other data transactions need to be covered by separate and specific privacy notices.

It is acknowledged that with the implementation of My Waste Services, customer requests via the website will be expanded and adjusted and this provides an opportunity to ensure GDPR compliance with information provided to customers.

#### Recommendation

We recommend that the SCC Data Protection Officer should work with the Waste Partnership to ensure that as part of completing a Record of Processing Activity, all bespoke services provided by the Waste Partnership are subject to full and formal assessment. This will identify where data transfers require specific Data Protection Impact Assessments to be conducted.

Remedial actions should be taken in respect of the data sharing activities identified to ensure that customers are fully informed with regards to how their data is used, stored and transmitted.

Priority Score

2

#### Agreed Action

As above – this will form part of completing the Record of Processing Activity.

Garden Waste subscription service terms and conditions will be thoroughly reviewed with SCC's Data Protection Officer and legal ahead of the commencement of the next (2021) subscription year.

Timescale

December 2021

Responsible Officer

SCC Data Protection Officer/ SWP Managing Director (Project managed by SWP Business Support Manager)

#### Recommendation

We recommend that the SCC Data Protection Officer should work with the Waste Partnership to ensure that a review is conducted of the privacy notice on the SWP website for compliance with the GDPR

Priority Score

2

requirements, which can be found at: <a href="https://ico.org.uk/for-organisations/data-protection-self-assessment/what-information-you-must-supply-under-the-gdpr/">https://ico.org.uk/for-organisations/data-protection-self-assessment/what-information-you-must-supply-under-the-gdpr/</a>		
Agreed Action	Timescale	January 2021
Privacy notices are in place need review. SCC's Data Protection Officer has already commenced this review with partner DPOs at District Councils. SCC's Data Protection Officer will review all existing privacy notices and develop/strengthen or add to them, drawing on the good practice that already exists (for examples Mendip District Council's format has been initially identified as a good format to utilise more consistently across all partners). As each partner may have their own style and format whilst there may be presentational differences, the aim will be to ensure that there is full consistency with all notices in terms of content and compliance. SCC's Data Protection Officer will review draft revised privacy notices with SWP before securing sign-off from all partner DPOs and SMG to the revised notices.	Responsible Officer	SCC's Data Protection Officer/SWP Managing Director

1.4 Finding and Action	
Issue	Risk
There has been no formal consideration of services where data subject consent is required for their personal information to be held, how it is obtained and how business processes are designed to ensure that the rights of the individual can be delivered.	Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.
Findings	
<p>The GDPR requires that, when obtaining consent from data subjects for their data to be held and used, organisations must ensure the process is specific, granular, clear, prominent, opt-in only, documented and easily withdrawn. The key points are:</p> <ul style="list-style-type: none"> <li>* <b>Unbundled:</b> consent requests must be separate from other terms and conditions. Consent should not be a precondition of signing up to a service unless necessary for that service.</li> <li>* <b>Active opt-in:</b> pre-ticked opt-in boxes are invalid – use unticked opt-in boxes or similar active opt-in methods (e.g. a binary choice given equal prominence).</li> <li>* <b>Granular:</b> give granular options to consent separately to different types of processing wherever appropriate.</li> <li>* <b>Named:</b> name the authority and any third parties who will be relying on consent – even precisely defined categories of third-party organisations are not acceptable under the GDPR.</li> </ul> <p>SWP must review how they seek, record and manage consent, so that customers have a genuine choice and control over how they use their data. The review</p>	

needs to particularly consider whether they have implemented appropriate mechanisms in order to ensure an effective audit trail of consent.

SWP should also review their procedures to ensure that they can deliver an individuals' rights as required under the GDPR, which include:

- \* The right to be informed;
- \* the right of access;
- \* the right to rectification;
- \* the right to erasure;
- \* the right to restrict processing;
- \* the right to data portability;
- \* the right to object; and
- \* rights in relation to automated decision making and profiling.

In particular, there are important considerations to make regarding the right to rectification. In terms of who has responsibility for inaccurate name and address data provided by District Councils, SWP need to consider whether there is a mechanism to ensure that regardless of which organisation the customer notifies, that both the Council Tax and Waste databases are corrected, as recommended under paragraph 1.9.

In order to deliver the remaining rights, SWP need to establish how their back-end systems arrangements support compliance with the GDPR and this should appear in the Privacy Notices.

#### Recommendation

We recommend that the SCC Data Protection Officer should work with the Waste Partnership to ensure that as part of completing the Record of Processing Activity, consideration is given to

- a) appropriate arrangements for when SWP should seek, record and manage consent from data subjects for their data to be processed;
- b) how processes have been designed to ensure they can deliver the rights of the individual as required by the GDPR.

Priority Score

2

#### Agreed Action

Timescale

December 2021

As above – this will form part of completing the Record of Processing Activity.

Responsible Officer

SCC Data Protection Officer/ SWP Managing Director (Project managed by SWP Business Support Manager)

## 1.5 Finding and Action

Issue	Risk
<p>It is unknown to what extent all relevant policy guidance has been communicated to SWP staff and there are no arrangements for the monitoring of policy compliance.</p> <p>GDPR refresher training has not been made available to SWP staff and may not include all relevant areas.</p>	<p>Without periodic training, staff may have insufficient knowledge regarding GDPR requirements and their own responsibilities for ensuring compliance.</p>
<p><b>Findings</b></p>	
<p>A key part of an organisation's GDPR compliance framework is its data protection policies. This should translate the legislative requirements of the GDPR to staff required to adhere to it in a clear manner. To ensure staff are aware of, and remain compliant with policy framework, the appointed Data Protection Officer should conduct regular audits of compliance and address any issues identified.</p> <p>However, because of the previous lack of clarity regarding the arrangements for a Data Protection Officer for the Waste Partnership, there has not been any formal arrangements for the monitoring of policy compliance. This should include regular reviews of the effectiveness of data handling and processing activities and security controls.</p> <p>It is recommended by the ICO that Authorities implement appropriate technical and organisational measures that ensure and demonstrate that they comply. These measures can include internal data protection policies, staff training, internal audits of processing activities and reviews of internal HR policies. Practically, this has meant for some that more policies and procedures must be developed. However, if SCC already has good governance measures in place, then it should not be onerous to ensure that the same measures can be implemented for the Waste Partnership.</p> <p>We have obtained assurances that as the administering authority, Somerset County Council has set out the management support and direction for data protection compliance in a framework of policies and procedures. This includes a suite of documents covering data protection, information security and data breaches.</p> <p>With SCC as the administering authority for SWP, they would be expected to adopt and comply with the SCC procedures to ensure personal data breaches are detected, reported and investigated effectively. SCC have a Data Breach Policy dated 2018. However, there is a lack of clarity as to whether it has been communicated to SWP staff because the procedures are not included within current available training.</p> <p>The policy should be reviewed for adequate mechanisms in place to both assess and then report relevant breaches to the ICO where the individual is likely to suffer some form of damage e.g. through identity theft or confidentiality breach. This should also include what mechanisms need to be in place to notify affected individuals where the breach is likely to result in a high risk to their rights and freedoms. The policy should then be rolled out to all staff.</p> <p>Staff also need to complete training on how to identify both a Freedom of Information and Data Subject Access requests and the Business Support Manager advised that as this is not currently included within SCC GDPR training, there is a likelihood that many staff will not have received any training in this area since their induction period.</p> <p>It is also understood that annual refresher training is the normal requirement. However, it has not yet been launched by The Learning Centre and as such, there</p>	

has been no reminder issued for staff to complete a refresher, despite the SWP Business Support Manager having chased for an update. The available training does not yet provide staff with any understanding of the GDPR implications of SharePoint, which is being implemented.		
Recommendation		
We recommend that the SCC Data Protection Officer should liaise with the Waste Partnership to ensure that consideration is given to how SCC corporate arrangements for the monitoring and assurance of compliance with the GDPR Policy framework can also provide assurance for SWP.	Priority Score	2
Agreed Action	Timescale	
Helen to discuss with Lucy	Responsible Officer	
Recommendation		
We recommend that the SCC Data Protection Officer ensures that refresher training for GDPR via The Learning Centre is provided. This should also include consideration of whether there is sufficient coverage and understanding of the GDPR implications of SharePoint, the Data Breach Policy and also the processes for identifying and responding to Freedom of Information and Data Subject Access Requests.	Priority Score	2
Agreed Action	Timescale	By December 2021 (inc 2020/21 annual appraisal cycle in Spring/Summer 2021), and immediately for new joiners
SWP staff have completed all training and followed all processes as required to be our administering authority (SWP). SCC have developed a new training module which addresses the gaps identified above and this is now available to SWP staff. Compliance with this will be checked by SCC through the annual staff appraisal process and has been embedded in SCC's induction process for new staff.  SWP have requested that SCC's Data Protection Officer put in place meta compliance on all Data Protection and GDPR policies (monthly if there are updates). This will ensure full compliance as staff will be required to certify that they have read the update before they are able to logon.	Responsible Officer	SCC's Data Protection Officer/SWP's Business Support Manager



1.6 Finding and Action		
Issue	Risk	
Arrangements for how a Data Subject Access Request would be managed are yet to be defined and staff have not received training on how to identify and channel a request.	Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.	
Findings		
<p>SWP have never received a data subject access request but are still required by the GDPR to have plans in place for how they will handle requests from individuals for access to their personal data within the new timescales outlined in the GDPR. This will need to include how they will provide any additional information to requestors as required under the GDPR.</p> <p>The new rules are:</p> <ul style="list-style-type: none"> <li>* In most cases they will not be able to charge for complying with a request.</li> <li>* They have a month to comply.</li> <li>* They can refuse or charge for requests that are manifestly unfounded. Excessive requests can also be charged for or refused.</li> <li>* Where they refuse to respond to a request, they must explain why to the individual, informing them of their right to complain to the supervisory authority and to a judicial remedy without undue delay and at the latest within one month.</li> </ul> <p>SCC have defined procedures and a system in which requests are recorded and monitored. The Waste Partnership do not currently have access to system and whether the procedures are suitable for them to adopt has not been assessed. A recommendation has been raised above for staff to receive training on how to identify and channel a request, should they receive one.</p>		
Recommendation		
We recommend that the SCC Data Protection Officer should liaise with the SWP Managing Director should ensure there are sufficient arrangements in place for how the Waste Partnership will handle requests from individuals for access to their personal data within the timescales outlined in the GDPR, including how they will provide any additional information to requestors as required under the GDPR. This can be achieved by exploring whether SCC processes are sufficient and can be adopted.	Priority Score	3
Agreed Action	Timescale	By December 2021 (inc 2020/21 annual appraisal cycle in Spring/Summer 2021), and immediately for new joiners

<p>SCC have now updated their GDPR training to include training on these processes. This will be rolled out to staff through the training and meta-compliance processes set out above.</p>	<p>SCC's Data Protection Officer has now made access to the system which manages such requests.</p>	<p>Responsible Officer</p>	<p>SCC's Data Protection Officer/SWP's Business Support Manager</p>
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## Findings and Actions for Somerset Waste Partnership

