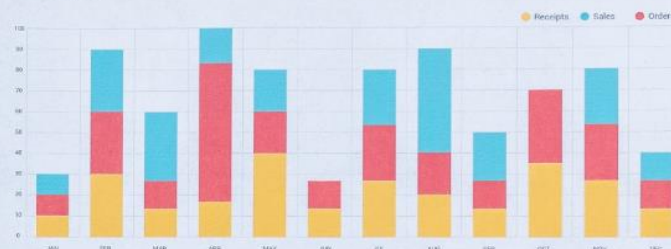


# Somerset Waste Board Fourth Quarter Outturn 2020-21

## PERFORMANCE REPORT



Our company



Business items



### **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 SUEZ (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
  - 1.3.5 Health & safety and contract management**

**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**
  - 2.3.7 Food waste at communal properties**

**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

Measure	Headlines	Performance Rating	Performance Indicator
Business Plan: Delivering excellent services	The roll-out of Recycle More remains on track despite the challenging conditions we face. Collection service stability and quality is a key focus of ours. The Energy from Waste Facility at Avonmouth (taking Somerset's non-recyclable waste) continues to operate, and hot commissioning will commence on the adjacent plastics processing facility. Whilst lower priority projects have been delayed by Covid-19, as pressures have eased we have restarted many of these.		
Business Plan: Changing behaviours	In this quarter we focussed on the roll-out of Recycle More and the garden waste renewal season. With the slight easing of Covid pressures we have managed to make progress on some of our 'looking beyond domestic waste' climate emergency projects.		
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.		
GDPR Audit	Work has commenced on this project, with progress to date in key areas. Competing pressures on the DPO continue to be a risk to the timeline.		
Risks	Our 'Recycle More' risk register is up to date and a new Covid-19 register developed. Our top 2 risks continue to be: 1) Transition between existing service and Recycle More, including resourcing requirements. 2) Coping with the ongoing impacts of Covid-19, especially given the more virulent variant.		
Health & Safety	Continued improvement in accident reduction for both staff and site visitor/users. Although a quieter time of year with visits reduced from summer months, the measurement against hours worked and number of site users make the reduction a positive one. There were 5.00 per 100,000 hours worked (14 accidents) to SUEZ staff, down 13, from 27 in Q3.		
Waste Minimisation	Compared to 2019-20 we have seen a decrease in overall tonnage of 5,514 tonnes of household waste – with an increase at kerbside and a decrease at HWRCs. Total household arisings per household were up 1.23% on 2019-20 (to 1,003kg/hh), up 37.13kg/hh at the kerbside & down 24.90kg/h at recycling sites.		
Energy Recovery	As the first appearance of an Energy Recovery section within the Performance Report it has been given an initial neutral performance rating. Since commencement of the New Waste Treatment Facility (NWTf2) Contract in April 2020, the commissioning of the Avonmouth Energy from Waste (EFW) plant ran from June 2020, completed in December 2020, from which point Viridor took operational control.		
All Recycling & Recycling Sites	Our recycling rate (NI192) decreased by 0.49% to 52.37% compared to 2019-20, with total garden waste down 3,058 tonnes, as well as total paper down 2,868 tonnes and wood down 1,317 tonnes. Visitors to recycling centres over 2020-21 decreased by 18.14%, down from 1,546,867 to 1,266,230 (280,637 visits).		
End Use of Materials	We continue to see demand from the UK for our materials. Excluding residual waste, in 2020-21, 69,596 tonnes (50.75%) stayed in Somerset, with 134,113 tonnes (97.79%) staying in the UK. Of the remainder, 89 tonnes (0.07%) was recycled in the EU and 2,944 tonnes (2.15%), went outside of the EU.		
Missed Collections	The number of missed collections in 2020-21 were 1.044 per 1,000 collections, significantly higher than the target set for our new collection contractor. This shows there is more work still to be done to reduce the number of missed collections to acceptable levels, by both the SWP and SUEZ.		
Fly-Tipping	An significant increase in 2020-21 of 1,719 fly-tips, up from 3,439 in 2019-20 to 5,158 in 2020-21, with the majority of these increases continuing to be waste types: 'Black bags - household' (up 781), with 'Other household waste' (up 448) and 'Construction / demolition / excavation' (up 176).		
Financial Performance	<b>Collection Budget:</b> The outturn position for all collection partners is an overspend of £148k. <b>Disposal Budget:</b> The outturn for the year is an underspend of £636k. This includes an underspent balance of £113k on the schools collection service.		
Customer Interaction & Communications	Almost 630k hits on our website in Q4, over 14,700 Facebook followers & around 10,000 'Sorted' e-zine's sent. A Facebook post on '6am starts for January' reached over 14,000 people. Complaints peaked in March at 416, which coincided with staff absences, mainly affecting Mendip and South Somerset districts.		



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	Our focus in this quarter was embedding the processes, H&S, contract tools and reporting delayed by the impact of the pandemic, are completed and embedded into the field of operations management. This is progressing well. Mgnt changes undertaken to drive service improvement.	Focus on ensuring Suez improve service stability and quality.
ii) Depot improvements to enable Recycle More - (1.1.2a-c)	Green	Redevelopment of Taunton site has commenced and Taunton and Bridgwater depots continue to be operated from one Covid-secure depot. Green infrastructure at depots is progressing, with the project moving to the second stage in order to develop a full business case.	Continue redevelopment at Taunton (noting risks to buiding supplies eg steel), ensure robust contingency plans in place for any construction delays, submit Williton (Roughmoor) planning application, finalise leases, finalise green infrastructure business case.
iii) Transition to Recycle More - (1.1.3a-c)	Green	Recycle More successfully launched in communal properties in Mendip. Progress on track for phase 2 and 3 roll-outs. Customer survey of Mendip residents launched.	Prepare for roll-out to phases 2 and 3 (SSDC and Taunton Deane area). Complete customer survey in Mendip.
<b>1.2) Changes to Disposal</b>			
i) Managing the transition away from landfill - (1.2.1)	Green	The Avonmouth plant completed it's 60 day reliability test and an issue was found with regards a number of sub standard welds on both feed lines within the gas collection system. This took the site offline during late March for a temporary repair to be made by the manufacturer (CNIM).	To make permanent repair on the welds, and to fall in line with a planned outage of the facility to minimise waste delivery disruption, the site will be temporarily out of action (1 feed line at a time) from mid June to late July. SWP waste will continue to route to Avonmouth during this outage.
ii) Embedding changes to Core Services Contract - (1.2.2)	Green	Recycling Site usage has been busy despite our continued 'essential trip only' messaging. Covid-19 restrictions remained in place, with continuity planning continuously monitored during the third spike/national lockdown.	The essential trip only messaging is to be removed, with the national lockdown changes planned from 17th May and the Covid-19 continuity plan will be reviewed in light of the planned further lifting of restrictions from 21 June. The safety of site staff & visitors remains a key target.
iii) Signage review at Recycling Centres - (1.2.3)	Yellow	The Recycle More signage from the Mendip to South Somerset sites was completed. No idling signs provided by MDC have been rolled out on sites.	Priority is being given to improve the residual waste site signage, in order to make it easier for visitors to understand which bin they need to use for the material they have.
iv) Heat offtake from Avonmouth RRC - (1.2.4)	Green	Viridor/Cardiff City Council have received funding to develop a local heating network close to their Trident EFW. Option discussions continued with Bristol City Council.	The adjacent Polymer Plant at Avonmouth is set to commence hot commissioning from late Summer and will be a significant heat offtaker from the EFW facility.
v) Improvements to Recycling Centres - (1.2.5)	Yellow	The works at the Yeovil site were delayed, this time was used to trial an automated skip mover that, if financially viable, will negate the need to close the gate for compaction purposes. Both grounds maintenance & CCTV maintenance contracts were successfully let from April 2021.	The works at Yeovil are expected to be completed this quarter. Following noise complaints at Frome, some attenuation is likely to be required.
vi) Closely manage site maintenance - (1.2.6)	Green	Sites were monitored for disrepair and limited dilapidation works were undertaken where this was safe to do so.	With the lifting of Covid19 restrictions additional site visits are anticipated and will naturally result in further maintenance works being completed.
<b>1.3) Improving Services</b>			
i) Reuse - (1.3.1a-b)	Yellow	Priorswood reuse shop reopened (again). SWP developed PID on reuse and signed off by SMG.	Commission external support to hep us develop a reuse strategy and commence update of our understand of all types of reuse organisation operating in Somerset. It is planned to bring a reuse strategy to the Board in September.
ii) Greening our fleet - (1.3.2a-b)	Green	Electric RCV trial delayed until June. Developing business cases for a retro-fitted e-RCV and supervisor vans and sustainable diesel trial.	Learn from vehicle trials and finalise business case for electric supervisors vans and electric RCV. Commence HVO fuel trial at Evercreech.
iii) Schools service - (1.3.3a-b)	Yellow	Board agreed to defer roll-out of Recycle More. New schools officer recruited and bedding in well. Lateral Flow Testing waste collections and disposals was rolled out and then stopped in line with ever-changin gov't guidance. Focus with Suez on service quality.	Conduct more site visits of schools, commence bin fullness monitoring (to enable us to understand rough recycling rates by school and hence prioritise action. Finalise eco-schools grants.
iv) Service reviews - (1.3.4a-d)	Green	Lessons learnt from phase 1 applied to future RM rollouts. Revised Terms and Conditions included with garden waste re-subscription letters.	Continue to learn lessons from Recycle More implementation (inc the customer survey).
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.	Continue to take a cautious and critical review of Covid-19 measures to ensure we keep our workforce safe in this rapidly changing environment. Explore opportunities for LFT for our key workers and engage in county-wide processes for Vaccine prioritisation.



