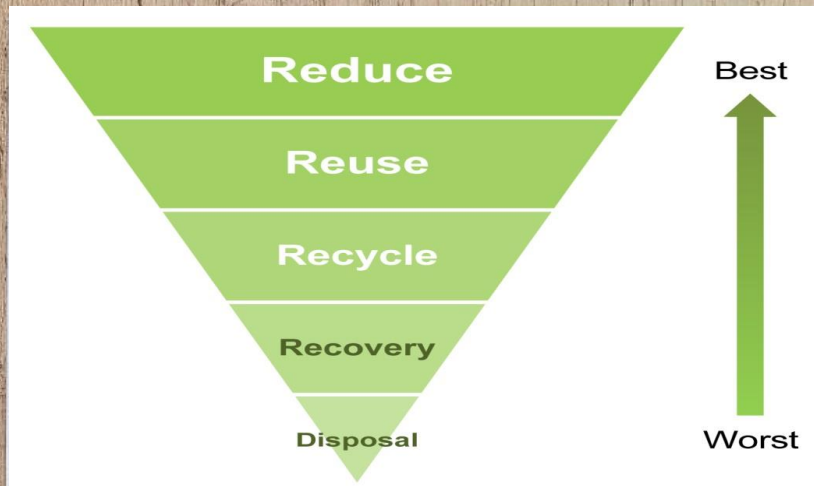


Somerset Waste Board
Second Quarter 2020-21

PERFORMANCE REPORT



Our Vision

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

What we do:

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

What we are aiming to become:

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

Our values

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

Business Plan

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

Background

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

www.somersetwaste.gov.uk

Somerset Waste Partnership Business Plan 2020-2025

Delivering Excellent Services

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

1.1 Changes to Collections

1.1.1 Transition to SUEZ as collection contractor

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

1.1.2 Depot improvements to enable Recycle More

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

1.1.3 Transition to Recycle More

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

1.2 Changes to Disposal

1.2.1 Managing the transition away from landfill

1.2.2 Embedding changes to the Core Services Contract

1.2.3 Signage review at Recycling Centres

1.2.4 Heat offtake from Avonmouth Energy from Waste

1.2.5 Improvements to Recycling Centres

1.2.6 Closely manage site maintenance

1.3 Improving Services

1.3.1 Reuse

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

1.3.2 Greening our fleet

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

1.3.3 Schools service

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

1.3.4 Service reviews

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

Changing Behaviours

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

2.1 Campaigns

2.1.1 Recycle More Communications & Engagement

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

2.1.2 Moving away from landfill

2.1.3 Slim My Waste & Feed My Face

2.1.4 Beyond the kerb

2.1.5 Action on plastics

2.1.6 Targeted seasonal campaigns

2.1.7 Targeted material campaigns

2.1.7a-b Textiles & Small electrical items and batteries

2.1.7c SW:EEP funded activities

2.2 Looking Beyond Domestic Waste

2.2.1 Public sector waste - leading by example

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

2.2.2 Pilot procurement for commercial waste

2.2.3 Supporting businesses to make more sustainable choices

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

2.3 Community Engagement

2.3.1 Attending community events

2.3.2 Social media

2.3.3 e-Newsletters

2.3.4 Enforcement of service rules & householder support

2.3.5 Schools against Waste

2.3.6 Community action groups

Building Our Capability

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

3.1 Transforming Systems and Processes

3.1.1 My Waste Services: Do it online

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

3.1.2 Building homes with recycling in mind

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

3.1.3 Providing operational support to schools

3.1.4 Embedding behavioural insights into our work

3.1.5 Improving data on containers in use

3.1.6 Improving processes around occupation of new homes

3.2 Strategy and Influence

3.2.1 Develop SWP long term strategy

3.2.2 Seek to influence national policy decisions

3.2.3 Ensure that waste is seen as a resource

3.3 Building Partnerships

3.3.1 Working with communities

3.3.2 Support for alternatives to disposable nappies & wipes

3.3.3 Support for parish and town councils

3.3.4 Review food and compost champions

3.3.5 Exploring prevention opportunities

Purpose of the Report

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

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







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

www.somersetwaste.gov.uk

























Key to KPI ratings used

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

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

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

Executive Summary - 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
1.1) Changes to collections			
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.
1.2) Changes to Disposal			
i) Managing the transition away from landfill - (1.2.1)	Green	Covid-19 delayed final construction & commissioning of the Avonmouth plant until 11 June. Our non-recyclable waste is now going to EfW.	Commissioning is progressing well, with the expectation that Viridor will take full operational control 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.
1.3) Improving Services			
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 SSDC, 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
2.1) Campaigns			
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.
2.2) Looking Beyond Domestic Waste			
i) Public sector waste - lead by example & pilot procurement for commercial waste - (2.2.1 & 2.2.2)	Green	Business case shows positive environmental & financial return. Refinements required to fill data gaps & model Covid-19 impact on offices.	Finalise business case and secure funding for next phase (procurement of a framework contract). Revise timetable to reflect Covid-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).
2.3) Community Engagement			
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
3.1) Transforming Systems and Processes			
i) My Waste Services: Do it online - (3.1.1a-f)	Yellow	As reported to the board in July, there were numerous unanticipated issues with MWS integration with Core, but these have mostly been resolved.	Turn on gate checks, embed systems to better use in-cab technology, continue development work on app.
ii) Building homes with recycling in mind - (3.1.2a-d)	Green	Revised developed guidance has been developed and is with partner authorities for consultation.	Finalise developer guidance and publish it. 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.
3.2) Strategy and Influence			
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.
3.3) Building Partnerships			
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
New Risks & opportunities	35	Environmental campaign groups protesting about EfW	2 (-)
Increased Risks:	55	Contractor changes due to sell off or takeover	16 (12)
Reduced Risks:	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

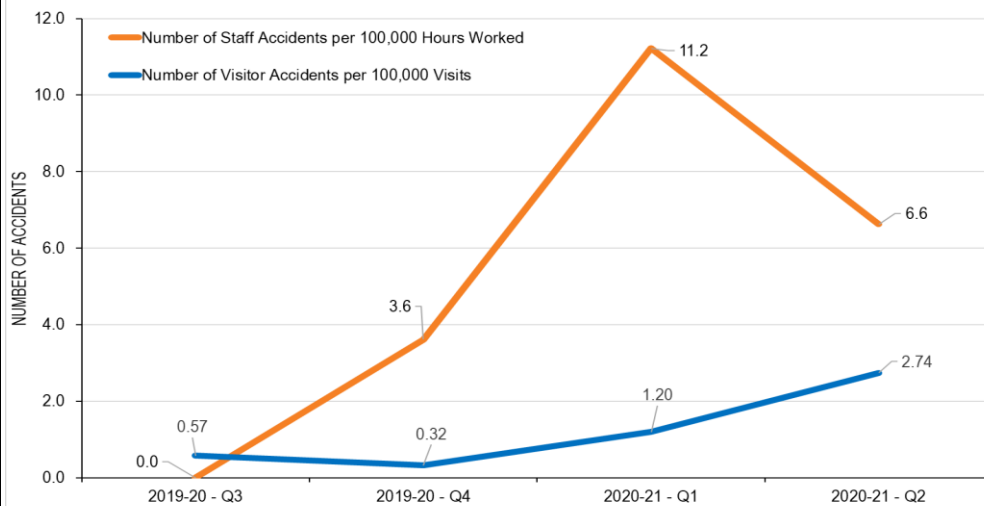
The reporting system within the contract has changed under Suez and unfortunately this led to an incorrect report in Q1. The transfer of data and restrictions on H&S staff and IT support during the pandemic may have contributed to this. We are now confident the proper systems and procedures are fully 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.