1.7	Finding and Action	
Issue	Risk	
<p>The allocation of key responsibilities to ensure GDPR compliance has not been completed in a timely manner.</p>	<p>SWP will continue to be non GDPR compliant and moving forwards GDPR will not be considered as part of future business improvement projects.</p>	
Findings		
<p>In addition to the Data Protection Officer not being routinely involved with SWP, we have also identified that the SCC IT Enterprise Architect who works with SWP does not periodically attend any SWP business meetings. He is instead called up as and when necessary to consult on specific ICT projects, as identified by SWP managers. This approach may result in insufficient involvement and oversight if SWP staff do not fully understand the technical implications of all business decisions, to determine when involvement is required. An example was identified whereby the IT Enterprise Architect was unaware whether the My Waste Services system implementation had been subject to a Data Protection Impact Assessment, which arguably should have required his input. Further considerations required are also reported under paragraph 1.8.</p> <p>SWP are however due to implement a new project management approach that will better define the appropriate involvement of experts in projects.</p> <p>The SWP Business Support Manager assumed responsibility for oversight of GDPR compliance arrangement in early 2019 and has to date, received no enhanced training despite this role only being agreed post the GDPR implementation date. Given that the availability of the SCC IT Enterprise Architect and DPO are limited and practically they would be unable to attend all Senior Leadership meetings, the ability of the SWP Business Support Manager to identify all operational developments that have relevant GDPR considerations is crucial. This will ensure that other individuals can be engaged at the right time and with the appropriate level of involvement.</p>		
Recommendation		

<p>We recommend that the Waste Partnership Managing Director should ensure that</p> <p>a) the new approach to project management at SWP will define and ensure that the IT Enterprise Architect is appropriately involved in SWP operational decisions, so that they have an awareness of business processes and are able to advise on data protection from a technical perspective; and</p> <p>b) the Business Support Manager attends suitable training that is appropriate for her data controller role. The training should ensure she is familiar with all GDPR implications and how they relate to SWP operations, including the lawful basis for processing personal data, including consent, maintaining the rights of individuals and the process for breach notifications.</p>	Priority Score	2
Agreed Action	Timescale	December 2021
<p>SWP will update SWP's project management processes (the Project Initiation Document template) to ensure that the potential need for the input of SCC's DPO or IT Enterprise Architect is identified at the outset of considering a new project. For example, in the project to centralise garden waste payments, regular calls with SCC's ICT Enterprise Architect have been arranged.</p> <p>Having reviewed available training options for SWP's Business Support Manager SWP have been unable to identify a suitable training course – one that is more than a general awareness but less than the training a DPO would require. SWP have agreed the SCC's DPO will provide SWP's Business Support Manager with training (through a number of sessions as it is an extensive area), with a follow up session to involve other members of SWP's Business Support and Customer Service team so that we have back-up and strength in depth.</p>	Responsible Officer	SCC's Data Protection Officer/SWP's Business Support Manager

1.8 Finding and Action	
Issue	Risk
<p>It is unclear how it will be ensured that SWP's use of technology for all services provided is, and will continue to be, GDPR compliant.</p>	<p>Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.</p>
Findings	
<p>We have been unable to fully verify whether all technology requirements and considerations have been identified and assessed for compliance with the articles of the GDPR, with sufficient engagement from the IT Enterprise Architect as reported above.</p>	

We have been able to obtain some specific assurances for My Waste Services, including the back-end operation of the system and the provider's commitment to GDPR compliance, because this is a current project. However, when we enquired about other elements of the project, such as the data interface between MWS and the system of the new contractor Suez, there was less certainty.

The Waste Partnership website, SharePoint and Outlook are all maintained by SCC, which gives increased assurance, but there has been a lack of transparency of the extent to which technical configurations provide GDPR compliance, or if any further actions are required.

For other elements of the business and data management there will need to be specific consideration given to the technology requirements for all services provided (as listed under paragraph 1.3 in this report).

For specific services and processes, this should include: -

1. Processes regarding Data Acquisition and Processing – including explicit consent to acquire and process personal data
2. Processes regarding Data Storage – including protection of data from destruction, loss, alteration, unauthorised disclosure, dissemination, or access
3. Processes regarding Data Movement – including secure data during transmissions and transfer of personal data between service providers
4. Processes regarding Data Retention and Disposal – including data availability and recovery from disaster
5. Processes regarding Monitoring, Verification and Alerts – including assessment and notification within 72 hours of personal data breach.

#### Recommendation

We recommend the SWP Managing Director should engage the SCC IT Service to conduct a review of SWP's use of IT, to ensure it is compliant with the requirements of the GDPR.

Priority Score

2

#### Agreed Action

Timescale

December 2021

SCC ICT have been involved in all major projects when SWP has procured and installed new ICT systems. The ROPA which SWP/SCC's Data Protection Officer will include a review of SWP's use of ICT. However, where SWP simply uses systems maintained by the County Council (for example Sharepoint and Outlook) then SWP will not undertake a separate review of these systems, and instead SCC's Data Protection Officer will, in conjunction with SCC ICT, agree the most effective way of reviewing use of these systems across SCC.

Responsible Officer

SCC Data Protection Officer/ SWP Managing Director (Project managed by SWP Business Support Manager)

1.9 Finding and Action		
Issue	Risk	
<p>The information sharing agreement between the Waste Partnership and its District Council partners does not meet GDPR requirements.</p> <p>Data subjects are not notified that their personal information is shared with the Waste Partnership, or its contractors when they register for Council Tax purposes with District Councils.</p>	<p>Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.</p>	
Findings		
<p>The origin of the largest part of the data held by the Waste Partnership, is from the Council Tax records of each of the District Councils in Somerset. When a citizen registers for Council Tax or updates their address, the data they provide is automatically passed to the Waste Partnership for waste and recycling collections to commence.</p> <p>SWP have recently agreed with the County and District Councils that they will be joint data controllers of this information and this will be formalised by a new inter-authority agreement, due to be approved by the Waste Board.</p> <p>Advice provided by the SCC Legal Team was reviewed and has made suitable recommendations for the revisions needed to the over-arching Inter Authority Agreement. However, the changes are yet to be actioned.</p> <p>The District Councils have a responsibility to notify their citizens that when they provide their personal information for Council Tax purposes, that it is then shared with SWP and their contractors for waste collection and recycling purposes. This can be partially achieved via the privacy notices on the website of the District Councils, for those citizens who submit their information online.</p> <p>The current privacy notices were reviewed by SWP during the course of the audit and found to be variable and generally lacking in clarity regarding this specific data transfer. The structure of the SWP Management Group provides an opportunity for this issue to be raised with and addressed by District Council representatives and an SCC template Privacy Notice has been provided to SWP as part of the audit.</p>		
Recommendation		
<p>We recommend that the Waste Partnership Managing Director should ensure that the Inter Authority Agreement is revised in line with the advice provided by the SCC Legal Team.</p>	Priority Score	2
Agreed Action	Timescale	December 2021
<p>Legal advice that SWP obtained from SCC legal has set out that that SWP and each District Council will be joint controllers of the data that is collected by the DCs for SWP. This is because the parties have decided together the reasons for collecting the data and how it will be collected and used. The DCs cannot be sole controllers of the data because they have assigned their waste collection duties to SWP – they are</p>	Responsible Officer	SWP Managing Director

controllers only by virtue of the fact that they will collect and process the data in order to deliver statutory services that they have not delegated. Joint controllers have to set out their respective roles and responsibilities in an agreement and the GDPR says that joint controllers are jointly liable for compliance with the rules on data processing.

A variation to the Inter Authority Agreement will be required to document the respective role and responsibilities of partners and SWP, as data handling by the DCs has consequences for SCC's performance of its obligations under the IAA. This will be developed by legal, with suitable input from SWP and SCC's Data Protection Officer. SWP's constitution allows for changes of this nature to the IAA to be undertaken with the written agreement of each partner authority Chief Executive, rather than automatically requiring this to be taken through each partners full council or cabinet. SMG have previously indicated their preference for this change to be undertaken through this method and this approach has been reviewed by community governance. Should any partner have any concerns when written agreement is sought then the constitution has suitable processes in place to ensure any such concerns are adequately dealt with.

The timescale for this activity is set so that we can ensure that any amendments required as a result of completing the ROPA can be reflected in the variation to the Inter Authority Agreement.

#### Recommendation

We recommend that the Waste Partnership Managing Director should ensure that District Council partners are informed of the need to update their website privacy notices and make other relevant arrangements, so that citizens are informed that registering for Council Tax means their data is shared with the Waste Partnership and their contractors for waste and recycling collection purposes.

Priority Score

2

#### Agreed Action

Timescale

December 2021

Responsible Officer

SCC's Data Protection Officer/SWP Customer Experience Manager

1.10 Finding and Action		
Issue	Risk	
Some actions to raise awareness and engagement with staff regarding GDPR changes to personal data management have not been fully implemented.	Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.	
Findings		
<p>In the pre-implementation stages prior to GDPR becoming law, the SWP Business and Governance Manager, who was responsible for GDPR readiness had issued email communications to staff requesting that they checked their own personal folders on the network drive and also notified management of all customer databases held outside of the main system. This was to include customer personal data in personal folders and details of all customer databases held.</p> <p>However, the SWP Business and Governance Manager left his post in August 2018 and there is no evidence that the outcomes of these requests were followed up, with necessary actions completed.</p> <p>The forthcoming implementation of SharePoint will address data within personal folders as it will include a data cleanse exercise in line with a revised data retention policy. However, this will not address personal data held within Outlook, which will require personal management by staff.</p>		
Recommendation		
We recommend that the Waste Partnership Managing Director ensures that staff are given appropriate guidance on how to manage personal data contained within emails, so that retention periods are enforced to ensure GDPR compliance.	Priority Score	3
Agreed Action	Timescale	Summer 2021
As set out above, SWP will ensure that our staff undergo the revised GDPR training module developed by SCC this year. A policy on managing personal data contained within emails for SWP will be developed by SCC's Data Protection Officer.	Responsible Officer	SCC's Data Protection Officer/SWP's Business Support Manager

1.11 Finding and Action		
Issue	Risk	
Contractual agreements between the Waste Partnership and its service providers do not adequately reference GDPR responsibilities or arrangements.	Non-compliance with the GDPR may in the first instance result in a warning from the Information Commissioner's Office and could also result in reputational damage.	
Findings		
Customer data to facilitate the provision of all waste and recycling services is shared with SWP's current contractors - Viridor for waste disposal and Kier for collections.		
The contracts for Kier was obtained and reviewed, which identified that it has not been updated in line with GDPR and makes no reference to it - it only includes data protection clauses. The contract should have been updated to reference the GDPR rather than the Data Protection Act and should also set-out the GDPR compliance arrangements the organisation has in place, such as the Data Protection Officer.		
Amending the Kier contract is not considered necessary due to its imminent expiry. The collections contract will be assumed by Suez in April 2020 and a review of the data protection clauses as part of this audit confirmed it to be sufficient.		
The Viridor contract was also reviewed and found to include a variation, which changes all reference to the Data Protection Act to the GDPR. It does not however set-out the GDPR compliance arrangements the organisation has in place, such as the Data Protection Officer.		
However, SWP should first establish the current position of the Information Commissioners Office, on allowing data processors to wait until contracts are due for renewal before making such changes. This is a changeable position and is being frequently updated based on emerging case law.		
Recommendation		
We recommend that the Waste Partnership Managing Director should ensure that the Viridor contract variation for GDPR should be expanded to specify all data protection compliance arrangements.	Priority Score	3
Agreed Action	Timescale	Spring 2021
SWP will follow the advice of SCC's Data Protection Officer in whether to amend the Viridor contract or wait until the contract is due for renewal. Appropriate legal advice was taken when formulating the collection contract with Suez.	Responsible Officer	SCC's Data Protection Officer/SWP's Treatment & Infrastructure Contract



		Manager
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1.12 Finding and Action		
Issue	Risk	
Initial GDPR staff training has not been completed by all SWP employees.	Staff may have insufficient knowledge regarding GDPR requirements and their own responsibilities for ensuring compliance.	
Findings		
We have been provided with evidence that the majority of Waste Partnership staff have completed specific online GDPR training via SCC's Learning Centre, between May and July 2018. At the time of reporting, there were however two newer staff members who have not yet completed training.		
Recommendation		
We recommend that the Waste Partnership Managing Director should review the new members of staff who are still to complete initial training.	Priority Score	3
Agreed Action	Timescale	Spring 2021
Only 2 out of 24 staff had not completed the training. All staff to do new SCC GDPR training (as set out above) and SWP to include this in our induction process for new staff	Responsible Officer	SWP's Business Support Manager

## Other Suggestions

We recommend that SWP should add an entry to the SWP risk register for the risk of data loss and ensure that it is subject to regular monitoring. This should include the identification and inclusion of any areas that could cause compliance problems under the GDPR.