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	Delivered Mendip communal communications (incl. awareness postcards & letters to residents). Review of Phase 1 actions, planning for Phases 2 & 3, starting stakeholder engagement for Phase 2, e.g. revised briefing pack and briefing/Q&A sessions with District and County Councillors.	Delivering South Somerset actions, including display materials, stakeholder briefings, warm-up and pre-launch leaflets to 78k residents, online engagement. Prep and planning for Phase 3.
ii) Moving away from landfill - (2.1.2)	Green	Feeding information on Recycle More and wider communications where appropriate.	More effort to explain EFW's place in the reduce, reuse, recycle and 're-purpose' hierarchy, and once the plastics reprocessing plant at Avonmouth is also up and running.
iii) Slim My Waste & Feed My Face - (2.1.3)	Green	Activities paused pending decision re conclusion of the campaign, though food waste continues to be a key element of SAW sessions.	To be reviewed after completion of Recycle More roll-out.
iv) Beyond the kerb - (2.1.4)	Green	19-20 figures used in infographic and publicised as appropriate. Work started on reviewing the infographic to make it more impactful.	Finalised revised infographic, populate with 20-21 figures and proactively promote. Also produce a suite of small visuals to highlight areas of progress.
v) Action on plastics - (2.1.5)	Yellow	Little activity in the last quarter as Recycle More dominates.	Seek to revisit in Q1, dependent on capacity. Links to be made with the development of A-Z recycling and Recycle More's success in capturing more plastics.
vi) Targeted campaigns - (2.1.6 & 2.1.7a-c)	Green	Targeted work in relation to COVID-19 issues. Seasonal pressures (e.g. garden waste) and service changes (e.g. changed hours), continued support for the WRAP, 'Love Food Hate Waste' campaign.	Rolling garden waste subscriptions, other seasonal prompts (e.g. disposal of dangerous materials), composting bin subsidies. Plus continued Recycle More progress updates for Mendip to embed service.
<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 was finalised and funding secured for the next phase (procurement of a framework contract) from the joint climate emergency fund.	Finalise support from SCC procurement and commission external technical and commercial support.
ii) Supporting businesses to make more sustainable choices - (2.2.3)	Yellow	Support from DCC, SCC, most District partners, FSB and the LEP. Ec Dev colleagues taking a lead in progressing (SWP closely involved). Organised a circular economy CIWM SW event.	Develop action plan in order to bid for substantial funding from shared prosperity funds, identify pilots ahead of that and commission external support to inform a full business case.
iii) Support schools to tackle climate change (with a focus on waste) - (2.2.4)	Yellow	Focussed on Schools Against Waste (virtual sessions and home-schooling suitable sessions) and ensuring schools treat LFT waste properly.	Continue to focus on Schools Against Waste (virtual sessions and home-schooling sessions), implement and analyse individual school recycling rates, continue to develop eco-schools grant funding scheme
<b>2.3) Community Engagement</b>			
i) Attending community events - (2.3.1)	Green	Restricted by Covid. Note, public display materials and online activity as part of Recycle More.	4 Talking Cafes being delivered as part of the Recycle More phase 2. Monitoring Covid restrictions and potential to attend event, but unlikely to be until at least Q2.
ii) Social media & e-Newsletters - (2.3.2 & 2.3.3)	Green	Extensive use of social media in support of Recycle More and seasonal messaging. Trialling use of the emerging platform, NextDoor. Facebook following passed 14k.	Developing further digital content in support of Recycle More and other initiatives. Aim to move to new distribution platform for Sorted e-newsletter to meet GDPR best practice. Potential refresh and drive for subscribers.
iii) Enforcement of service rules & householder support - (2.3.4)	Yellow	Continue to progress use of gate checks and use of in-cab devices to advise and support residents to improve their behaviour.	Continue to progress use of gate checks and use of in-cab devices to advise and support residents to improve their behaviour. Support SSDC to undertake integration work. Finalise enforcement delegation/process details.
iv) Schools against Waste - (2.3.5)	Yellow	Despite school closures, reached 1,277 children across 5 Mendip & 3 South Somerset schools to support Recycle More. SAW has reached nearly 39,000 children to date.	CET recruitment of Education Officer to recover staffing capacity. Continue with South Somerset school visits - 14 bookings currently scheduled next quarter, more to come.
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	Gate checks have been activated in all Districts except SDC (awaiting integration) and in-cab technology is effectively identifying hot-spot areas. Centralised garnde waste payment implemented successfully.	App work delayed by impact of Covid in Inida (where developers are based), soft launch of Recycle More bot, undertake targeted bin removals, agree processes and priorities with Suez to utilise in-cab information (though service stability and quality will remain our priority).
ii) Building homes with recycling in mind - (3.1.2a-d)	Green	This has now been updated and redesigned with SWP branding and published on our website. Meetings have also been held with district planning teams, with the guidance directly referred to in the SCC Waste Core Strategy and has also been added to the local list in MDC.	Respond to SWAT consultation on local list. Work with Districts to standardise pre-app guidance, including developing case studies.
iii) Providing operational support to schools - (3.1.3)	Green	Supported schools with Lateral Flow Testing waste, focus on high levels of recycling level contamination.	Focus on improving service quality and embedding bin-fullnes reporting to enale us to better prioritise our support.
iv) Embedding behavioural insights into our work - (3.1.4)	Green	Continued to embed use of in-cab technology to target interventions (especially given Covid-19 related restrictions on face to face support).	revised risk assessments and undertake bin removal proects learning from trial project in Taunton. Agree process and priorities with Suez.
v) Improving data on containers in use - (3.1.5)	Green	Focus of work has been on communal properties ahead of phase 2 and 3 roll-outs.	Focus of work will continue to be on communal properties ahead of phase 2 and 3 roll-outs.
vi) Improving processes around occupation of new homes - (3.1.6)	Yellow	Covid-19 has still 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. SWP will finalise and test ICT development will ensure much more frequent updates of Core system with data from District Council databases.
<b>3.2) Strategy and Influence</b>			
i) Develop SWP long term strategy - (3.2.1)	Yellow	As agreed by the Sept Board, delays to national waste and resources strategy consultations and Future of Local Government in Somerset, mean that we will delay work on the future 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.	Respond to the 4 consultations that Defra finally published.
iii) Ensure that waste is seen as a resource - (3.2.3)	Green	SWP reflect climate change commitments in SWP's Business Plan 2021-26. Work was delayed by Covid-19.	Prioritise action on public sector waste, finalising PID for green business support.
<b>3.3) Building Partnerships</b>			
i) Working with communities - (3.3.1)	Green	Engagement with community partners to support Recycle More in South Somerset. Continuing to compile contact list of local interest groups to facilitate future engagement. Developed SAW home-school Recycle More activity pack. Pending feedback on HWRC litter authorisation trial (to allow groups to bring in separated recycling into HWRCs).	Making community contacts through Spark Connect Forum. Collating contact list to explore reuse initiatives. Reviewing Love Food Hate Waste resources we can share for community events. Liaising with Curry Rivel litter picking group.
ii) Support for alternatives to disposable nappies & wipes - (3.3.2)	Green	Refresh of SWP reusable nappies webpage to launch scheme and support Reusable Nappy Week. Groups continuing to hire nappy packs. Owing to personal pressures in nappy support groups, data on number of hire pending, but anecdotal evidence good.	Nappy packs to include card promoting online feedback survey to gather data on barriers and behaviour change to help estimate waste reduction outcome. One nappy pack and survey cards to be delivered to Share in Frome.
iii) Support for parish and town councils - (3.3.3)	Yellow	SWP compost bin subsidy to continue into 2021/22. Otterford Parish Council on Climate Project (composting focus) - volunteer recruitment delayed due to pandemic - update pending.	Considering how to include in public sector waste procurement. Follow up with Otterford PC about composting project, development of HWRC Litter authorisation.
iv) Review food and compost champions - (3.3.4)	Green	926 sales of subsidised compost bins. Review as part of community development plan, with a particular focus on potential role in encouraging home composting.	Otterford PC ongoing liaison re composting. Review as part of Community Development Plan. Collate more community contacts with potential interest in promoting food reduction.
v) Exploring prevention opportunities - (3.3.5)	Yellow	COVID-19 delayed progress in further exploring options. Reduce & reuse options and promotion being included in the development of the Somerset 'Recycling A-Z'.	Ensure all Suez front-line staff are dementia aware trained. Reduce & reuse options and promotion being included in the development of the Somerset 'Recycling A-Z'.