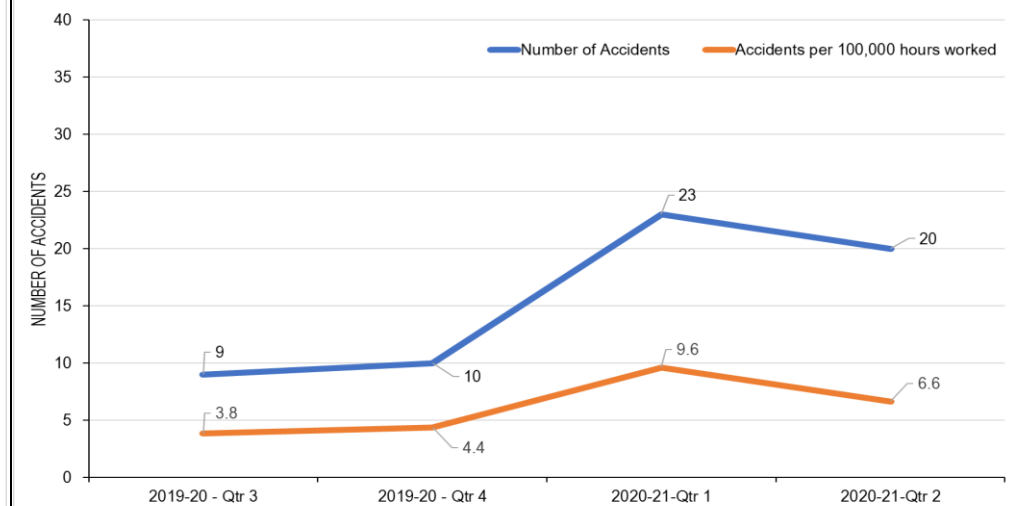
Accidents are measured per 100,000 hours worked across the contract and in this quarter this has resulted in a score of 6.6.

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.

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 HWRCs). 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?

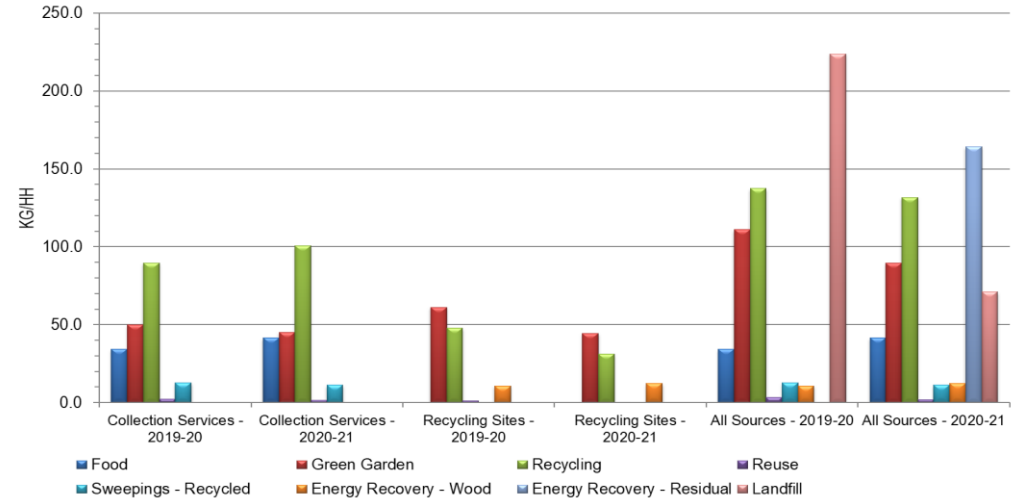
Various initiatives have either commenced, or are planned to do so over the next 12-18 months, some of which include:

- 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?