## Audit Framework and Definitions



Assurance Definitions	
<b>None</b>	The areas reviewed were found to be inadequately controlled. Risks are not well managed and systems require the introduction or improvement of internal controls to ensure the achievement of objectives.
<b>Partial</b>	In relation to the areas reviewed and the controls found to be in place, some key risks are not well managed and systems require the introduction or improvement of internal controls to ensure the achievement of objectives.
<b>Reasonable</b>	Most of the areas reviewed were found to be adequately controlled. Generally, risks are well managed but some systems require the introduction or improvement of internal controls to ensure the achievement of objectives.
<b>Substantial</b>	The areas reviewed were found to be adequately controlled. Internal controls are in place and operating effectively and risks against the achievement of objectives are well managed.

Definition of Corporate Risks	
Risk	Reporting Implications
<b>High</b>	Issues that we consider need to be brought to the attention of both senior management and the Audit Committee.
<b>Medium</b>	Issues which should be addressed by management in their areas of responsibility.
<b>Low</b>	Issues of a minor nature or best practice where some improvement can be made.

Categorisation of Recommendations	
In addition to the corporate risk assessment it is important that management know how important the recommendation is to their service. Each recommendation has been given a priority rating at service level with the following definitions:	
<b>Priority 1</b>	Findings that are fundamental to the integrity of the service's business processes and require the immediate attention of management.
<b>Priority 2</b>	Important findings that need to be resolved by management.
<b>Priority 3</b>	Finding that requires attention.

## Authors and Distribution

*Please note that this report has been prepared and distributed in accordance with the agreed Audit Charter and procedures. The report has been prepared for the sole use of the Partnership. No responsibility is assumed by us to any other person or organisation.*

## Report Authors

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Mickey Green	Managing Director
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Somerset Waste Board meeting  
4 December 2020  
Report for decision



**Recycle More Update**

Lead Officer: Mickey Green, Managing Director, Somerset Waste Partnership

Author: Mickey Green, Managing Director, Somerset Waste Partnership

Contact Details: mickey.green@somersetwaste.gov.uk

<b>Forward Plan Reference:</b>	17.11.20
<b>Summary:</b>	On 26 October the first phase of Recycle More was rolled out to around 52,000 homes in Mendip as planned. This paper updates on the successful first few weeks of that roll-out, noting that risks remain (especially due to Covid-19). A presentation will be provided to the board to give an up to date picture.
<b>Recommendations:</b>	<b>That the Somerset Waste Board notes the successful progress made in implementing Recycle More.</b>
<b>Reasons for recommendations:</b>	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.
<b>Links to Priorities and Impact on Annual Business Plan:</b>	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.
<b>Financial, Legal and HR Implications:</b>	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. It is still expected that the saving from Recycle More will exceed £2m per annum. The anticipated savings figures have been shared with s151 Officers for inclusion in each partners MTFP process. The position will continue to be monitored and updated as roll out commences and the board will be updated accordingly, but it is too early to provide a substantive update on the financial savings

	from the roll-out at this point in time. As previously 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.
<b>Equalities Implications:</b>	An impact assessment on Recycle More is maintained and updated as the project progresses.
<b>Risk Assessment:</b>	As previously reported to the Board, Covid-19 is a risk to the successful roll-out of Recycle More. The elevated levels of infection seen in Somerset mean that we are at higher risk of staff absences, and the lockdown means we risk seeing elevated levels of tonnages like we did in the last lockdown – making it harder for our crews to complete their rounds.

## 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. Tetra Paks)
- Small electrical equipment (e.g. a kettle or toaster)
- Household batteries

This is in addition to what can already be recycled every week – food, paper, glass, cans, aerosols, plastic bottles, cardboard, foil and wearable clothes and shoes.

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, rubbish collections will take place 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. 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 be able to 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 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:

<b>When</b>	<b>Where</b>	<b>Households</b>
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 were not included within phase 1, but we plan to extend the range of materials they can recycle expanded on 8 March 2021 (adding plastic pots, tubs and trays and ensuring all can recycle cardboard, on top of paper, glass and metal existing recycling). We will take this opportunity to simplify the range of services accessed by communal properties (reducing the risk of confusion) so that all communal properties are either:

- 1) Communal rubbish and communal recycling only (and wherever it is possible for any household in the communal location to have a weekly kerbside food waste collection then we will encourage this)
- 2) Communal rubbish and kerbside recycling only (inc food)
- 3) Communal rubbish only (for the very small number of properties where circumstances prevent us from enabling recycling)
- 4) Full kerbside service (individual bins for rubbish and kerbside recycling)

As set out in the business plan, we intend to then review food waste recycling at communal properties in 2022 to seek to ensure that all households can recycle food. 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 or February 2022. A finalised timetable will be brought back to the board later in this financial year.

### **1.3. Communications and Engagement: Phase 1 Summary so far**

#### ***Direct communications***

- Two-stage direct mailing was a key tactic for providing information to the public, with 'Warm-up' and 'Pre-launch' leaflets distributed at six weeks and then three weeks before launch. Both leaflets arrived slightly later than planned due to mailing house and data issues, but this does not seem to have caused any significant issues. The Pre-launch leaflet was particularly important, containing information about what should go into each container and a bespoke collection day calendar.
- Traffic to the Recycle More website, as well as early presentation and contamination figures, suggest these leaflets successfully delivered core information to the majority of residents. Copies were provided in Arabic, Mandarin and Braille on request.
- We will consider feedback from various sources to make improvements for future phases.

#### **Social media**

- In the absence of face-to-face engagement, SWP's well-established Facebook presence (12k+ followers pre-launch) has been a focus for engagement with the public.
- Facebook engagements increased more than six-fold from September (4,423) to October (27,700) and nearly 300 more followers were added. Much of this can be explained by the investment in in-house digital content combined with keen interaction with the comments and questions these generates.
- Engagement with video rose dramatically in the run up to launch, albeit from a low base. Some examples of well-viewed video content include an introduction to the change film (15k views in October), introductory animation (14k views in Sept/Oct), 'what goes where?' animation (9k views in October).
- The tone of Facebook discussions were a mixture of enthusiasm and challenge, though predominantly seeking information, especially around the Bright Blue Bag, new materials (especially which plastics are collected) and three-weekly collections. This has continued to be the case since launch and engagement on the SWP page has gradually reduced week on week.
- The virtual engagement (see below) worked well and will be something to build on for future phases, particularly if COVID restrictions persist.
- SWP's Twitter engagement also doubled in October, to more than 2k, though



it is a less useful platform for the 'discussion' style engagement needed for Recycle More.

### **SWP's website**

- SWP's website has had a dedicated page on Recycle More for many months, and content has been regularly updated and added to. It has been used to host information and guidance, video and animation content and an FAQ.
- Views of the page doubled between August to September (4.1k views to 8.3k) and doubled again in October making it the second most viewed page on the SWP website with 16k+ visits in October.
- Significant spikes in traffic to the page coincided with the delivery of the Warm-up and Pre-Launch leaflet. Approximately a third of visitors to the page came by directly typing in the correct address, and another third referred from Facebook or other online locations – for example the Mendip District Council website was the most common referral route to the page during October. Together, these suggest that direct communications, social media and partner support have successfully directed people to the right place for information and guidance.

### **Virtual engagement**

- In the absence of face-to-face events, SWP ran four dedicated Facebook Recycle More Q&A sessions between late August and the end of October. These were in addition to the 'Business As Usual' social media engagement. Two took place in the evening (7-8pm), one in the morning (7-8am) and one on a Saturday 11am-12noon to give a spread of out of hours opportunities. The four sessions produced nearly 6,400 engagements in total and a reach of 31,700, with more than 500 comments – suggesting these should be replicated in future phases.
- SWP also hosted two, 45 minute slots on the Mendip Talking Café, run by the Community Council for Somerset, as we wanted to reach those that may be more isolated. The viewing figures (September: 2.8k, October: 3.7k) suggests this will be worth replicating in other roll-out area if possible.

### **Stakeholder engagement**

- We have had to work with the challenges of COVID, which has ruled out face-to-face engagement, relying more on online and virtual routes as well as written information:
- In August, briefing packs were sent out to various stakeholders, including elected members at parish, town, city, district and county level, and MPs; as well as non-political groups and organisations across Mendip.
- Since then we have provided stakeholders with regular updates, pre and post launch, and highlighted opportunities for engagement.
- Starting at the beginning of September, Recycle More Messenger updates (seven in total) have been distributed; summarising information, reminding of key dates and sign-posting to engagement opportunities and further information. Updates have also been sent to elected members beyond Mendip

at key, major milestones.

- As well as briefing to the Mendip Cabinet meeting in early September, all Mendip elected members (parish, town, city, district and county) were invited to three Teams meetings over the course of the month (two in the evening, one in the daytime). Attendance at these was disappointing, though possibly this is due to Recycle More having been on the Mendip radar for some time. The discussions that did take place were productive – reflecting support but also concerns and challenge. An invite was also extended to elected members in Mendip to pick up Bright Blue Bags from early September, to encourage engagement and understanding of the service. 29 Councillors collected bags.

### **Publicity/promotional materials**

- The use of publicity and promotional materials has been blunted by COVID restrictions which have discouraged content that encourage dwell time. Our materials primarily direct people to the Recycle More webpage for information.
- Variations of display materials, some with take away information, were in place in ten locations in Mendip – four libraries, five supermarkets and the MDC offices (when open).
- Promotional posters – including an editable version to assist local messaging – were shared repeatedly with all stakeholders and the three recycling sites in Mendip hosted promotional banners.
- Two of the SWP pages in the September Your Somerset were dedicated to Recycle More, with the Mendip edition giving more relevant information. A similar approach is being taken to the December edition.
- Through the pre-launch and post-launch period we have distributed Press Releases at key points, the majority of these to Mendip media only – conscious that the new service is not yet available across the county. This has generated largely balanced coverage, in print, online, radio and both regional television outlets. Which coverage has tended to lead with three-weekly collections, this has been balanced by the additional recycling and including key messages around materials.