Why do we measure and report this?

Implement the Action Plan that resulted from the GDPR compliance audit that SWP requested to support our ongoing work in this area

What did we commit to do?

- 1) Create standardised processes for FOI and complaints
- 2) Compile a Record of Processing Activity (ROPA)
- 3) Create and implement a Data Rights Rectification process
- 4) Review and update Privacy Notices
- 5) Complete Data Protection Impact Assessments
- 6) Review Consent
- 7) Ensure all training is completed and up to date
- 8) Conduct review of non-SCC IT systems
- 9) Review IAA
- 10) Ensure compliance with retention periods
- 11) Ensure SWP contracts contain GDPR compliance statement
- 12) Create a Data Breach process
- 13) Review of the audit to be carried out in Q4

Timeline

Create Standardised process for FOI /EIR and complaints	In progress	31/12/2021
ROPA	In progress	31/12/2021
Data Rights rectification process	In progress	31/12/2021
Review and update Privacy Notices	In progress	31/12/2021
Carry out Data Protection Impact Assessments	Not yet started	31/05/2021
Reviewing Consent	In progress	30/04/2021
In-house DPO training	In progress	31/12/2021
Review of non-SCC IT systems	In progress	31/08/2021
Inter Authority Agreement Revision	Not yet started	31/08/2021
Enforcement of retention periods	Not yet started	31/12/2021
Contract review	Not yet started	01/04/2021
Data Breach Process	Not yet started	30/06/2021

What progress has been made in Q3

SCC DPO requested information on current practices across the district partners.

Data flow mapping has been completed for all areas of SWP establishing what data is collected for each service, the nature of the data collected, the route by which it's collected, who we're providing the service on behalf of and if the data is shared with a contractor/service provider.

In-depth training for key staff commenced in January 2021. This will be provided by the SCC DPO on a fortnightly basis.

Work is currently underway to review the IAA.

GDPR and ICT now forms part of Project Planning to ensure any project needing either GDPR or ICT input is highlighted at project implementation.

Work is behind on carrying out Data Protection Impact Assessments, but it is hoped that this will be caught up in the next quarter.

Awaiting an update from the DPO on how work is progressing with the review of the GDPR elements of the contracts.

What tasks will we look to complete in Q4

Complete the identification of data entry points to enable the development of a process for Data Rights Rectification Process.

Carry out Data Protection Impact Assessments.

Review and update Privacy Notices.

Work to identify any data processing that relies on consent.

**Risks**



Why do we measure and report this?

Whilst our full risk register is brought to the Board annually, SWP keeps these risks under constant review. It is important to investigate, highlight and where possible mitigate against known upcoming risks in order to ensure we remain operationally effective in the services we provide, whilst building capability to deal with future challenges.

What are the risks that we should be focusing on right now?

**Our top 10 'red' risks are:**

- 1) Transition between existing service and Recycle More.
- 2) Resource requirements for Recycle More.
- 3) Health and Safety of staff and public at kerbside and recycling sites.
- 4) Financial pressures on the partners.
- 5) Changes in demand and value of recyclate.
- 6) Contractor cost pressures, or reduction in management or front-line staff
- 7) Contractor changes due to sell off 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 Centres.
- 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 depot build and roll out plan resulting in savings not being achieved when expected, and partners not being able to commit resources to support roll out in their area.

**Covid-19:** Key risks include the pressures that Covid places on all our services, and the risk this places on future service changes.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
<b>New Risks &amp; opportunities:</b>	24	Plant breakdowns at the Transfer Stations or Avonmouth	8 (-)
	25	Plant breakdown at the Walpole Anaerobic Digestion Plant	6 (-)
<b>Reduced Risks:</b>	RM 6	Increased costs relating to depot works - Electricity supply at Walford cross	12 (-)
	RM 10	Highways works programmes affecting operations	9 (-)
	RM 1	Round data incorrect for rollout of RM	12 (9)
	RM 15	Delays in roll out of service to communal properties	12 (9)
	RM 16	Delays in roll out of service to schools	12 (9)

We have two new risks relating to the operation of plant - Viridor have contingencies in place to manage down time. There are also new risks relating to the depot build at Walford Cross, and the number of major road works around the county, particularly in the Taunton area. Some Recycle More risks have reduced as service planning progresses.

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.
- 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. Contingency planning.

**Covid-19:** Reviewed lessons learnt from the initial lockdowns and revised Business continuity plans. Working with regional partners to share and learn from their experiences. Continuously scrutinise and challenge our and our partners Business Continuity Plans.

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 recyclate 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 and 2nd waves (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

Continued progress on Viridor staff accident prevention resulted in no accidents/injuries recorded for the period January to March 2021. This reduces the accident rate per 100,000 hours worked by staff down to zero from the previous 1.8.

Just 2 minor injuries recorded for members of the public on sites, reducing from the Qtr 3 figure of 6. This gives an accident ratio of 0.6 per 100,000 site visits, down from the previous 1.8. It does need to be noted that the site visitor number of 332,761 used in this calculation is based on the average visits to sites for the corresponding period in the 2 previous years. Accurate vehicle count figures for this reporting period are not available due to the need of upgrades on the CCTV and Automatic Number Plate Recognition (ANPR) on HWRC's - identified following a review of functionality and efficiency of the existing system measured against more modern alternatives.

There were 11 Unsafe Acts/Near Misses recorded for the period. These are used to identify potential hazards and allow mitigating control measures to be put in place to prevent accidents

There were no accidents registered under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR), or any Environmental Incidents recorded.

SUEZ - H&S Performance and Initiatives

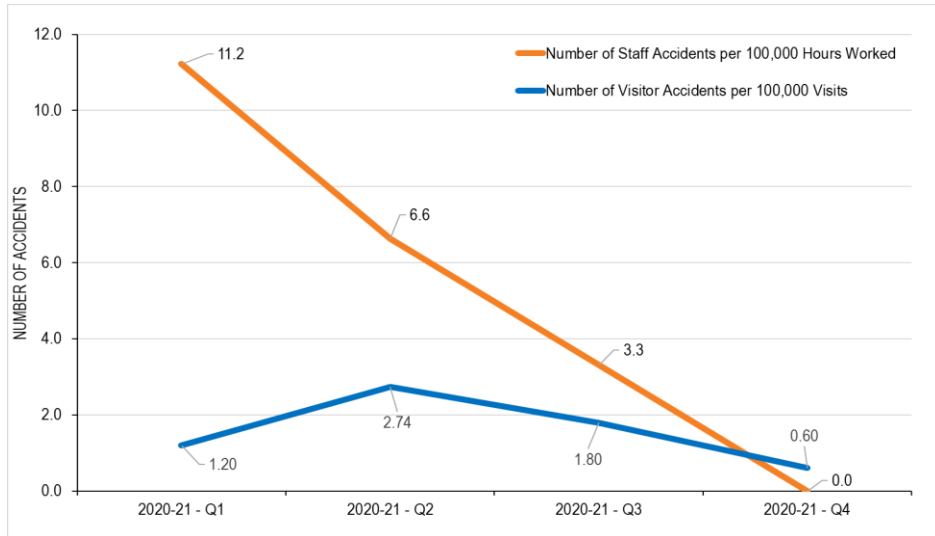
Training during Covid coupled with the service demands have meant some training needed to be delivered in a different way or delayed where possible. Suez have now started to re-introduce some of the pre Covid training opportunities available to staff to enhance appreciation and understanding of H&S issues. They have also extended these opportunities to staff at SWP, and we hope to enhance our organisations skill set in this field over a larger staff group by taking advantage of these opportunities as they arise.