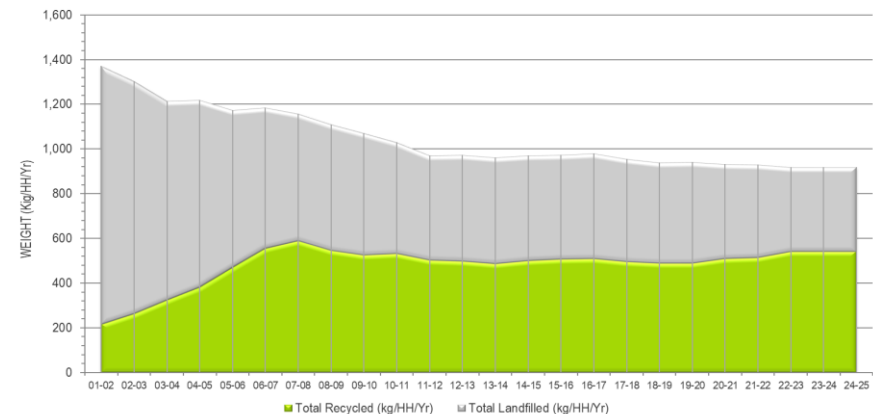
Q1 - Q2 COMPARISON OF WASTE ARISING BY SOURCE 2020-21 TO 2019-20 - KG/HH



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?



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 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.

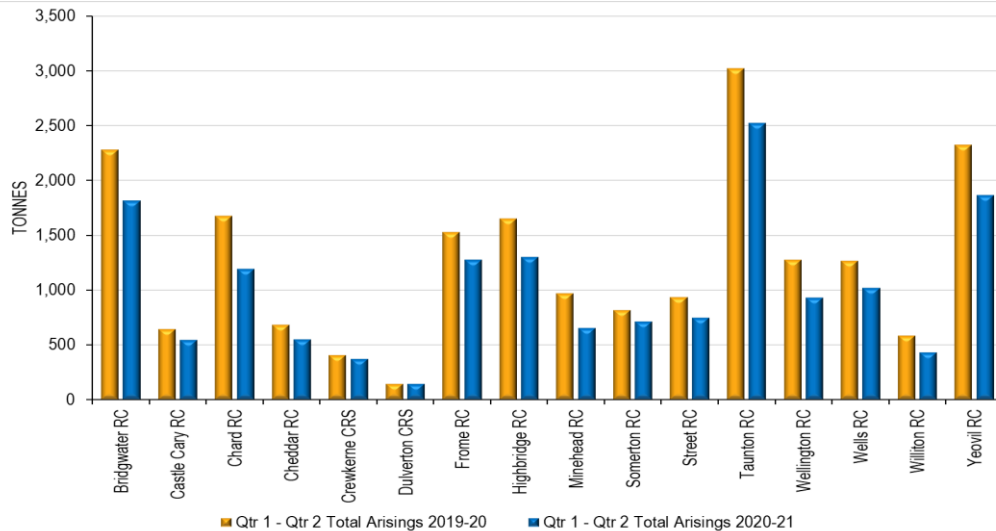
What will future success look like and what are we doing about it?

- 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.

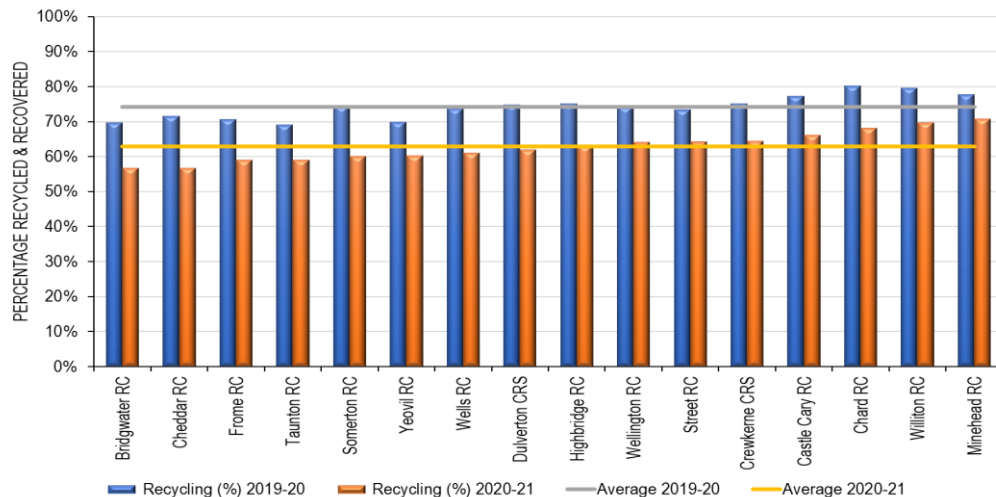
What has happened and what has changed in this quarter?



