

Joint Scrutiny Panel of Somerset Waste Board (virtual meetings) Wednesday 23 June 2021 2.00 pm



SUPPLEMENT TO THE AGENDA

To: The Members of the Joint Scrutiny Panel of Somerset Waste Board (virtual meetings)

We are now able to enclose the following information which was unavailable when the agenda was published:

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| Item 4 | Minutes from the previous meeting held on 12 February 2021 (Pages 3 - 10) The Committee is asked to confirm the minutes are accurate. |
| Item 6 | Constitutional Matters, Waste Board Membership and Meeting Dates 2021/2022 (Pages 11 - 18) To Consider the report. |
| Item 7 | Finance update Q4 2020/2021 (Pages 19 - 38) To consider the report. |
| Item 8 | Performance Monitoring Report Q4 2020/2021 (Pages 39 - 66) To consider the report. |
| Item 9 | Recycle More update (Pages 67 - 76) To consider the report. |
| Item 10 | Update on decarbonising Somerset Waste Partnership Operation (Pages 77 - 84) |

Item Joint Scrutiny Panel of Somerset Waste Board (virtual meetings) - 2.00 pm
Wednesday 23 June 2021

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| | To receive the report. |
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| Item 11 | Update on Schools: Education and Behaviour Change (Pages 85 - 94) To receive the report. |
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| Item 12 | Update on National Waste and Resources (Pages 95 - 104) To consider the report. |
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Published on 18 June 2021

Democratic Services, B3E, County Hall

Joint Scrutiny Panel of the Somerset Waste Board

Minutes of a Meeting of the Joint Scrutiny Panel of the Somerset Waste Board held virtually via Microsoft Teams on Wednesday 10th February at 2.00 pm.

Present: Cllr A Trollope-Bellow (Chair), Cllr M Dunk (Vice-Chair), Cllr B Hamilton, Cllr Liz Leyshon, Cllr T Munt

Other Members Present: Cllr D Hall, Cllr S Dyke (South Somerset District Council)

Apologies for Absence: Cllr C Hull

Declarations of Interest - Agenda Item 2

There were none declared.

Minutes from the Previous Meeting on 2nd December 2020 –Agenda Item 3

The Panel agreed the minutes as an accurate record.

Public Question Time - Agenda Item 4

There were no public questions.

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide a verbal update on the Performance Report Quarter 3 October 2020 to December 2020. This report summarises the key performance indicators for the period from October 2020 to December 2020 and compares these to the same period last year.

The following was highlighted:

- Business Plan: Recycle More had been successfully implemented in Mendip following completion of the remodelled Evercreech Depot which opened in mid-October 2020.
- Waste Minimisation: Overall household arisings were down by almost 950 tonnes, or 0.54% compared to the same period in 2019-20. This was made up of an increase in kerbside arisings of just over 6,600 tonnes and a reduction at recycling centres of slightly over 7,550 tonnes
- It is worth noting that the response of people in Somerset to how they look after their waste during lockdown has been favourable compared to the national average (data from NAWDO spell out), with kerbside refuse going up by less than average and recycling (particularly food) going up by more:

(Joint Scrutiny Panel of Somerset Waste Board- Wednesday 10th February 2021)

- Recycling: Recycling rate remained below that of Q3 last year at 52.76% (1.62% lower than 2019-20), a result of the ongoing effects of Covid-19.
- End use: SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. In Q3 just over 97.0% of materials stayed in the UK, with the amount that was reprocessed in Somerset also being more than 54.0%.
- Missed collections: There was a decrease in missed collections in Q3, compared to Q2 (0.419 per 1,000 collections against 0.588 in Q2), which shows the successful outcome of the work put into reducing this number by both SWP and SUEZ staff
- Risk: In addition to the corporate risk register there are detailed risk registers for Recycle More and Covid-19.
- GDPR: As agreed at the December Board there will be a report to the Board at each meeting on progress in implementing the agreed actions that resulted from the internal audit

A Panel member asked a question regarding the quarter 4 position and collections complaints

It was explained the number of cases of missed collections in Mendip area is decreasing. There were various different reasons for staff sickness for example at the beginning of the week staff had been contacted via the Covid track and trace and had to self-isolate but it was uncertain if this information was correct or there was a time lag in the system. SWP has seen particular pressure and depending on the type of work it was much harder to cover in some roles for example a significant number of drivers affected has had an impact on collections.