The number of reported accidents to Suez operational staff stands at 14 for Qtr 4 compared to 27 in the previous Qtr.

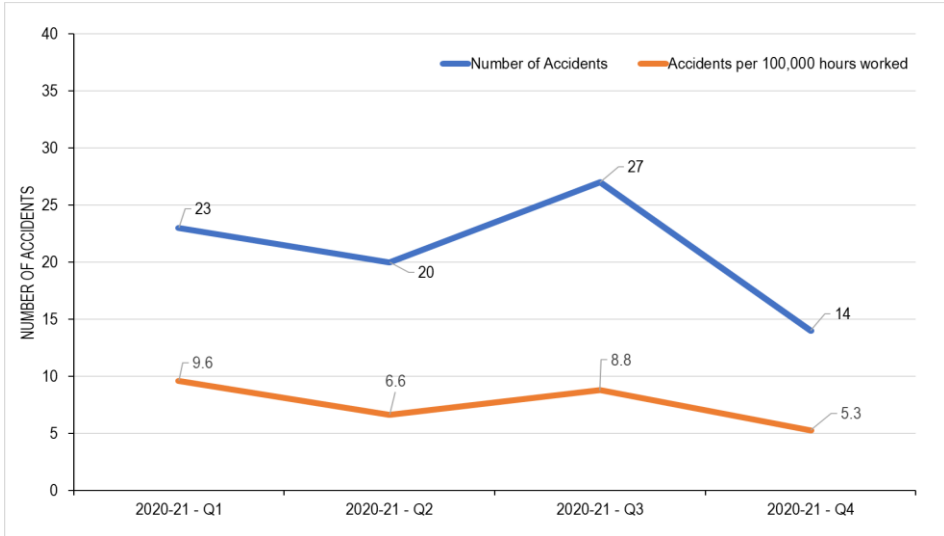
Accidents are measured per 100,000 hours worked across the contract and in this quarter this has resulted in a score of 5.

There were no incidents reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) in this quarter.

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 to Q4 2020-21 showed the following changes:

The outturn for total household arisings in 2020-21 increased by 5,514 tonnes to a total of 261,233 tonnes. This equates to 1,002.81kg/hh, an increase of 12.23kg/hh (an increase of 37.13kg/hh at the kerbside & decrease of 24.90kg/hh at HWRCs).

The total amount Reused, Recycled & Composted increased overall by 1.55kg/hh, with an increase of 33.21kg/hh at the kerbside & a decrease of 31.66kg/hh at recycling sites. Of these amounts, garden waste from the kerbside improved slightly by 0.70kg/hh, food waste collections continuing to be above 2019-20 levels, at 14.58kg/hh, as was dry recycling at 18.75 kg/hh. At the recycling sites, reductions were 16.43kg/hh for recycling and 13.93kg/hh for garden waste, all compared to the full year 2019-20.

Residual Household Waste per Household for 2020-21 was 477.60kg/hh, up 10.68kg/hh from 466.92kg/hh (an increase of 3.93kg/hh from the kerbside & 6.76kg/hh from recycling sites). There was also a reduction in local authority collected waste (LACW) landfilled, down 34.72% from 45.69% to 10.95%, as a result of the majority of residual waste now being sent for recovery, rather than landfill.

From the start of Q2 2020-21 all of Somerset's residual waste was either sent for disposal by EfW, with the majority going to the new Avonmouth RRC, or to landfill at Walpole, Bridgwater. During 2020-21, for all residual waste streams this equates to 75.68% going to energy recovery and only 24.32 % of waste unsuitable for energy recovery going to landfill.

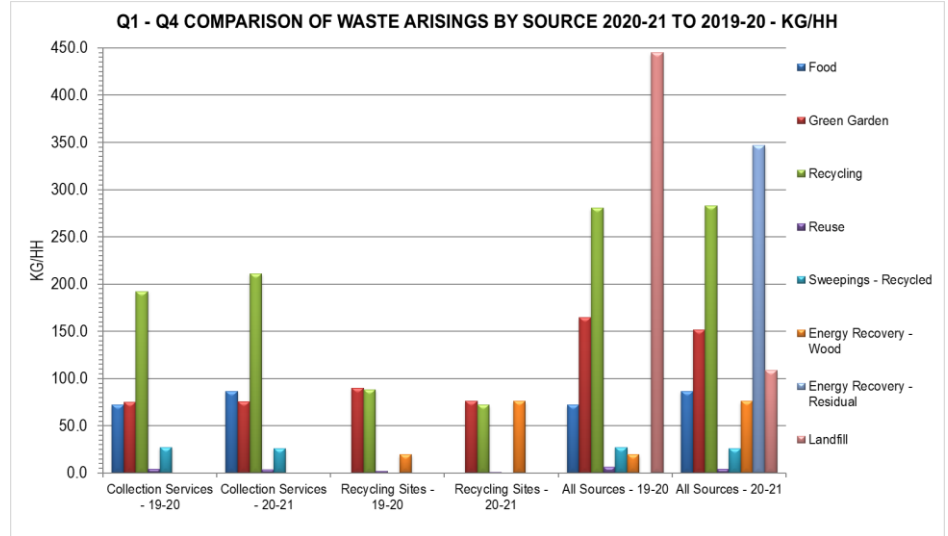
What are we doing to ensure we continue to improve?

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, Phase 2 roll-out in South Somerset at the end of June 2021, with part of Somerset West and Taunton (old Taunton Deane area), in the very late Autumn of 2021.
- 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.

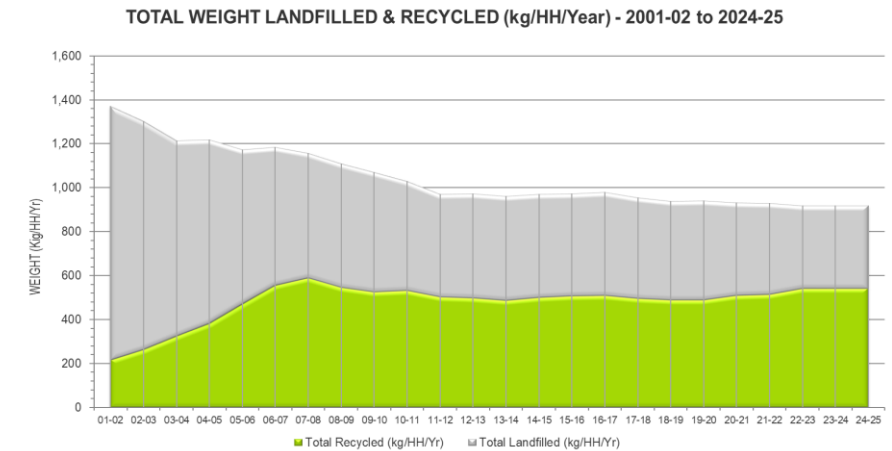
For more detail on the above initiatives, see the SWP 2020-2025 Business Plan.

What has happened and what has changed since last year?



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.