### **Schools engagement**

- This has also been affected by COVID, with the shift to 'virtual' assemblies and workshops with the Carymoor Environmental Trust successfully transferred to activity online.
- This has been offered to all 52 Mendip primary schools, and despite the obvious competing priorities and disruption facing schools, at Mid-November 20 had signed up for sessions and initial feedback has been very positive.

## **1.4. Customer Experience**

As reiterated throughout the preparation for Recycle More, success comes from supporting residents to change their behaviours. It is also a challenge for our crews: re-routing rounds serving over 50,000 households is a logistically complicated

exercise. Crews have to get used to new rounds, collect different materials in different containers and report exceptions so that we understand where we need to provide more support to residents. The pressures on our crews are significant given that they are also coping with Covid-19 – resulting in higher levels of staff absence than normal and higher levels of presentation with more people at home for longer. Key areas SWP have been focussing on are:

- 1) ***Ensuring residents have understood any change in collection day and supporting those that haven't:*** 38% of residents in Mendip have had their refuse and recycling day changed and all kerbside served households have had a change in waste collection frequency. During the first two weeks of Recycle More, Suez report 96% of residents presented recycling and 95% presented refuse bins for collection on the correct day. Typically presentation rates for collection are around 90% and this strong return indicates a positive understanding of the day changes by the public. In order to mitigate levels of non-presentation both Suez and SWP staff visited areas and, where a bin was not presented on collection day, they presented the bin for collection on behalf of the resident and provided the resident with literature to reinforce the day change. Refuse missed collections reports have been screened to ensure that they are not reporting against their incorrect collection day. SWP receive, on average, 10 reports a day from residents reporting against the wrong day.  
***Ensuring that residents understand what goes in what container:*** as set out above, this was a key focus for our communications (including the leaflet through their door). Whilst a small minority of residents have been confused about what plastics are expected, our sampling shows that the vast majority have understood what we take and what goes where. Should the collection crews notice contamination within the recycling this would be tagged with an educational leaflet and collected if possible. Less than 1% of properties have been tagged due to contamination of the recycling presented. However, from feedback (e.g. through social media) it is clear that more can be done to explain the types of plastics that are accepted and those that are not. This is something that we are addressing in future communications (e.g. social media, content online and in the Your Somerset Newspaper) and will reflect on for future phases.
- 2) ***Ensuring that all residents have the new bright blue bag and any additional recycling containers:*** As expected, we have seen very high demand for recycling boxes. On average the SWP deliver around 1700 recycling and food waste containers a week. After the day change notification literature was delivered this rose to over 4000 a week for over three weeks. To mitigate for the expected increase in container demand SWP reviewed purchasing arrangements to ensure that a steady and deliverable pipeline of orders was in place. Additionally, SWP increased warehousing capacity to allow us to move away from a "just in time" supply chain to mitigate against the risk of supplier/delivery failure. SWP worked closely with Suez to increase their delivery capacity, which was effectively

doubled during the periods of peak demand and worked Saturdays, to make sure that we've been delivering all of our containers requests within 5 working days of receipt. We have seen higher than expected demand for the bright blue bag – both where people need a second bag and where they didn't receive one in the first place. Nearly 3,000 bright blue bags have been ordered since the start of recycle more and have absorbed within the existing container management process. This is an area we will learn lessons from and seek to improve in future roll-out phases.

***Supporting those residents who worry they will struggle to cope with 3 weekly refuse collections:*** We expected a surge in customer contact surrounding the transition to 3 weekly refuse collections. Pleasingly this (as yet) has not been as big an issue as we had initially expected and we have only been receiving around 10 or so extra capacity requests a day since communications and services began. We expect as the first full cycles of three weekly refuse collections come into operation, we may see more requests. The main message has been to give the service a go, which by and large, the residents of Mendip have been doing. Experience elsewhere show that in the majority of cases people find that after trying the service, the capacity issues are not what they first feared.

- 3) **Identifying areas where residents need further support:** Presentation of blue bags has been high in most parts of Mendip with 96% recycling presentation. As the service beds in we are using crew exception data, where crews identify additional bins and excess waste to target residents to provide advice and help to get people to Recycle More.

Amongst the most important areas for us to manage are missed collections and ensuring we deal with the elevated level of customer contact.

#### 1) **Managing customer contact:**

In the run-up to Recycle More SWP produced a demand analysis to resource against projected levels of container demand and customer contact, we also streamlined some processes to make the customer journey easier. Overall SWP, Partners and Contractors resourced accordingly to the projected demand, ensuring that transactions are processed within SLAs. Demand has been high as a consequence of the change in service in MDC with SWP processing around 250 transactions a day at peak. However, this is broadly in line with our expectations. There were some lessons learnt, particularly around Bright Blue Bag deliveries, which led to significant un-forecast customer contact, which is something that we will be looking to change. Disappointingly the on-line self-service fell as a percentage of total transactions dropped from over 50% to 39%. We are still reviewing this and understanding why this was the case and how we can drive it up in future roll-outs.

#### 2) **Missed collections:**

It was expected that missed collections would rise in the period after the service roll-out. Our contract with Suez set very challenging targets for this – raising the

level at which performance deductions apply from 45 missed collections per 100,000 (i.e. 0.045% missed collections, or 99.955% of successful collections) to 200 in the first month after roll-out, 125 in the second month and 75 in the third month before reverting to the contractual norm.

The changes to waste collections in Mendip for recycling and refuse required a complete revamp of all the rounds. This has been a complex change, the logistical design of the new routes across 55,000 properties is challenging, despite the quality control and validations deployed, there will remain gremlins within the plan itself. Crews need to familiarise themselves with the new routes and their intricacies, sometimes in areas where they have never worked before. We expected there to be a temporary downturn in the quality of service for these reasons. The routes are under technical snagging review daily with Suez to highlight and fix the issues. We are learning and ensuring that these issues are not repeated. During the first three weeks of the service we missed 769 recycling collections (success rate of 99.5%), and missed 193 refuse collections (success rate of 99.7%). These numbers are above our contracted figures but we expect through continual improvement to achieve contractual levels. Missed collections are being addressed promptly and learnt from. Some collection days within the service are difficult as they require high productivity levels from Suez staff, though pleasingly the recycling service in particular has seen a step-change improvement in week three. We are working with Suez to ensure that the problem is fixed whether that is through improved routing or ultimately the provision of additional resources to stabilise the most difficult operational days.

A presentation will be provided to the board at the meeting which provides more up to date data on these areas as Recycle More continues to bed in.

## **1.5. Tonnage**

At the time of writing this report we are only in the fourth week of Recycle More implementation (i.e. only just completed the first full cycle of refuse collections). Analysing tonnages over such a short period of time needs to be done with caution as data over such a short period of time can be affected by many other factors such as the impact Covid-19 is having on behaviours, the impact of Halloween on food waste, how residents may have stockpiled the new materials ahead of Recycle More, the fact that the full impact of moving to a three weekly cycle is unlikely to yet be being felt, the time it takes before individual materials are sent out for reprocessing. Using data from such a short period of time to extrapolate what might happen over a longer period of time needs to be undertaken with extreme caution. However, the initial indications are positive:

- Over the first three weeks of Recycle More we collected an extra 174 tonnes of recycling compared to the average from the month before (noting that Covid-19 would have led to elevated tonnages in the previous month).

- Of that extra material notable highlights include:
  - o 20% increase of plastics, with a higher impact in the first week (possibly as an impact of stockpiling)
  - o Sampling of the blue bags collected on a range of rounds shows that 94% of what was captured was target material (23% being plastic pots, tubs and trays) with the most common contaminants being cardboard, food residue, particulates and Tetra Paks
  - o 34% more food waste (which reflects the extremely high demand for food waste caddies ahead of the roll-out and of course the impact of Halloween pumpkins). Capturing more of the food that is currently thrown away was a key aim of Recycle More
- Having just completed the first cycle of rubbish collections it remains too early to have reliable data on residual waste tonnage, though initial data continues to suggest a reduction in residual waste tonnage collected in Mendip since Recycle More was launched

A presentation will be provided to the board on 4 December providing more up to date data.

## **2. Options Considered and reasons for rejecting them**

**2.1.** Not applicable as report is for information only.

## **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. As set out section 1.3 of this report, the Board, Scrutiny and Mendip Members have been regularly updated on progress.

## **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). Lessons learned are being gathered throughout the implementation, to inform future phases of the roll-out.

### **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. 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  
4 December 2020  
Report for decision



**Somerset Waste Partnership Business Plan 2021 - 2026**

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green, Managing Director

Contact Details: 01823 625707

<b>Forward Plan Reference:</b>	17.11.20
<b>Summary:</b>	The Somerset Waste Board is required to annually approve a rolling five-year business plan. This report seeks approval to the draft business plan for consultation. It also reminds the board about the changes to how garden waste payments will be taken in future and informs the board about delegations that SWP will be seeking from partner authorities to underpin our enforcement capabilities
<b>Recommendations:</b>	<p><b>That the Somerset Waste Board:</b></p> <ol style="list-style-type: none"> <li><b>1. Approves the draft Business Plan 2021-2021 for consultation</b></li> <li><b>2. Notes the changes to how garden waste payments will be made in 2021, as previously agreed by the board</b></li> <li><b>3. Notes that SWP will be asking District Council partners to renew their delegation of powers to underpin SWP's Advice, Support &amp; Enforcement Policy.</b></li> </ol>
<b>Reasons for recommendations:</b>	Approval is required to set a clear mandate for SWP activities for the period and is a constitutional requirement.
<b>Links to Priorities and Impact on Annual Business Plan:</b>	The annual Business Plan sets key aims and priorities for Somerset Waste Partnership for the coming year.
<b>Financial, Legal and HR Implications:</b>	Many actions within the business plan will require specialist input, including financial, legal, HR and procurement advice. Some activities are subject to a business case and funding. The draft budget (subject of a separate paper) will be added to the draft business plan for consultation with partners.
<b>Equalities</b>	Many of the actions in the business plan relate to the

<b>Implications:</b>	implementation of decisions already taken by the board, and Equalities Impact Assessments (EIAs) were undertaken at the time. Other actions relate to reviews/future actions, and EIAs will be carried out as appropriate to inform the board's decision making. Some other actions will not require EIAs. In most cases the decision to proceed based on the outcome of the impact assessment will be delegated to SWP's Managing Director. Where significant issues are identified through the assessment process that would have implications for major projects or programmes, the decision to proceed will return to the Board prior to commencing development.
<b>Risk Assessment:</b>	Failure to approve a Business Plan (a constitutional requirement) will impact on the ability of the SWP to effectively deliver the board's vision.

## 1. Background

- 1.1. The constitution requires an annual Business Plan to be formally adopted by the Board to provide a framework within which the Board can make decisions and steer the delivery of Waste Partnership services. The process of review is continuous but it contains a snapshot of where we are now, the things that have a major impact on us, resources/budget, and our priorities. Based on a discussion paper taken to the September Board, a draft is presented to the Board in December to approve for partner consultation, before returning to the board in February for final approval and adoption. The quarterly performance reports submitted to the board are then aligned with the approved business plan.
- 1.2. The Board is almost exclusively funded from contributions from partners. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business Planning and Budget setting are therefore part of the same process. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner without that partner's agreement. The Board has delegated authority for decision making across all services and therefore must take into account any requirements to make savings and make proposals on how these can be achieved.