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%
All Sites	448,161	449,999	1,838	0.41%

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.

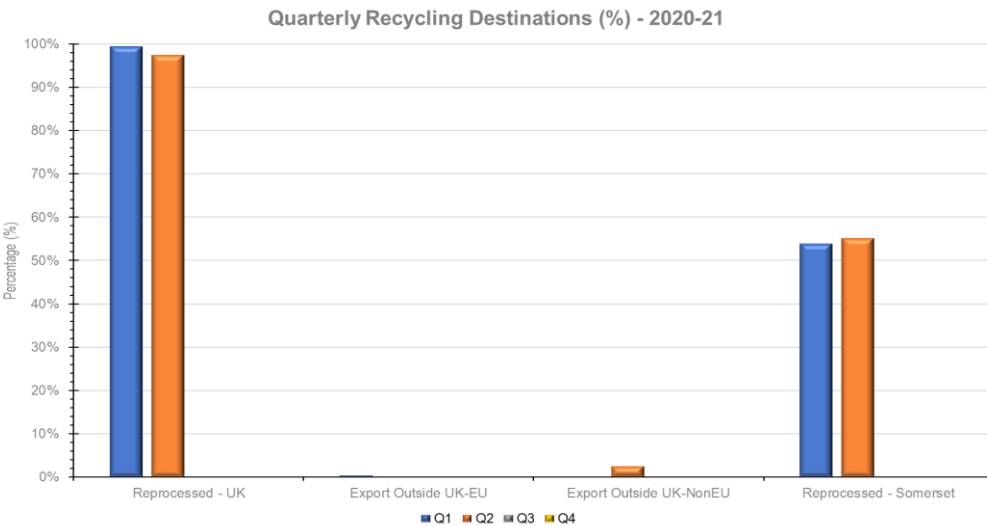
The number of visits picked up slightly during Q2, up from 448,161 in 2019-20 to 449,999 in 2020-21, an increase of 1,838 (0.41%). However, we continue to see a significant overall reduction so far across the year, of 259,431 visits (down 29.51%).



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?

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 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.

What will future success look like?

The change of collections contractor and transition to Recycle More will increase the amount of recyclables captured (both existing and new materials). Our collection contract will have ever more stringent requirements on end use. We will continue to produce high quality, in-demand recyclables. We will continue to reprocess in the UK where possible, and into closed loop applications.

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

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

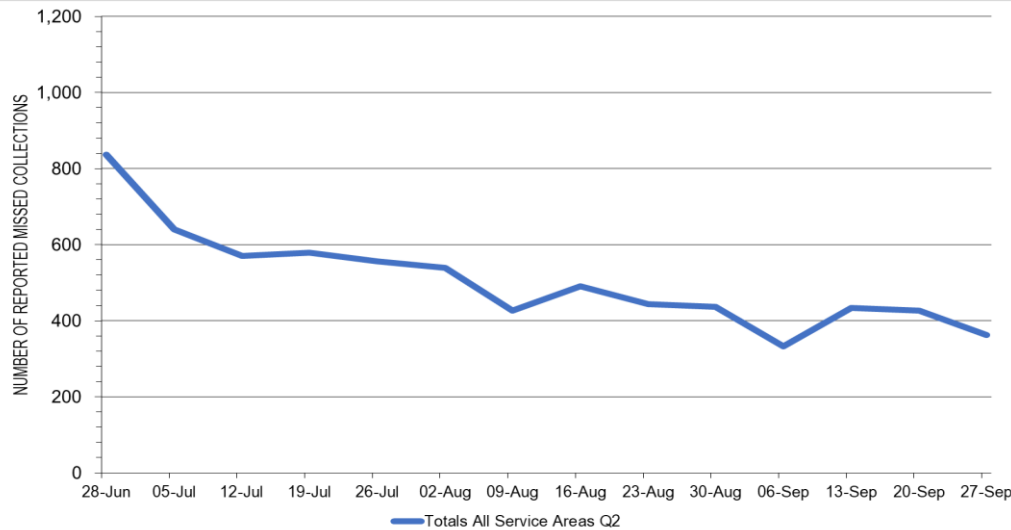
Due to volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful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