# Energy Recovery

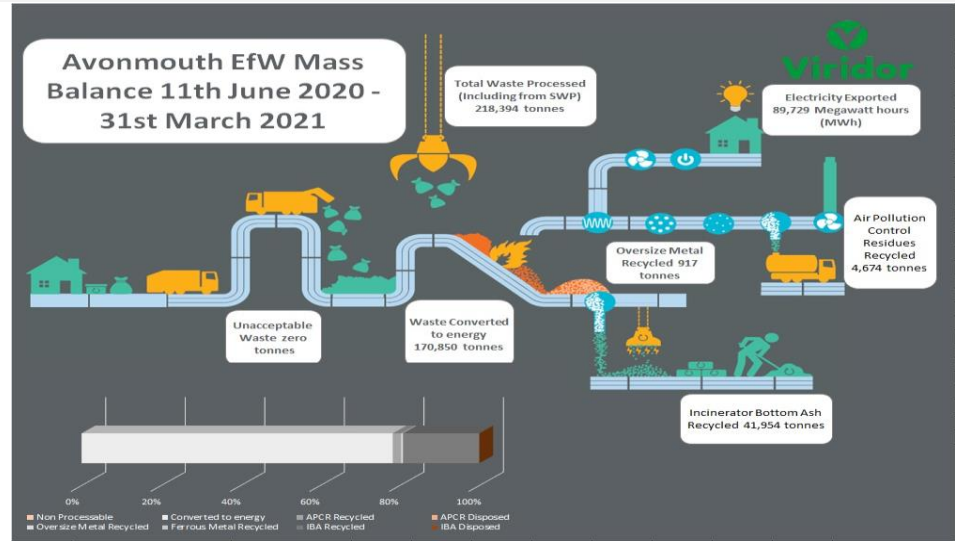


Why do we measure and report this?

Under the New Waste Treatment Facility (NWTf2) Contract, Viridor have provided 3 new waste plants to help us move the majority of our residual waste away from landfill. Since contract signature in March 2017, formal commencement on the contract in April 2020, through the various plant commissioning phases that ran until December 2020 and upon Viridor taking on operational control of the Avonmouth EfW from that point, we have successfully reduced our reliance on landfill. The new facilities provided are Dimmer Waste Transfer Station, Walpole Waste Transfer Station & Avonmouth Energy from Waste Plant. We include this new section within the Performance Report to ensure public transparency for operational & emission purposes.

Avonmouth EfW - opened for commissioning in June 2020 and became fully operational from December 2020

Avonmouth EfW Overall Plant Performance (including but not exclusive to Somerset's waste)



Somerset's Total Residual Waste & Avonmouth's EfW Plant Performance

Avonmouth EfW Emission Results (Quarter 4 only - January 2021 to March 2021)

### SWP Residual Waste Destinations 2020/21

Destination	Tonnes	Percentage
Avonmouth EfW Plant	76,746	65.86%
Other Viridor EfW Plants	13,596	11.67%
Landfill	26,192	22.48%
<b>Total Residual Waste</b>	<b>116,534</b>	<b>100.00%</b>

### Total SWP Avonmouth Tonnage 76,746 Between 11th June 2020 - 31st March 2021

Month	Destination		Percentage	Tonnes	Site
	Destination	Destination			
Avonmouth Energy from Waste Plant	Incinerator Bottom Ash	Recycling	19.21%	14,743	Avonmouth, Bristol, BS11 9BT (Permit Number EPR/DR3332JX)
	Metal	Recycling	0.42%	322	Doncaster, South Yorkshire, DN11 0PS (Permit Number EPR/BB3394CL)
	Energy Recovery	Recovery	78.23%	60,039	Avonmouth EfW, Avonmouth, Bristol, BS11 0YU (Permit Number EPR/GP3834HY)
	Air Pollution Control Residues	Recycling	2.14%	1,642	Ilkeston, Derbys, DE7 4BG (Permit Number AP3337SJ)
	Unprocessed	Disposed	0.00%	0	Zero as SWP waste is pre sorted at the 2 Somerset Transfer Stations

Substance	Reference Period	Emission Limit Value	Burning Line 1		Burning Line 2	
			Maximum	Mean	Maximum	Mean
Oxides of Nitrogen	Daily Mean	200 mg/m <sup>3</sup>	172.70	160.70	160.40	159.60
	1/2 Hourly Mean	400 mg/m <sup>3</sup>	327.70	160.80	204.70	159.60
Particulates	Daily Mean	10 mg/m <sup>3</sup>	0.15	0.13	0.14	0.13
	1/2 Hourly Mean	30 mg/m <sup>3</sup>	0.22	0.13	0.20	0.13
Total Organic Carbon	Daily Mean	10 mg/m <sup>3</sup>	0.42	0.16	0.84	0.19
	1/2 Hourly Mean	20 mg/m <sup>3</sup>	3.64	0.16	4.40	0.19
Hydrogen Chloride	Daily Mean	10 mg/m <sup>3</sup>	3.91	2.11	5.43	2.20
	1/2 Hourly Mean	60 mg/m <sup>3</sup>	11.09	2.10	8.23	2.23
Sulphur Dioxide	Daily Mean	50 mg/m <sup>3</sup>	9.85	5.34	9.08	4.74
	1/2 Hourly Mean	200 mg/m <sup>3</sup>	31.10	5.36	29.90	4.74
Carbon Monoxide	Daily Mean	50 mg/m <sup>3</sup>	7.30	0.66	5.97	1.35
	95th Percentile 10 Minute Mean	150 mg/m <sup>3</sup>	6.67	1.05	9.67	1.42
Ammonia	Daily Mean	No Set Limit	1.17	0.55	1.90	0.51

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?



**Outturn recycling rate (NI192) for Apr-Mar 2020-21: 52.37%** (decrease of 0.49% 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. A revised start to the roll-out of Recycle More in Mendip began at the end of October 2020, with Phase 2 in South Somerset set to start at the end June 2021.
- 2) In September we started collecting wearable cloths and shoes - because there is only demand for reuse and not for recycling textiles. We are still seeking to secure a viable outlet for other (i.e. no wearable) kerbside recycled textiles and shoes, but do not anticipate market changes in the short term.
- 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 **2020-21** of 52.37% is slightly down when compared to last year (a reduction of 0.49%). This is due to the ongoing impact of the pandemic at both HWRCs & for kerbside collections. This consisted of an increase of 2.05% in the recycling rate at the kerbside to 48.94% (46.89% in 19-20) & a decrease of 6.12% for recycling sites to 63.70% (69.82% in 19-20). The main changes were, an increase in food waste (up 3,967 tonnes), glass (up 4,146 tonnes), cardboard (up 2,838 tonnes) & mixed plastics (up 885 tonnes), along with a continued decrease in paper (down 2,459 tonnes), all across kerbside collections. At recycling sites we saw decreases in garden waste (down 3,417 tonnes), wood (down 1,317 tonnes) & mixed paper & cardboard (down 1,133 tonnes). Other sources that contributed to the overall reduction included recycled street cleaning residues (down 240 tonnes) & schools recycling (down 201 tonnes).

The large decrease in garden waste, a total of 3,058 tonnes was as a result of the recycling centre closures and kerbside garden waste collections being suspended in Q1. It would appear that in Q4, the garden waste has gained back a small amount, with kerbside collections actually seeing an increase on last year of around 359 tonnes, but is still significantly down on the 2019-20 figure.

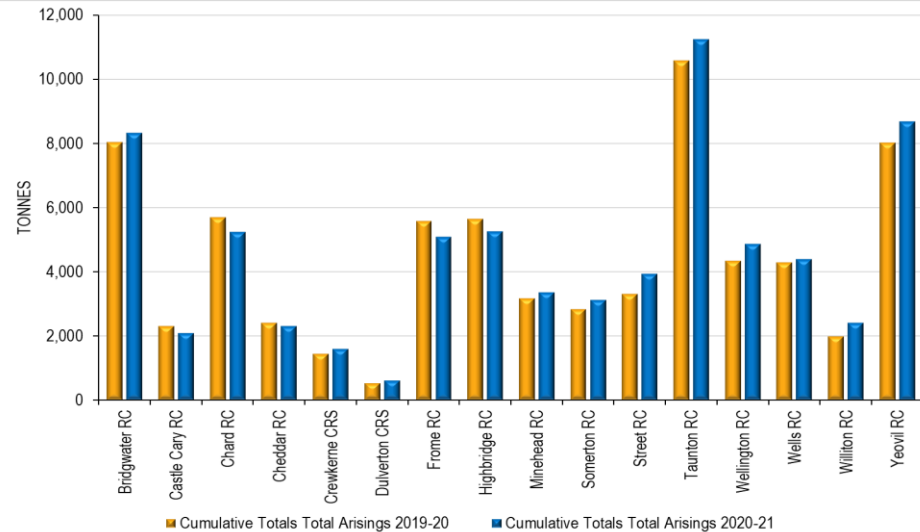
What will future success look like and what are we doing about it?