## 2. Options Considered and reasons for rejecting them

- 2.1. The SWP Business Plan is a constitutional requirement and no other option is available.

## 3. Consultations

- 3.1. SMG were consulted over the Summer and the Board and Joint Waste Scrutiny Panel were consulted on the approach at their meetings in December. Formal

consultation with partners is planned as follows:

<b>When</b>	<b>Body consulted</b>
7 January 2021	South Somerset District Council Executive
11 January 2021	Mendip District Council Cabinet
20 January 2021	Somerset County Council Cabinet
20 January 2021	Somerset West and Taunton Executive
27 January 2021	Sedgemoor District Council Executive

Feedback from this partner consultation will be reflected in the final Business Plan presented to the Board in February 2021. Given the importance to all partners of the roll-out of Recycle More, the presentation we give to each partner will include an update on the roll-out in Mendip and the planned approach going forward, as well as update them on other key issues (such as coping with Covid-19 and our move away from landfill).

#### 4. Implications

**4.1.** The Business Plan explains how we will work towards our vision over the next five years, with a particular focus on next year (our Annual Action Plan). It contains three outcomes, beneath which sit a range of inter-linked activities which contribute to these outcomes. Whilst it is an iteration of the previous Business Plan, there is much change as we look beyond the roll-out of Recycle More, having transitioned away from landfill, and having set out wider objectives through our work on the Climate Emergency strategy. These changes have meant a slight change to the outcomes under which the plan is structured:

- a) **Delivering Excellent Services:** *Household waste is effectively collected, reused, recycled and treated* (as per previous business plan)
- b) **Changing behaviours:** *People trust SW and see waste as a resource* (broadly as per previous business plan)
- c) **Tackling climate change:** (a new outcome to reflect the importance of this agenda to SWP and because some of the actions we are planning go beyond the services we are tasked with delivering).
- d) **Building our capability:** *SWP maximises its contribution to tackling the climate emergency* (removed as an outcome so all our outcomes are externally focussed. Relevant activities have been included within other parts of the business plan, such as 'improving the customer experience')

**4.2.** Key areas of activity in the draft 2021-26 Business Plan are as follows:

	<b><i>Area of activity</i></b>	<b><i>Content</i></b>
<b>1</b>	<b>Waste reduction</b>	Food waste, Refill, Pledge against Preventable Plastic, Signposting to zero waste shops,

		reusable nappies
<b>2</b>	<b>Promoting Reuse</b>	Developing, implementing and monitoring a reuse strategy
<b>3</b>	<b>Recycling</b>	Recycle More roll-out, ensuring homes are built with recycling in mind, food waste in communal properties, rolling year garden waste subscriptions, tackling hard to treat waste streams, HWRCs, composition and participation analysis, recycling A-Z guide, targeted campaigns
<b>4</b>	<b>Decarbonising residual waste</b>	Heat offtake, carbon capture and storage, education
<b>5</b>	<b>Decarbonising our operations</b>	Electric supervisors vans, green depot infrastructure, pilot alternative fuels, drive down carbon intensity of day to day operations, partial refleet of refuse vehicles
<b>6</b>	<b>Tackling non-household waste</b>	Schools, public sector estate, business waste
<b>7</b>	<b>Working with others</b>	Parish Councils, local data and engagement, developing partnerships, community action groups, engagement with front-line staff
<b>8</b>	<b>Improving the customer experience</b>	In-cab technology, innovation, website, CRM system procurement, GDPR, assisted collection review, processes around new home occupation, enforcement, supporting the most vulnerable
<b>9</b>	<b>Supporting wider goals in Somerset</b>	Tackling waste on the go, tackling fly-tipping, supporting local businesses and those far from the labour market
<b>10</b>	<b>Enabling activities</b>	Depot infrastructure, health and safety, contract management, service reviews, influencing national policy, long term strategy, behavioural insights, business continuity planning

- 4.3.** The challenges and opportunities facing SWP are set out in the business plan but key risks which may impact on delivery of the business plan include:
- a) The ongoing impact of Covid-19, which has already disrupted and delayed progress in achieving the current business plan
  - b) Resource pressures on SWP due to the intense workload associated with 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 its knock-on impacts
  - e) Funding available to implement the Climate Emergency Strategy and financial pressures on local authorities

## **5. Garden waste: rolling year subscriptions**

- 5.1.** In our current (2020-25) Business Plan it sets out that SWP will centralise garden waste payments because this will enable us to improve the customer experience and enable residents to sign up for a year at any time, and remove the need for garden waste stickers.

This change in how payments are handled will not result in any reduction in income to District Council partners, simply in who processes the income and the timing of income receipts with District partners. SWP have managed garden waste income successfully for Mendip District Council in 2020, and this pilot enables us to be confident in implementing this for other partners.

This change will not reduce the customer channels – whilst we would encourage them to do it online, they will still be able to subscribe via District Council call centres and websites. They will now also be able to sign up via the SWP website and do so at any time year-round. This is likely to be of particular benefit when Recycle More makes it harder for those residents who are currently putting garden waste in their rubbish bin (as demonstrated through our composition analysis). This change also enables us to address challenges from previous internal audits of difference between SWP/contractor records and records of payments held by District Councils – largely caused by the complexities inherent in having four different processes. The expected improvement in data quality, combined with effective utilisation of in-cab devices, will also mean that we can cease to send out garden waste stickers – a time intensive activity which introduces another source of potential error and risk into our current processes. It will also ensure that we remove the confusing anomaly from the SWP finances that whilst we show the garden waste costs we do not show the income.

Like any project of change (especially in our complex partnership landscape of differing ICT systems) this project is not without risks. SMG will oversee this project over the coming months, supported by expert input from all partner customer services and ICT teams. S151 officers have been consulted on the financial changes this entails. The suspension of the garden waste service during the first Covid-19 lockdown in Spring 2020 has meant that 2020/21 subscriptions will end on 11 May 2021 rather than 31 March 2021 as they normally would. Following consultation with District Council customer services it is proposed to send out renewal reminder letters at the same time as normal to avoid clashing with heavy demand faced by these teams associated with council tax letters.

## **6. Advice Support and Enforcement: Delegations from District Partners**

- 6.1.** SWP are refreshing the policy on Advice, Support and Enforcement. The existing Enforcement Policy was adopted by the SWB in December 2015, but a technical issue regarding the legal delegations has meant that SWP do not currently have the

ability to issue Fixed Penalty Notices. It is important to note that our approach to enforcement will not significantly change, and we will continue to work with residents and businesses to support, advise and problem solve. The aim is to give SWP the ability to take enforcement action as a last resort for the very small minority who persistently refuse to engage or cooperate. This policy will be brought to the Board for approval in Spring 2021 once we have the necessary delegated powers. Through the normal reporting processes we will then keep the Board updated on the use of these powers and hence the effectiveness of our Advice, Support and Enforcement.

- 6.2.** To enable us to progress this, we will be seeking fresh delegations of powers under the Environmental Protection Act, 1990 from each of the district partners. This will provide Somerset County Council (as administering authority), acting through SWP, with the authority to issue Fixed Penalty Notices and instigate prosecutions. SWP will provide each district partner a list of the delegations required in order that the decisions can be made by each authority as part of the Business Plan approval process. These delegations will only cover those powers relating to domestic and commercial waste offences, relating to kerbside collections and recycling centres and Duty of Care. It will not include any functions still covered by the district councils – including littering and fly tipping offences. Following consultation with SMG, it is planned to undertake this as part of the annual round of Business Plan consultations.

## **7. Background papers**

- 7.1.** Draft SWP Business Plan 2021 - 2026 (Appendix A)



# **SWP Business Plan 2021 – 2026**

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## About Somerset Waste Partnership

### Our vision and values

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

### Background to SWP

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

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

SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. These duties are in turn contracted to SUEZ (collections) and Viridor (recycling sites, landfill sites and treating food, garden and residual waste). 2020 saw a

year of challenge for SWP with Covid-19 and also significant change – a new collection contractor (SUEZ), a move away from landfill to generating energy from waste, and the start of the Recycle More collection service model.

### Key Challenges and Opportunities

Political	<b>The impact of withdrawal from the EU:</b> 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)
	<b>National legislative change (resources):</b> Further national consultations are expected in Spring 2021 with potential 2023 implementation.
	<b>National legislative change (planning):</b> National changes to planning policy may impact on our ability to ensure homes are built with recycling in mind.
	<b>Future of Local Government in Somerset:</b> Proposals for local government reorganisation may have a significant impact on SWP and business plan delivery.
Economic	<b>Financial pressure on partner authorities:</b> The financial environment in which we operate remains very tightly constrained.
	<b>Waste sector:</b> Both our current operators may change owners – Suez are the subject of a hostile takeover bid by Veolia and Viridor’s owners (KKR) are restructuring their business. Whilst our contracts define service specifications this may change the current positive relationships we have with our contractors.
	<b>Recyclate risk:</b> SWP will share risk with its collection contractor on recyclate value. This will directly impact upon the SW:EEP behavioural change fund. Values of most materials have been falling recently.
	<b>Risk of recession:</b> 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.
Social	<b>Demographic changes:</b> Somerset’s growing and ageing population inform our planning for the future, as do employment trends give our large workforce.
	<b>Covid-19:</b> The ongoing risks include elevated/variable tonnages collected, disruption to recycling centres, local/national lockdowns, changes to our working practices, disruption to services due to loss of staff. All of these put pressure on resources and may impact on business plan delivery. Conversely, there are positive changes in behaviour (e.g. higher kerbside recycling) that we will seek to embed.
Technological	<b>Social media:</b> Increasing use of social media presents an opportunity to reach more people, but raises expectations about speed of response.
	<b>Big data:</b> The ability to manipulate large data sets (be it around people’s behaviour or the life-cycle of resources and waste) can be powerful.
	<b>New materials:</b> New materials may emerge onto the market quicker than our ability to manage them at the end of their life.
Environ	<b>Somerset’s Climate Emergency:</b> SWP led the ‘Waste & Resources’ workstream and aim to work more closely with partners to progress our wider vision. However, our ability to implement further change will be constrained by resources and capacity as we are already managing considerable change.