Why do we measure and report this?

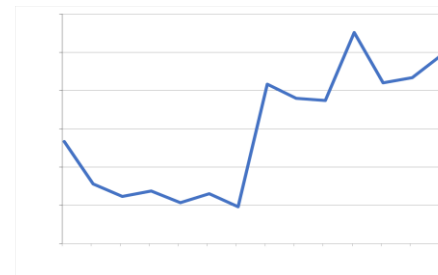
Missed collections remain the cause of the majority of customer contacts to the Waste Partnership and remains an area of concern whilst we are in the process of moving from our incumbent collection contractor, to the new Recycle More contract.

What are the headline numbers?

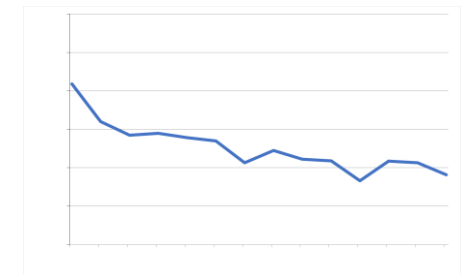


What are the issues underlying current performance?

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?

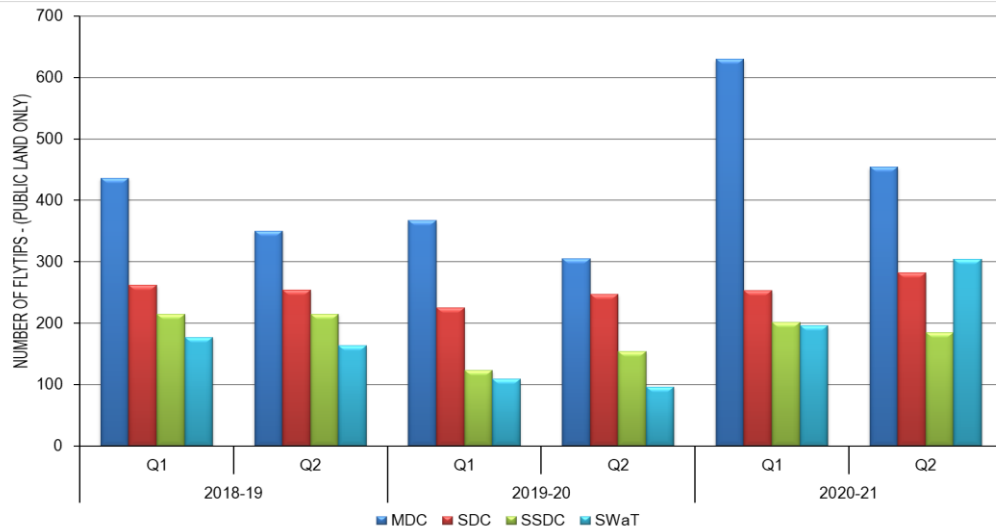
- 1) We expect to be able to deliver the contracted performance anticipated prior to the Covid-19 crisis and return to a more stable service provision. The standards to which we will hold Suez, are considerably better than those we tolerated from Kier.
- 2) Have started the roll-out of Recycle More, 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%.