- 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.

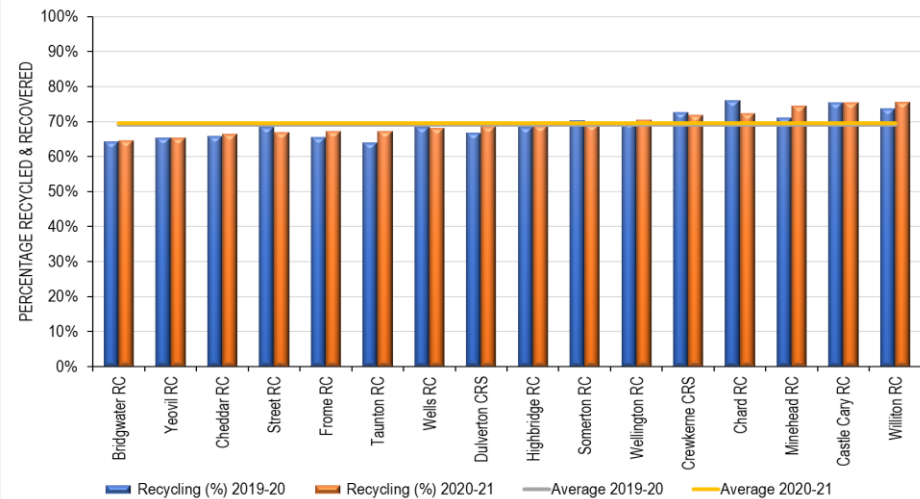
What has happened and what has changed in this quarter?



Recycling Site	Q4 Total Visitor Numbers			
	2019-20	2020-21	Difference	% Change
Bridgwater RC	35,200	41,533	6,333	17.99%
Castle Cary RC	6,683	8,300	1,617	24.20%
Chard RC	22,383	24,949	2,566	11.46%
Cheddar RC	11,777	13,801	2,024	17.19%
Crewkerne CRS	3,830	5,785	1,955	51.04%
Dulverton CRS	1,382	440	-942	-68.16%
Frome RC	24,681	16,190	-8,491	-34.40%
Highbridge RC	27,476	18,192	-9,284	-33.79%
Minehead RC	17,460	16,522	-938	-5.37%
Somerton RC	13,252	13,825	573	4.32%
Street RC	13,689	7,674	-6,015	-43.94%
Taunton RC	53,296	55,425	2,129	3.99%
Wellington RC	19,951	20,670	719	3.60%
Wells RC	20,584	21,456	872	4.24%
Williton RC	8,791	10,544	1,753	19.94%
Yeovil RC	33,559	32,840	-719	-2.14%
<b>All Sites</b>	<b>313,994</b>	<b>308,146</b>	<b>-5,848</b>	<b>-1.86%</b>

Note: Table shows Q4 only.

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



Across 2020-21, total arisings are down by 4,764 tonnes compared to last year. This total comprises reductions of 3,747 tonnes of dry recycling and reuse, 3,417 tonnes of garden waste, 183 tonnes of hardcore & soil and 10,241 tonnes of residual waste to landfill, along with an increase of 12,824 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 during 2020-21 were, Williton RC (72.73%) and Minehead RC (71.48%), with the worst performing being Yeovil RC (60.37%) and Cheddar RC (60.86%). There were 3 sites with rates over 70%, with 11 sites at between 61% - 70%. This level of performance is not that dissimilar to 2019-20, as can be seen from the graph.

The number of visits during Q4 were still lower when compared to 2019-20, down from 313,994 in 2019-20 to 308,146 in 2020-21, a decrease of 5,848 (1.86%), mainly due to the ongoing affects of Covid-19 and the second lockdown. However, as lockdown begins to be eased, we have seen numbers starting to pick up compared to Q3. We also continue to see a significant overall reduction across the year, of 280,637 visits (down 18.14%).

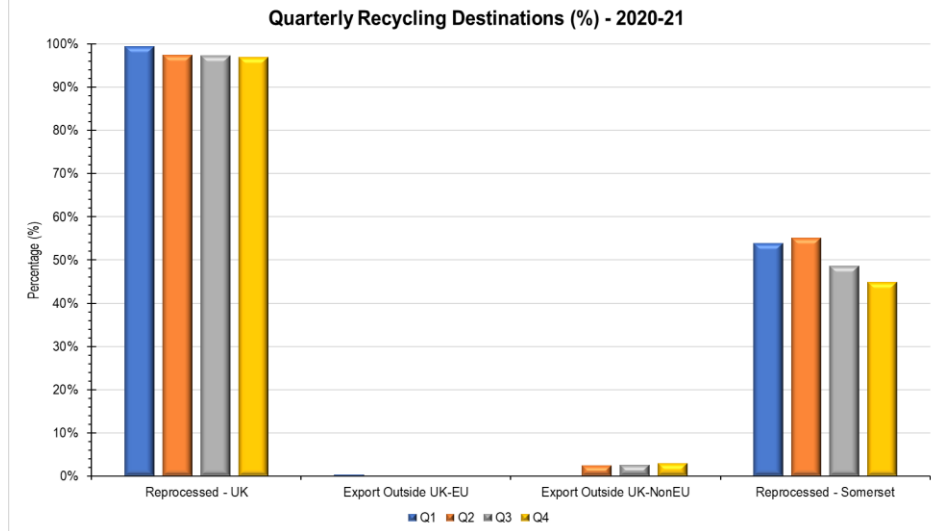
However, it should be noted that the site visitor numbers for 2020-21 are not as accurate as they could be; due to the need of upgrades on the CCTV and Automatic Number Plate Recognition (ANPR) on HWRC's. This was identified following a review of functionality and efficiency of the existing system, measured against more modern alternatives.



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 Q4, we recycled 97% of our waste in the UK. Just 3.01% of the total was exported and this was mixed paper and cardboard which went to Thailand. This reflects both market demands and our commitment with the new collections contract to recycle within the UK where possible.

Food and garden waste continue to be processed in Somerset, along with some electrical items, scrap metal, automotive batteries and wood. In Q4, 44.92% of the material from the kerbside and recycling centres was reprocessed in Somerset.

Overall in 2020-21 we recycled 97.79% of our waste within the UK, with 50.75% recycled in Somerset. We exported 2.21% and this comprised 3,007.28 tonnes of paper and cardboard which went to Thailand, Vietnam, Germany, France and Turkey, along with 25.59 tonnes of plastic bottles (0.59% of plastic) which was sent to Spain, Italy, Poland and Lithuania.

All of the kerbside refuse has been sent for energy from waste (EfW) instead of landfill. Most has gone to Viridor's Avonmouth RRC, but some went to other EfW sites while Avonmouth undertook some repairs. Bulky waste and that not suitable for EfW was still sent to landfill and this equated to around 24% of residual waste.

WRAP have developed a series of carbon factors to highlight the benefits of moving waste up the hierarchy away from landfill. We are using this metric for the first time this year, and it shows that by reusing, recycling and reducing the amount sent to landfill, we have saved 123,036 tonnes of CO<sub>2</sub> eq in 2021.

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

Whilst the work to develop Walford Cross depot is underway, we find that some material is sent to SUEZ's Avonmouth MRF. This is likely to continue in the next quarter, but SUEZ continue to strive to ensure that as much as possible is recycled within the UK.

The first quarter of 2021-22 includes COVID restrictions starting to ease across the country, and also the lead up to the introduction of Recycle More in South Somerset. These may have an impact on tonnages collected.

We are redesigning and updating the Infographic this year. This will be published in Your Somerset and on our website and widely promoted, giving people trust in that what they put out for recycling, is recycled.

What will future success look like?

The 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 and will continue to reprocess in the UK where possible, and into closed loop applications.