<p><b>Public Awareness:</b> Many people are much more aware of climate change and keen to do more, and frustrated if they feel they cannot do more.</p>
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## Approach to Business Plan

Our Business Plan explains how we will work towards our Vision over the next five years, with a particular focus on next year. It contains three outcomes, beneath which sit a range of inter-linked activities which contribute to these outcomes:

<i>Theme</i>		<b>Delivering excellent services</b>	<b>Changing behaviours</b>	<b>Tackling climate change</b>
		<i>SWP effectively collects, recycles and treats waste</i>	<i>People manage waste as a resource</i>	<i>SWP maximises its contribution to tackling the climate emergency</i>
<b>1.</b>	<b>Waste reduction</b>			
<b>2.</b>	<b>Promoting Reuse</b>			
<b>3.</b>	<b>Increasing Recycling</b>			
<b>4.</b>	<b>Decarbonising residual waste</b>			
<b>5.</b>	<b>Decarbonising our operations</b>			
<b>6.</b>	<b>Tackling non-household waste</b>			
<b>7.</b>	<b>Working with others</b>			
<b>8.</b>	<b>Improving the customer experience</b>			
<b>9.</b>	<b>Supporting wider goals in Somerset</b>			
<b>10.</b>	<b>Enabling activities</b>			

The actions currently underway remain the most significant set of changes to Somerset’s waste services since SWP’s inception in 2007, covering all aspects of our services. We are also expecting the most significant set of changes to national resources and waste policy for a generation, local government may be reorganised in Somerset and we are still dealing with the impacts of Covid-19 (and the delays this has resulted in to actions we intended to undertake in 2020/21 – implementing Recycle More and dealing with Covid-19 will continue to take priority over other actions

In addition to the actions set out in the Business Plan, SWP propose to continue with the two charities we adopted in 2019 to support through staff fundraising and volunteering. Covid-19 has impaired our ability to volunteer and raise funds.

<b>Local Charity</b>	<b>National Charity</b>
<b>RAFT</b> (Refugee Aid from Taunton)	<b>WasteAid</b>
RAFT provide aid through donations	70% of the plastic in the oceans comes from

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to help refugees and displaced people wherever and whenever they are able, regardless of colour, culture and religion. It demonstrates an innovative approach to reuse.	places with no waste management. WasteAid helps people turn their waste into useful products, sharing recycling skills to create green jobs, improve public health and protect the environment.
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<b>1. Waste Reduction</b>			
In accordance with the waste hierarchy, reducing the amount of waste we generate in the first place is the best environmental (and financial) outcome			
<i>What</i>	<i>When</i>	<i>Why</i>	
<b>1.1 Food waste reduction</b>	Ongoing	Composition analysis shows us that c70% of food waste was avoidable and it is one of the most carbon intensive items in our waste. As set out in the climate emergency strategy, in the medium term we will seek to work with partners to develop food waste strategy for Somerset (to avoid food becoming waste in the first place), including prioritising a food waste reduction campaign across Somerset.	
<b>1.2 Refill campaign</b>	Ongoing	SWP coordinates the Refill campaign in Somerset, encouraging people to swap single use water bottles for reusable alternatives, and encouraging businesses to enable people to sign up to the app so that people know they can refill their bottle when out and about	
<b>1.3 Pledge against preventable plastic</b>	Ongoing	SWP promotes its Pledge Against Preventable Plastic primarily through the Schools Against Waste programme. It aims to harness the public interest in reducing plastic consumption but encourage people not simply to substitute another material for plastic	
<b>1.4 Signpost to zero waste shops</b>	2021/22	Building on SWP's crowd-sourced listing of zero/minimal waste shops across Somerset develop a tool which raises awareness of these shops and encourages their use	
<b>1.5 Reusable nappies</b>	Ongoing	Provide support to local cloth (reusable) nappy library groups to enable them to provide support and nappy loan kits to more families. Whilst we recognise reusable nappies will not be a solution for all, we want it to be easier for those considering their use to make it work for them.	
<b>1.6 Waste prevention campaigns</b>	Ongoing	Whilst Recycle More will be our priority campaign in 2021/22, we will seek to undertake campaigns focussed on particular target materials (e.g. targeting fast fashion/Love Your Clothes) with a high carbon impact. This may involve doorstep leafleting.	
<b><i>Links to other activities in SWP's Business Plan</i></b>		<ul style="list-style-type: none"> <li>• SWP's Waste Strategy will reflect the waste hierarchy and hence waste reduction.</li> <li>• Our Schools Against Waste programme is built around the waste hierarchy and will promote waste reduction to our young people.</li> <li>• Our proposed Green Business Support (funding dependent) will help businesses to make more resource efficient decisions</li> </ul>	

	<ul style="list-style-type: none"> <li>• Waste composition analysis: helping us understand what Somerset residents are throwing away</li> <li>• Community Action Groups</li> <li>• Public sector procurement policy</li> <li>• SWP reports quarterly to the board on waste minimisation (total household arisings)</li> </ul>
<b>2. Promoting reuse</b>	
Reusing things that would otherwise become waste is better for the environment than recycling them. Across Somerset there is a vibrant network of organisations that deliver great social outcomes (be it tackling isolation, reskilling those far from the labour market, supporting refugees) as well as environmental ones, and SWP wants to explore how it can best work with that network.	
<b>What</b>	<b>When</b> <b>Why</b>
<b>2.1 Develop a reuse strategy</b>	2021/22 Working with both our contractors (Viridor and SUEZ) and commissioning external support (funded by our SWEEP fund) to improve reuse across Somerset, utilising the recycling centres and bulky waste collection service, and through more effective partnership working with the many reuse organisations/VCSE groups across Somerset (including furniture reuse groups, men’s sheds, repair cafes etc). This will include considering whether an expanded network of reuse shops is the optimal approach.
<b>2.2 Implementing reuse strategy</b>	2021/22 onwards Implementing the approach developed in 2.1 subject to securing funding and a viable business case. Suez’s social value commitments include diverting more bulky items for reuse and to seek to outsource bulky collection to a third sector/charity partner in 2024.
<b>2.3 Monitor effectiveness of reuse</b>	April 2021 Restructure our quarterly board performance report so that it includes a page reporting on reuse to ensure that this remains high up our agenda
<b>2.4 Reuse campaigns</b>	Ongoing Whilst Recycle More will be our priority campaign in 2021/22, we will seek to undertake campaigns focussed on particular target materials (e.g. small WEEE) with a high reuse potential. This may involve doorstep leafleting (a social value commitment from Suez).
<b>Links to other activities in SWP’s Business Plan</b>	<ul style="list-style-type: none"> <li>• SWP’s Waste Strategy will reflect the waste hierarchy and hence reuse.</li> <li>• Our Schools Against Waste programme is built around the waste hierarchy</li> <li>• Our proposed Green Business Support (funding dependent) will help businesses to make more resource efficient decisions (e.g. designing for repair and reuse)</li> <li>• Community Action Groups</li> </ul>

	<ul style="list-style-type: none"> <li>• Public sector procurement policy</li> <li>• Waste composition analysis: helping us understand what Somerset residents are throwing away that could be reused</li> <li>• SWP reports quarterly to the board on waste minimisation (total household arisings)</li> </ul>
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**3. Increasing recycling**

**When waste can't be avoided or reused, the best thing that can happen to it is that it is recycled properly. SWP is committed to collecting quality recycle- with 90% currently staying in the UK. The National Resources and Waste Strategy is focussed on quality and held up SWP's kerbside sort approach as an exemplar.**

<i>What</i>	<i>When</i>	<i>Why</i>
<b>3.1 Recycle More roll-out (all households)</b>	Now – Feb 2022	<p>This remains the most significant programme of change on SWP's agenda and will consume a significant part of our resources for the duration of the roll-out programme. The planned roll-out schedule is as follows:</p> <p>3.1.1 Phase 2 (South Somerset): end of June 2021</p> <p>3.1.2 Phase 3 (eastern parts of Somerset West &amp; Taunton): end of September 2021</p> <p>3.1.3 Phase 4 (Sedgemoor and western parts of Somerset West &amp; Taunton): end of February 2022</p> <p>Each phase is preceded by a substantial (3 month) programme of comms and engagement, with support provided during and after roll-out. The approach to roll-out will be informed by lessons learnt from previous phases and may be affected by external factors such as Covid-19. The roll-out timetable is dependent upon our depot build programme.</p>
<b>3.2 Ensuring homes are built with recycling in mind</b>	Ongoing	SWP has refreshed its Developer's Guidance so that the default for most communal properties built in the future should be to do this in such a way to enable them to access the kerbside service. Embedding this in local plans, engaging on planning applications and working with planners, developers and their agents will be critical to realising this.
<b>3.3 Food waste in</b>	2022/23	Communal properties will benefit from additional recycling as part of the roll-out of Recycle



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	<b>communal properties</b>		More (timetable as per 3.1). Through that process as many communal properties will be transitioned to our kerbside recycling as possible. Properties remaining on communal recycling service will be offered food waste collections via kerbside recycling where this is possible. A project in 2022/23 will aim to ensure all communal properties have access to food recycling.
<b>3.4</b>	<b>Rolling year garden waste subscriptions</b>	April 2021	Residents in Somerset will be able to subscribe to garden waste for a rolling year (i.e. a year from when they subscribe). This is enabled by centralising the payment system. This will not change the available channels (e.g. online or via District Council call centres) nor will it result in reduced income for District Council partners.
<b>3.5</b>	<b>Tackling hard to treat waste streams</b>	All 2021/22	<p>3.5.1 Work with Suez to seek opportunities to trial the collection of additional hard to treat materials at the kerbside</p> <p>3.5.2 Work with regional partners to explore whether a viable regional solution to mattress recycling can be developed</p> <p>3.5.3 Work with Terracycle to explore whether HWRCs can host collection points</p>
<b>3.6</b>	<b>HWRCs</b>	2021/22  Ongoing  Ongoing	<p>3.5.4 Signage review of all HWRCs to align with kerbside, ensure effective use of Energy from Waste and drive behavioural change</p> <p>3.5.5 Ongoing programme of maintenance and safety improvements to ensure our ageing network of sites remain effective</p> <p>3.5.6 Seek opportunities to improve our recycling centres, subject to development of viable solutions and robust business cases. Minehead, Frome &amp; Yeovil Recycling Centres are top priorities.</p>
<b>3.7</b>	<b>Waste composition and recycling participation analysis</b>	2022/23	SWP last undertook a thorough waste composition and recycling participation analysis in 2018. Waste composition analysis helps us understand what Somerset residents are throwing away that could be reused or recycled, and recycling participation analysis helps understand more about people’s recycling behaviours and hence what we can do to improve that. Whilst sampling will help us understand the impact of Recycle More, it makes most sense to do a full survey once this has been fully implemented.
<b>3.8</b>	<b>Recycling A-Z guide</b>	2021/22	With expanding kerbside collections, around 40 materials recycled at HWRCs, Terracycle schemes and other options for people to recycle different materials it can be a confusing

			picture. A comprehensive, up to date and user friendly A-Z guide will help people understand their options in Somerset.
<b>3.9</b>	<b>Targeted campaigns</b>	Ongoing	Campaigns targeted at key peaks in waste (e.g. Christmas – food waste, packaging and plastics, Halloween – pumpkins, Easter – plastic packaging, Summer – garden waste and BBQs). The carbon impact of materials not being recycled varies (with food and textiles being the most carbon intensive, and the proportion of small electrical items and batteries expected to fall) and the composition of what is in our bins changes of time. Focussing on carbon-intensive materials in waste (as opposed to weight) is an important part of delivering our vision.
<b><i>Links to other activities in SWP's Business Plan</i></b>		<ul style="list-style-type: none"> <li>• Depot improvements</li> <li>• Partnership working (especially with parish councils)</li> <li>• Influencing national strategy and policy (noting that subject to future consultation there may be significant change in national policy in 2023)</li> <li>• SWP's Waste Strategy will reflect the waste hierarchy and hence recycling</li> <li>• Our Schools Against Waste programme is built around the waste hierarchy (with tailored sessions developed to promote food waste recycling and Recycle More)</li> </ul>	