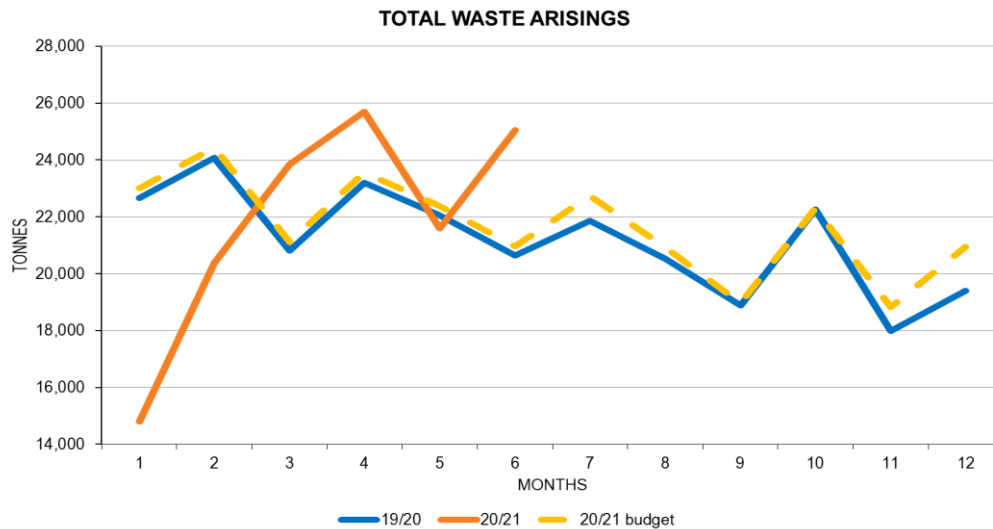


Why do we measure and report this?

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?

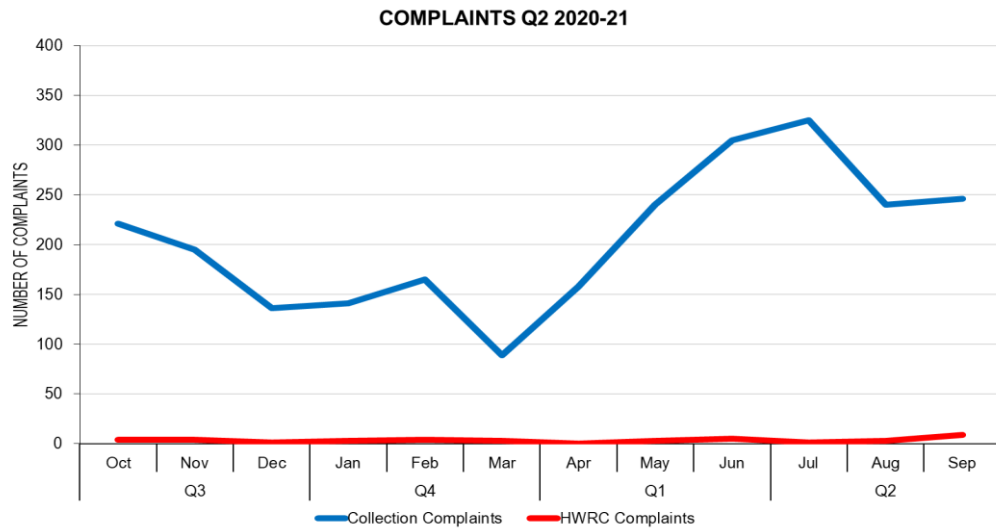
- 1) The cost impact of Covid-19 has been recognised early and highlighted to partners enabling them to manage their individual budget positions and where appropriate allocate funding received from central government.
- 2) Work with contractors has ensured staff employed by both SCC and contractors can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

Communications

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

	10/07/2020	Hazardous waste warning as crew has lucky escape
	08/08/2020	Composting offer
	22/09/2020	First Facebook Recycle More Q&A




Reach

22,210

66,760

8,600

Twitter Topics

	09/07/2020	Thursday collections start at 7am
	11/08/2020	Delayed collection as vehicle stuck
	16/09/2020	Recycle More warm-up leaflet arriving

Reach

1,188

816

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

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.