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

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

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



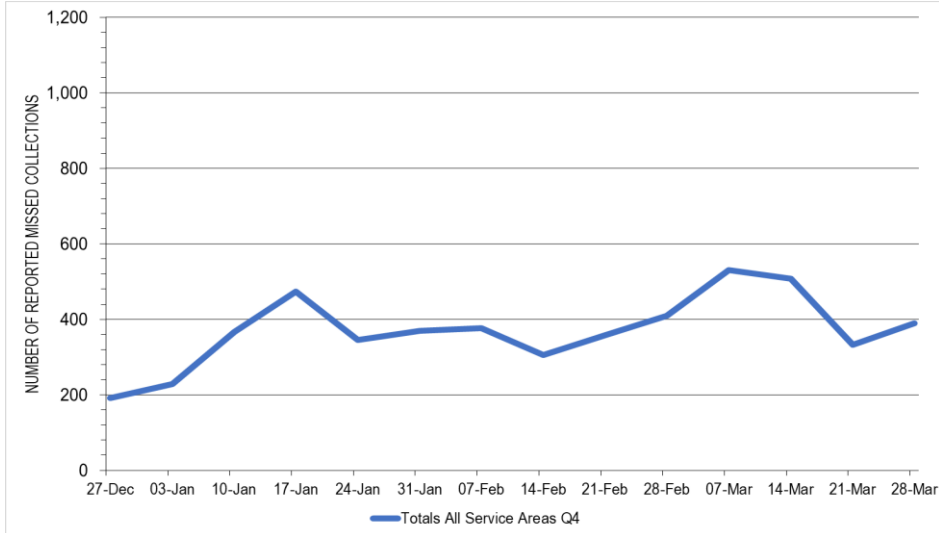
## Missed Collections



### Why do we measure and report this?

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

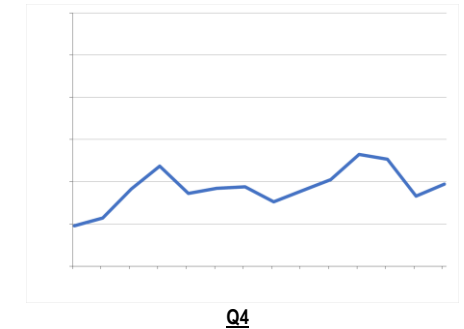
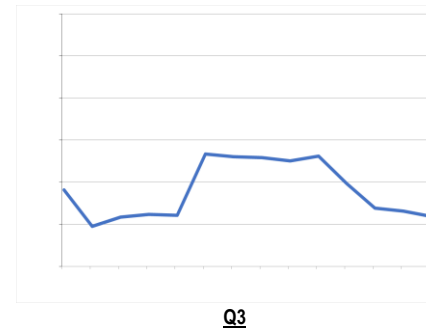
### What are the headline numbers?



### What are the issues underlying current performance?

Performance continues to be significantly impacted by the Covid-19 pandemic.

Ongoing above average waste tonnages, continue to create challenging operating circumstances for our contractor. However, during January and February we saw a significant rise in staff directly employed by SUEZ needing to self isolate due to Covid. Thankfully, due to the introduction of rapid testing we have seen the impact of this reduce towards the end of the quarter and many people returned to work quicker than previously possible.



### What are we doing about it?

- 1) Performance this Quarter was disappointing given the success of the recovery plan in the previous quarter driving missed collections back in the right direction. This was particularly true at the Evercreech Depot, serving Mendip and South Somerset, where we saw a significant rise of Covid related absences which impacted the overall performance.
- 2) We continue to use this information to help identify areas of concern and rectify issues. Unfortunately, although there has been no direct work related infections identified, we were required to stand down a number of crews who had contact with other members of staff where family members were required to self isolate. Although this had a significant impact on our ability to maintain services, the Covid safe working practices introduced across depots help mitigate this problem and cases remained isolated to those members of staff directly affected.
- 3) We continue to focus on missed collections as a measure of our contractors performance and this measure forms an integral part of our daily, weekly and monthly reporting requirements to enable us to monitor and respond to any drop in this performance measure.

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

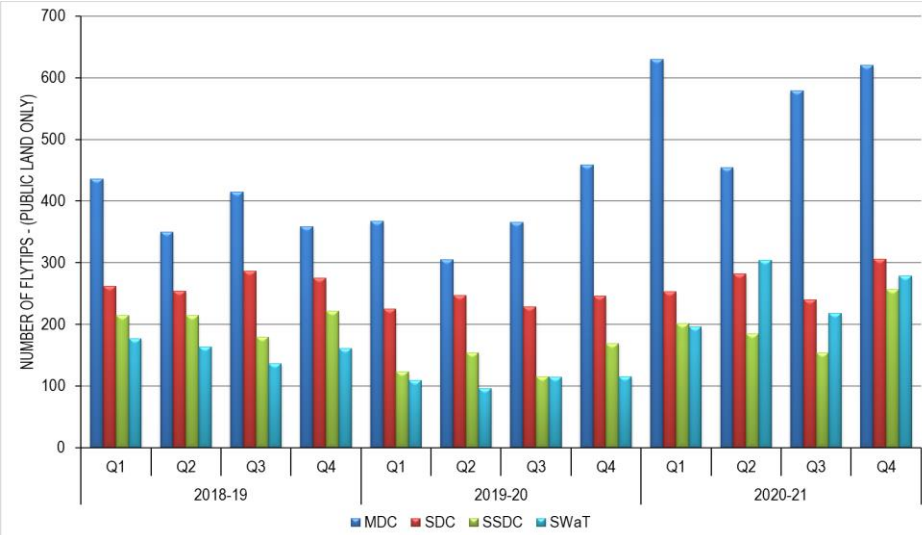
- 1) We expect SUEZ to continue efforts to improve this element of the contract and hope as we see restrictions ease and our communities return to 'normality', this aspect of the service will be able to return to expected levels.
- 2) Plan the roll out of Recycle More to the rest of the County whilst ensuring performance meets the required standards as set out in the contract.
- 3) Whilst we continue to mobilise the new service during the coming months we will be maintaining and adapting our contingency plans to meet the ever changing situation.
- 4) We continue to meet on a regular basis with our Contractor to discuss missed collections. We use these meetings as an opportunity to analyse, identify and instigate actions to correct.



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 2020-21 compared to 2019-20.

The number of fly-tips over the whole year 2020-21 increased by a total of 1,719 incidents, from 3,439 in 2019-20 to 5,158 in 2020-21. The number of fly-tipping incidents in Mendip saw the biggest rise, up by 786 to 2,283, with the other three districts increasing by 563 in Somerset West and Taunton, 236 in South Somerset and 134 in Sedgemoor. There is no evidence that any of the SWP's activities have contributed to any increases in fly-tipping, but is likely to be an ongoing result of the current pandemic.

Overall across the Partnership the main increases continue to be 'Black bags - household' (up 781), with 'Other household waste' (up 448) and 'Construction / demolition / excavation' (up 176). The areas that have seen the biggest decreases in the number reported were 'Other (unidentified)' (down 45), 'Animal carcass' (down 16) and 'Other commercial waste' (down 9).

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.

As part of the Climate Strategy, there has been an initial meeting to discuss a proposed Somerset wide project aimed at combatting fly tipping.

The problems associated with fly tipping are becoming more of a key issue particularly in Mendip, which has a significantly higher number of incidents, compared to other parts of the County. This project is being led by Officers from Sedgemoor and South Somerset districts, with the aim to look at best practice around the country and see if there is something suitable being used elsewhere that could be adopted for use in Somerset.

The Somerset Waste Partnership is taking an active part in this project and further information will become available as the project progresses.

What will future success look like?

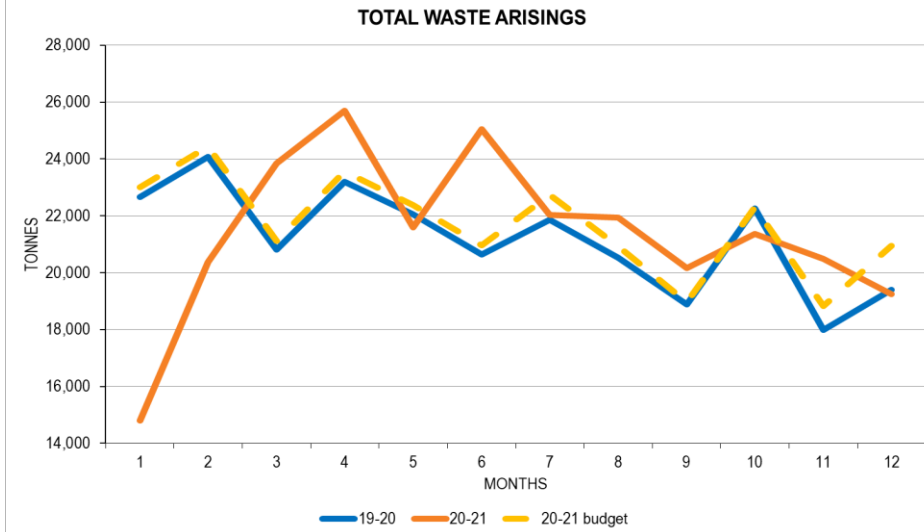
- 1) Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 2) The successful development and adoption of a suitable scheme to help combat and therefore reduce fly tipping across Somerset.
- 3) As a result of this project year on year reduction in the numbers of fly tipping incidents across all Districts in Somerset.