<b>4. Decarbonising residual waste</b>			
<p>Despite everything we do to reduce waste, encourage its reuse and recycling there will still be residual waste for the foreseeable future. The most important actions we can take to decarbonise our residual waste are therefore reduction, reuse and recycling. However, once we have this waste, we need to ensure it is dealt with in the least environmentally damaging way possible, whilst recognising that we operate within financial constraints. All our residual waste that can be is now processed through Viridor's Resource Recovery Centre at Avonmouth.</p>			
<b><i>What</i></b>	<b><i>When</i></b>	<b><i>Why</i></b>	
<b>4.1</b>	<b>Heat offtake from Avonmouth</b>	Ongoing	When Viridor opens their Plastics Processing Facility at Avonmouth it will utilise a proportion of the low level heat generated at the Energy from Waste facility. SWP will continue to work closely with Viridor to encourage the full use of heat – if Avonmouth operates as a combined heat and power facility it will be even more environmentally efficient.
<b>4.2</b>	<b>Carbon capture &amp; storage</b>	Ongoing	After decarbonising the inputs and optimising use of heat and power, the most viable emerging technology to reduce the carbon intensity of Energy from Waste facilities is carbon

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			capture and storage. SWP will continue to work closely with Viridor to ensure that Avonmouth sees this technology installed at the earliest viable point.
<b>4.3</b>	<b>Educating the public about Energy from Waste</b>	2021/22	Work with Viridor to develop a virtual visitor centre which ensures that the public can understand about Energy from Waste and have transparent access to key data (e.g. on emissions).
<b><i>Links to other activities in SWP's Business Plan</i></b>			<ul style="list-style-type: none"> <li>• All activities under waste reduction, promoting reuse and increasing recycling</li> <li>• SWP's Waste Strategy will reflect the waste hierarchy and hence reuse.</li> <li>• Our Schools Against Waste programme is built around the waste hierarchy</li> <li>• Waste composition analysis: helping us understand what Somerset residents are throwing away that could be reduced, reused or recycled</li> <li>• SWP reports annually to the board on the carbon impact of our waste and recycling</li> </ul>

<b>5. Decarbonising our operations</b>			
What we do (i.e. recycling, decarbonising residual waste treatment etc) is a much more significant impact on our carbon footprint than how we do it, but it is still crucial for us to continuously improve in this area. Rolling out Recycle More (with fewer and more efficient vehicles driving far fewer miles) has made a substantial improvement to the carbon impact of our operations.			
<i><b>What</b></i>	<i><b>When</b></i>	<i><b>Why</b></i>	
<b>5.1</b> Roll-out electric supervisors vans	Spring 2021 – Spring 2022 subject to business case	SWP/Suez leased supervisor vans initially so that we could take advantage of maturing technology to procure electric vans suitable for operation across Somerset. The viability of this is dependent upon a business case being developed which involves additional capital expenditure with lower revenue costs giving a positive payback (and carbon savings). Roll-out will follow our depot infrastructure improvement programme, with Evercreech being retro-fitted first. Testing to date suggests electric vans are not viable for remote parts of the county, e.g. Exmoor, so some non-electric vans would continue to be required.	
<b>5.2</b> Implement green infrastructure improvements to depots	Spring 2021 – Spring 2022 subject to business case	Surveys of sites and plans are being undertaken over winter 2020 in order to identify if there are suitable investments in depots which reduce their energy usage. This will include exploring energy efficiency measures as well as energy generating measures (e.g. solar and wind). The viability of these investments will depend upon the business case (i.e. a financial benefit through capital investment resulting in ongoing revenue savings as well as carbon benefits). Whilst improvements at Evercreech would need to be retro-fitted, it is hoped to include such measures within the plans for other depot rebuilds/improvements.	
<b>5.3</b> Pilot alternative fuels in our fleet	2021/22	Work with our vehicle suppliers (primarily Romaquip for recycling vehicles and Dennis Eagle for refuse vehicles) to trial electric vehicles in Somerset	
<b>5.4</b> Drive down carbon intensity of day to day fleet operations	Ongoing	Technology onboard our new fleet (CMS Supatrak) will enable monitoring of driving (harsh braking/acceleration, idling), and Suez will utilise this to work with crews to improve driver behaviour. Reduced fuel usage and carbon emissions associated with new Recycle More rounds will be monitored.	
<b>5.5</b> Partial refleet of refuse vehicles	2022/23 - 2025	Learning from our trials and emerging technology will ensure that we maximise opportunities to have alternative fuelled refuse vehicles when we come to a partial refleet of our 2016 plate refuse vehicles in 2024. Note that a business case will need to be developed and the financial viability of alternative fuels cannot be predicted with certainty at this point.	

<b>Links to other activities in SWP's Business Plan</b>	<ul style="list-style-type: none"> <li>• Depot infrastructure improvements</li> <li>• Waste reduction, promoting reuse and increasing recycling (impact on vehicle/depot requirements)</li> <li>• Improving customer experience (resulting in less need for face to face contact and hence staff mileage)</li> </ul>
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**6. Tackling non-household waste**

SWP's delegated powers from District and County Councils are in relation to household waste and whilst for a number of years SWP has provided services to the majority of Somerset's schools, other than that our remit has not extended to the waste produced in our businesses and public sector offices. The joint work across the council to tackle the climate emergency we face has led to us expanding our remit to help drive improvement in this area. This builds on SWP's previous work to improve recycling in schools, whilst recognising that we are not resourced or responsible for non-household waste.

<b>What</b>		<b>When</b>	<b>Why</b>
<b>6.1</b>	<b>Schools</b>	2021/22	<p>4.1.1 Transition to Recycle More for schools (separating fibre from other materials and adding in plastic pots, tubs and trays to the plastic bottles, cans, paper, card and food they can already recycle). The indicative timetable for this transition is:                      June 2021: Mendip and South Somerset schools                      September 2021: Sedgemoor and Somerset West and Taunton schools</p> <p>4.1.2 Continue with successful Schools Against Waste programme (free half day physical/virtual visits for primary schools) to embed behaviour change</p> <p>4.1.3 Develop a model to engage with secondary schools to embed behaviour change, working with Carymoor Environmental Trust and Suez</p> <p>4.1.4 Improving data and feedback: analysis of bin fullness to develop approximate recycling rates for individual schools (and using this data to drive improvement) and regular customer surveys to improve customer satisfaction.</p> <p>4.1.5 Improve customer services through introduction of dedicated online reporting for schools.</p> <p>4.1.6 Support improved recycling in schools through engagement of dedicated schools officer and provision of 'binrastructure' inside and outside of school buildings</p> <p>4.1.7 Encourage take-up of Eco-schools by launching a pilot grant funding scheme (indicatively £500 for 50 schools) to encourage embedding of this programme within</p>

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			<p>Somerset schools, following feedback on the financial barriers schools face in taking action.</p> <p>4.1.8 Annual review of pricing model (working with Support Services for Education) so that we transition to a fuller 'producer pays' principle and incentivise behaviour change.</p>
<b>6.2</b>	<b>Public sector estate</b>	<p>2021/22</p> <p>April 2022???</p>	<p>In 2019/20 SWP developed a business case which demonstrated the financial savings and environmental benefits from a coordinated approach to waste collection across the County Council and district partners – aligning that service more with the household service (i.e. a broader range of recycling and greater separation). This is not a service that the commercial waste sector currently provides at scale. Not only do we hope this project will enable the public sector to lead by example, we hope it will shape the market for commercial waste in Somerset and hence make it easier for businesses to recycle more. Dependent upon securing Somerset climate emergency funding for the next phase of this project, the planned approach is:</p> <p>4.2.1 Procure a framework contract (meaning that wider partner eg police, parish and town councils etc) could also join</p> <p>4.2.2 Enable public sector partners to call off against this contract. SWP would be likely to have an ongoing role in managing the framework contract</p>
<b>6.3</b>	<b>Business waste</b>	<p>Ongoing</p> <p>2021/22</p>	<p>4.3.1 Seek to pilot collaborative procurement for recycling and waste in one or more of Somerset's market towns – reducing costs for businesses, improving environmental outcomes and aligning with local needs (working jointly with the industry and supply chain workstream).</p> <p>4.3.2 Work with business/ partners to identify what support and guidance can be provided to Somerset's businesses (e.g. food &amp; drink producers, retailers/food outlets) be more resource efficient, and how best to provide that support. This is likely to be a joint project with the Devon, Somerset &amp; Torbay Joint Trading Standard Service</p> <p>4.3.3 Consider the potential changes to legislation for business waste recycling (subject to</p>

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		2021/22 – 22/23  2021  2022/23	national consultation) around DRS, EPR, business waste recycling (inc food) and how SWP can work in partnership with others to shape Somerset to be an exemplar for household like recycling from businesses. 4.3.4 Launch an expanded ‘think outside the box’ campaign for Christmas 2021 to promote local businesses that are exemplars for sustainability 4.3.5 Ensure that businesses (inc. holiday lets) are not abusing the household service
<b><i>Links to other activities in SWP’s Business Plan</i></b>		<ul style="list-style-type: none"> <li>• SWP’s Waste Strategy will help define our role in non-household waste and shaping the future of resource efficiency in Somerset, informed by the major changes expected in national resources and waste policy from 2023</li> <li>• Our behavioural change SWEEP fund is driven by levels of recycling (Suez and SWP contribute 2% each into this fund) and this enables us to undertake activity such as Schools Against Waste.</li> </ul>	

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<b>7. Working with others</b>			
Partnership is at the heart of what SWP do.			
<b>What</b>		<b>When</b>	<b>Why</b>
<b>7.1</b>	<b>Parish Councils</b>	Ongoing	Explore how we can share our toolkits and guidance (e.g. on composting, food waste, and setting up a plastic pot, tub and tray collection point) for those town and parish councils who want to take more local action on climate change. This will include evaluating whether a pilot scheme to work with a parish council to promote home composting (linked to our subsidised compost bin offer) is an effective way to promote home composting. Attending parish cluster meetings and meetings of environmentally motivated/interested groups is a key part of ensuring we remain close to our communities, particularly in the run-up to Recycle More.
<b>7.2</b>	<b>Local data and engagement</b>	2021/22  2022/23	<ul style="list-style-type: none"> <li>Explore how we can use our data to be more accountable to local areas (e.g. parish/town councils), and to work in partnership with those areas to use this to drive improvement.</li> <li>Local Engagement Programme delivering 100 activities and interventions per year in deprived and poor recycling areas (Suez social value commitments)</li> </ul>
<b>7.3</b>	<b>Developing partnerships</b>	Ongoing	With limited resources, we need to develop strong partnerships with others in order to ensure that we cost-effectively drive people to change behaviours. Developing strategic partnerships with others, especially third sector organisations working in areas with low recycling performance, is a crucial means to do this. SW:EEP funding will potentially help support behavioural change in communities. Suez have committed to an employee volunteering scheme (2 days per year for 10 employees).
<b>7.4</b>	<b>Community action groups</b>	2022/23	Working with SUEZ to explore SW:EEP funded arrangements whereby we develop community capacity to reduce waste, increase reuse and recycling. Suez have made a social value commitment to have 15 such groups active by 2023-24.
<b>7.5</b>	<b>Engagement with front-line staff</b>	Ongoing	Our people are our most important asset and act as our ambassadors. Working closely with Suez and Viridor it is important that SWP engages closely with our frontline staff.
<b>Links to other activities in SWP's Business Plan</b>		<ul style="list-style-type: none"> <li>Public sector waste procurement (potentially available to parish councils and other bodies)</li> </ul>	





<b>8. Improving the customer experience</b>			
SWP provides a universal service and delivering excellent customer service is a critical part of our vision. The scale and complexity of this is significant, with multiple complex systems interacting between contractors, SWP and partner authorities. We have over 20 million collections made each year, over 1.5m visits to recycling centres annually, around 100,000 customer contacts (with around 40% online), over 12,000 followers on facebook.			
<i>What</i>		<i>When</i>	<i>Why</i>
<b>8.1</b>	<b>Fully utilise in-cab technology</b>	Ongoing	Using the exception reporting function to drive behavioural change amongst our residents (e.g. better sorting of boxes) and to identify and address unauthorised additional capacity).
<b>8.2</b>	<b>Growing our channels</b>	Ongoing	This will include innovation - developing our app, exploring how we can link key functions into smart speakers (e.g. Alexa), an automated website assistant that can answer queries. As part of this we will seek to continue to grow our following on Facebook (and develop a social media charter) and subscribers to our Sorted e-newsletter.
<b>8.3</b>	<b>Website review</b>	Ongoing	This will include reviewing how we support businesses, how we build trust (inc. a review of the Beyond the Kerb infographic).
<b>8.4</b>	<b>CRM system procurement</b>	2021/22 – 22/23	The contract with our current Customer Relationship Management (CRM) system (My Waste Services) expires in September 2022 and ahead of that SWP will review our approach.
<b>8.5</b>	Processes and Policy	2021/22	Implementing the action plan that resulted from the GDPR compliance audit that SWP requested to support our ongoing work in this area, refreshing our social media policy.
<b>8.6</b>	<b>Assisted collection review</b>	2021/22	Periodic review of our database of assisted collections to ensure that customer still require the service.
<b>8.7</b>	<b>Improve processes around occupation of new homes</b>	2021/22	Implement process improvements to ensure that notification of new property occupation/home ownership is seamless and that we take advantage of this opportunity to change behaviours. This will potentially include procurement of a module (NLPG COU) for our CRM system which reduces the current 6 week lag in new properties being updated.
<b>8.8</b>	<b>Enforcement and householder support</b>	Ongoing	SWP work closely with contractors and partners to resolve complex issues, investigate complaints, find solutions to problems and clamp down on abuse (including trade waste abuse & side/excess waste). Enforcement remains the last option.
<b>8.9</b>	<b>Supporting our most vulnerable</b>	Ongoing	In addition to training all collection staff to be dementia aware (expected to be in early 2021), SWP will seek to identify other ways in which we can support the wider agendas of our partner

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			authorities – for example how we can more effectively use the eyes and ears of our staff on the ground to better support vulnerable residents and streamline this process.
<b>Links to other activities in SWP's Business Plan</b>		<ul style="list-style-type: none"> <li>• Waste composition and participation analysis: helping us understand behaviours</li> <li>• SWP reports quarterly to the board on the customer experience</li> </ul>	
<b>9. Supporting wider goals in Somerset</b>			
SWP spends approximately £50m of public money every year and our contractors employ well over 500 people. The close working relationships we have with all partners also provide a platform for progress on areas of common concern even where they are not within SWP's delegated responsibilities (e.g. dealing with fly-tipping and recycling on the go). It is important that SWP looks beyond its delegated responsibilities to support the wider goals of all partners.			
<b>What</b>		<b>When</b>	<b>Why</b>
<b>9.1</b>	<b>Tackling waste on the go</b>	Ongoing	Whist Streetscene is a District Council responsibility, SWP wants to work with all partners to identify how we can learn from elsewhere to improve recycling on the go.
<b>9.2</b>	<b>Tackling flytipping</b>	Ongoing	Whilst managing fly-tipping is a District Council responsibility, SWP wants to work with all partners to identify how we can learn from other parts of the country (e.g. Hertfordshire) to improve the way we tackle fly-tipping.
<b>9.3</b>	<b>Supporting local businesses and those far from the labour market</b>	2021/22	Ensuring we realise the social value commitments from Suez: <ul style="list-style-type: none"> <li>• 5% of collection contract spend retained in Somerset, with increasing proportion spent with SMEs, micro-businesses and third sector organisations</li> <li>• 2 campaigns delivered each year to improve the capture of materials</li> <li>• 2 work placements per year (16 in total) from 2022-23 onwards for young people, including NEETs and care leavers,</li> <li>• 2 community payback scheme placements per year (16 in total) from 2022-23 onwards for low level offenders,</li> <li>• Ensuring 5% of staff are in apprenticeships every year of the contract</li> </ul>
<b>Links to other activities in SWP's Business Plan</b>		<ul style="list-style-type: none"> <li>• All activities under waste reduction, promoting reuse and increasing recycling</li> <li>• SWP's Waste Strategy will reflect the waste hierarchy and hence reuse.</li> <li>• Our Schools Against Waste programme is built around the waste hierarchy</li> <li>• Waste composition analysis: helping us understand what Somerset residents are throwing away that</li> </ul>	

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	<p>could be reduced, reused or recycled</p> <ul style="list-style-type: none"><li>• SWP reports annually to the board on the carbon impact of our waste and recycling</li></ul>
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<b>10. Enabling Activities</b>			
Some of SWP's less visible activities are essential to enable both our front-line services and our ambitious programme of change.			
<i>What</i>	<i>When</i>	<i>Why</i>	
<b>10.1 Depot infrastructure improvements</b>	2021-22	<p>Having completed the redevelopment and expansion of Evercreech depot, we need to upgrade our other depots ahead of rolling out Recycle More:</p> <ul style="list-style-type: none"> <li>• Taunton: between Jan and September 2020 to become a primary materials handling facility</li> <li>• Bridgwater: Sept – Nov 2020 to become primarily a vehicle park</li> <li>• Williton: July – November 2020</li> </ul> <p>A temporary vehicle parking area required in Bridgwater for part of this programme.</p>	
<b>10.2 Contract reviews</b>	2022/23  2022/23	<ul style="list-style-type: none"> <li>• To review the garden waste collection service following any national legislative change</li> <li>• To review the collection contract and recycling credits mechanism following the roll-out of Recycle More &amp; potential legislative change.</li> </ul>	
<b>10.3 Health &amp; safety</b>	Ongoing	Given the significant health and safety risks inherent in our industry this is key.	
<b>10.4 Contract Management</b>	Ongoing	Robust management of our two major contractors (Suez and Viridor) underpins everything we do. This may be particularly important given the potential for new owners for both companies.	
<b>10.5 Influencing national policy</b>	Ongoing	With major central government consultations expected, it will be crucial that SWP uses its reputation as a sector leader, and by working through national bodies and regionally.	
<b>10.6 Developing a long-term strategy</b>	2021/22 – 22/23	A long-term framework to 2050 is needed to align with Central Government's Resources and Waste Strategy to set out our ambition, the outcomes we want to achieve, our high-level targets and our over-arching approach.	
<b>10.7 Embedding behavioural insights</b>	Ongoing	Using all the data at our disposal to understand behaviour is crucial to target interventions. Suez are required to develop a 6 monthly Performance Insights Report to draw together insights to inform targeted action.	
<b>10.8 Business Continuity Planning</b>	Ongoing	<p>Ensuring that robust Business Continuity Plans are in place and regularly reviewed:</p> <ul style="list-style-type: none"> <li>o Manage the risk of cost increases due to the impact of Covid-19</li> <li>o Ensuring risk assessments and working practices are regularly reviewed</li> <li>o Ensure contingency plans are in place to mitigate the risk of Covid-1 impacting on business</li> </ul>	

## Business Plan 2021-26

			plan priorities whilst noting that not all eventualities can be successfully mitigated for o Review Business Plan priorities and target dates in light of the ongoing disruption and resource pressures that Covid-19 is causing
<b><i>Links to other activities in SWP's Business Plan</i></b>			<ul style="list-style-type: none"><li>• These enabling activities underpin all aspects of our business</li></ul>

## **SWP Budget 2021 - 22**

A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board, with the final budget due in February 2021. A significant change in 2021/22 is that garden waste income will be collected by SWP rather than Districts. This is necessary in order to move to rolling year subscriptions, but it will also mean that the costs and income from garden waste are – for the first time – shown together in SWP's accounts.

## **Recycle More Implementation**

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

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

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

## **Covid-19**

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It is unclear at this time whether Covid-19 will continue to have an impact on services (and hence costs and income) in 2021/22. SWP will work with all partners to ensure that any additional Covid-19 costs are appropriately recorded and managed.



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

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

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

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

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

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

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

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

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

Mendip District Council councillors: Matthew Martin and Tom Ronan

Sedgemoor District Council councillors: Andrew Gilling and Janet Keen

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

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

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

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at <http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=196&RD=0>
- Alternatively, copies can be obtained from the Democratic Services Team by emailing [democraticservices@somerset.gov.uk](mailto:democraticservices@somerset.gov.uk)

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

To make representations about proposed decisions:

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

The Agenda and Papers for each Somerset Waste Board meeting can be found on the County Council's website at:  
<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=196&RD=0>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>SWB/20/09/01</b> First published: 16 September 2020</p>	<p>4 Dec 2020 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)</p>	<p>Issue: Performance Report Q2 2020-21 Decision: To consider the report</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>
<p><b>SWB20/09/03</b> First published: 16 September 2020</p>	<p>4 Dec 2020 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)</p>	<p>Issue: Recycle More Update Decision: To consider the report</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>SWB/20/09/02</b> First published: 16 September 2020</p>	<p>4 Dec 2020 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)</p>	<p>Issue: Finance Performance Report Q2 2020-21 and draft budget 21/22 Decision: To consider the report</p>			<p>Sarah Rose, Finance Manager Tel: 01823359643</p>
<p><b>SWP/20/09/04</b> First published: 16 September 2020</p>	<p>4 Dec 2020 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)</p>	<p>Issue: Somerset Waste Partnership Draft Business Plan 2021-26 Decision: To consider the report</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p><b>SWB/20/11/01</b> First published: 24 November 2020</p>	<p>12 Feb 2021 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)</p>	<p>Issue: Somerset Waste Partnership Business Plan Decision:</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>
<p><b>SWB 20/11/02</b> First published: 24 November 2020</p>	<p>12 Feb 2021 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)</p>	<p>Issue: Finance Update Q3 2019/20 and Annual Budget 2021/22 Decision:</p>			<p>Sarah Rose, Finance Manager Tel: 01823359643</p>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<b>SWB/20/11/03</b> First published: 24 November 2020	12 Feb 2021 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)	Issue: Performance Monitoring Report Q3 2020/21 Decision:			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
<b>SWB/20/11/04</b> First published: 24 November 2020	12 Feb 2021 Somerset Waste Board (virtual meetings from July 2020 due to Coronavirus)	Issue: Recycle More update Decision:			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707