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 Outturn 2020-21. 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 £148k. The effect of Covid-19 has increased demand on the recycling kerbside service and covid secure ways of working have increased the contractor cost of providing this service. District have provided funding of £480k during the year to cover the cost of the first lock down. The summer covid recover period was during the first phase of recycle more out so all costs are included in the roll out costs. For the second lockdown period contractor costs amounted to £290k and these are included within the year end overspend position.

In addition Covid-19 has delayed the full roll out of recycle more which has had calculated a cost impact of £1,825k to the District partners; this has been fully funded by District partners.

There will be an ongoing resourcing requirement for Covid-19 which will increase the Recycle More roll out costs, also the recycling material sale values have fallen (though these have started to recover); both of these will negatively impact on the breakeven point.

**Disposal budget:** The outturn for the year is an underspend of £636k. This includes an underspend balance of £113k on the schools collection service. This was due to the shutdown of schools delaying the implementation of enhanced recycling service, with this balance requested as a carry forward into 2021-22. The net cost of Covid-19 for the year was £919k which includes a calculated value for the delay in rolling out Recycle More of £510k. This cost has been fully funded by SCC with money received from MHCLG, so does not impact on the outturn position.

The tonnage mix has been different this year, with the earlier suspension of services and people's lifestyles changing dramatically. Tonnages at the kerbside have remained high for both food and dry recycling, which we would expect to see as a result of the "slim my waste feed my face" campaign at the end of last year and the start of the Recycle More service and public attention this has invoked. Tonnages at recycling sites have returned to more normal levels for the end of the year.

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.
- 4) Cost have been separately identified for both Covid-19 and the roll out of Recycle More, enabling the correct allocation of funding. All Recycle More costs have been included with in the breakeven model enabling the project to be tracked from a financial basis and the breakeven point updated on a regular basis for partner financial planning.

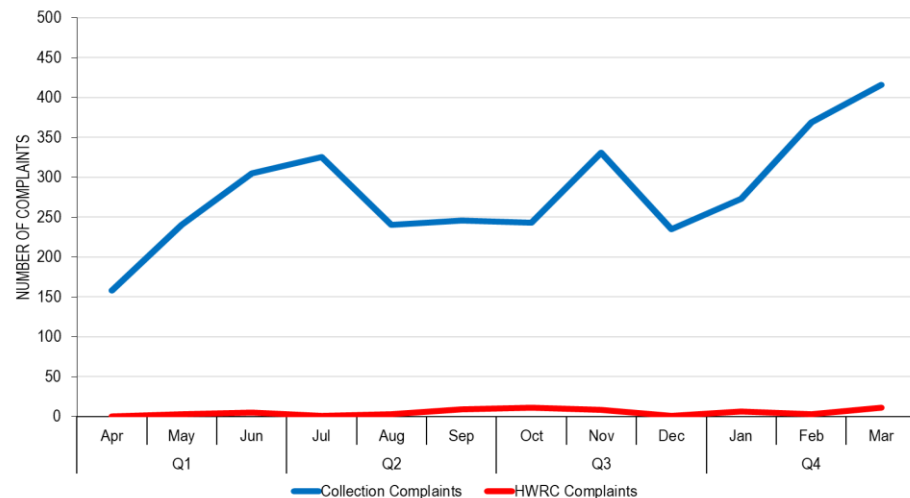


Why do we measure and report this?

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?

COMPLAINTS Q4 2020-21



Key highlights in performance

SWP have been working with our contractors and software developers to improve the reliability of My Waste Services, 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 have introduced a new mechanism and IT interface for Garden Waste payments. On the whole the new interface is working well, giving the desired outcome of better data quality and the ability for the customer to have rolling year subscriptions. SWP have in housed the payment through SCC's Adelente payment gateway.

Covid related absenteeism caused significant service disruption, particularly prevalent at Evercreech depot servicing MDC and SSDC. This led to a significant rise in complaints. Suez have worked hard to increase agency availability to make service delivery more reliable.

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.

Recycle More was introduced to nearly 200 flats and apartment sites in Mendip District Council during February and March.

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

- 1) The SWP Garden Waste payment mechanism and rolling year subscriptions fully implemented across all districts, and garden waste renewal activity completed. SWP are moving away from using stickers as proof of payment for Garden Waste Services, instead relying on data held within crew devices.
- 2) A large Scale Garden Waste re-route is due to occur from May the 10th, the purpose of the reroute is to make the existing routes more cost effective, efficient and less polluting.
- 3) Ensure that the customer service teams are geared, trained and ready for Recycle More in South Somerset District during July.
- 4) Ensure that all data and systems are up-to-date ready for the South Somerset transition to Recycle More
- 5) To ensure that bottle necks surrounding customer transactions and container deliveries are cleared and suitable and sufficient resources are made available to allow us to make the service transition as seamless as possible.

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. Delivering Communications and Engagement in support of Recycle More Phase 2 & 3

- Developing and printing materials for Mendip communal roll-out.
- Distributing the warm-up postcards and detailed residents letters to approx. 3.5k residents.
- Planning for SSDC roll-out, including briefing dates and building stakeholder lists.
- Briefing packs reviewed/updated for SSDC and send to political and community stakeholders.
- 2 Q&A / briefing sessions with district and county councillors.
- Develop and launch Customer Survey for Mendip.
- Commissioned translation of key documents into 3 key languages.
- Recycling site banners collected, updated and distributed to five South Somerset sites.
- Procurement for printing and distribution of materials for Phase 2 (and in some cases Phases 3 & 4).

#### 2. Wider Communications and Engagement

- PR / social media new lockdown restrictions, disposal of COVID LFT kits, changes to Easter Collections, summer hours, garden waste renewals.
- Significant support for Jan / Feb incompleteness issues - social media group posting, alerting stakeholders.
- March Your Somerset content prepared - Recycle More, do it online, recycling advice, summer hours, Covid safety & SAW.
- Website information regarding prices and opening hours.
- PR / Social media Covid recycling site restrictions and reminders, 6am collections.
- Progressing Somerset recycling A-Z.

### Highlights

#### Facebook

28/01/2021 6am starts for January  
 11/03/2021 Tesco soft plastic collection points  
 02/01/2021 Missed collections Street & Yeovil  
 11/01/2021 Recycling site Covid safety restrictions  
 08/03/2021 Missed collections

#### Twitter Topics

11/03/2021 First cartons from Recycle More  
 02/01/2021 Saturday collections  
 19/03/2021 Garden waste renewals now  
 17/03/2021 Mendip 15 week figures  
 16/02/2021 Rubbish truck fire caused by laptop battery

### Key figures

#### Social Media

Facebook followers:	13,459	Start Jan	14,711	End Mar
Twitter followers:	2,988		2,941	

#### Website Hits

Jan	242,134	Page Views	199,483	Unique
Feb	169,265		135,495	Page Views
March	218,502		169,399	

#### Sorted e-zine

Jan	9,961	Delivered	6,687	Opened
Feb	NA		NA	
March	9,937		6,866	

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

### Future actions

#### Engagement

- Delivery of communications for Recycle More roll-out to South Somerset.
- Reviewing and updating Recycle More materials and content, for Taunton Deane and Sedgemoor / West Somerset.
- Detailed planning for communications and engagement for Recycle More Phases 3 & 4.
- Continue development of a Somerset recycling A-Z of materials (exploring potential chatbot element).
- Move to new distribution software for distribution of Sorted e-newsletter.
- Review End Use Register infographic, design and promote to raise awareness of 2020-21 progress.
- Begin detailed work on signage review.
- Engagement with schools regarding Recycle More and other education-based actions.
- Scope the schools 'eco-schools' grant, plan promotion with schools.

#### Engagement

14.1k  
 6.5k  
 2.9k  
 2k  
 966  
 90  
 69  
 64  
 44  
 40



## 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.