The Joint Waste Scrutiny Panel considered and commented on the the report and recommended that Somerset Waste Board note the performance results in the Third Quarter 2020/21 Performance Management Report.

The Chair invited Strategic Finance Manager Christian Evans to provide a verbal update on the financial performance against the approved Annual Budget for the first 9 months of the current financial year from April to the end of December.

The following was highlighted:

- Overall, the end of December position shows that the Somerset Waste Partnership budget is forecast to be overspent by £18,000 (0.04% of the current budget).
- Covid-19 costs are being charged to all partners as appropriate so are not included in the reported forecast outturn position. All partners include

these Covid-19 costs on their individual MHCLG returns. The total Covid-19 additional spend for Somerset Waste Partnership committed as at the end of December is £2,984,300 (£698,000 SCC, £2,286,300 District Partners). This is for the delayed roll out of Recycle More, re-opening of HWRC sites and associated costs, changes to tonnages, additional collection costs and head office costs such as PPE and the undeliverable element of the Slim my Waste, Feed my Face campaign.

- The collection position is £134,000 underspent, which is an improvement of £54,000 from the £80,000 underspend reported at the December Board, this does however still include some elements that through ongoing analysis of recycle more spend will be attributable to the recycle more reserve as agreed previously by the board.
- The waste disposal figure as at the end of December showed an overspend of £151,000 which is an adverse movement on the figures reported to the December Board of an underspend of £332,000.
- The Annual Budget reflects the latest information regarding garden waste customers, bulky collections, containers and other contract cost changes.
- The SCC savings built in to the 2020/21 budget total £361,100. All these savings have either been made or are on target to be achieved by the end of the financial year except for 20% of the Slim my Waste, Feed my Face saving.
- . No savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded.
- The prices which recycle is achieving have dropped significantly since the = original forecasts and so despite more recycling and keeping 98% of it in the UK, it is likely that this means that anticipated breakeven point forecast for quarter 2 of 2022/23 will slip later in the 2022/23 financial year

The Panel asked a few questions including

Further explanation on the County and district recycling credits.

The Strategic Finance Manager explained the recycling credits showed that £471,000 was what the County Council had to pay to the districts for all of the recycling. Somerset Waste Partnership Managing Director confirmed a large proportion of the garden waste income received was prior to 1st April which was returned to Mendip District Council as part of their surplus at outturn for 2019/20. There will be a change to this in future because the garden waste payment will be managed centrally. Work is still ongoing and reviewing the model understanding the approach for recycling credits.

The Joint Waste Scrutiny Panel considered and commented on the report and recommended that the Somerset Waste Board:

- **Note the summary financial performance for 2020/2021 to date as contained in this report, and how this will impact on the budgetary requirements for 2021/2022.**

- **Approve a final budget of £47,045,658 for 2021/2022 as set out in Appendix 1 taking into account the savings requests from the County Council as set out in paragraph 3.2.**

90 **Somerset Waste Partnership Business Plan 2021-2026**– Agenda Item 8

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide a verbal update on the Somerset Waste Partnership Business Plan 2021-2026. The draft Business Plan for partner consultation was approved by the Somerset Waste Board (SWB) on 4th December 2020. This report updates the board on the partner consultation and seeks approval to the final Business Plan 2021-26.

The following was highlighted:

- The consultation undertaken in the table is shown in 3.1.
- Somerset Waste Partnerships business plan explains how SWP will work towards their Vision over the next five years, with a particular focus on next year. It contains three outcomes, beneath which sit a range of inter-linked activities which contribute to these outcomes:
- SWP/Suez leased supervisor vans initially so that advantage could be taken of maturing technology to procure electric vans suitable for operation across Somerset.
- Suez asked for nomination to national charity and agreed to donate to the chosen charity Raft charity £500 and £1500 to Waste Aid and there was also a suggestion from staff in Somerset that some funding is given to a local children's hospice.

The Panel asked a number of questions including;

There has been debate about the energy from waste reduction and carbonising and whether the carbon capture and storage technology would be beneficial; when will there be a reduction in; what is the recycling rate target for the Somerset waste partnership in 2030;; The environmental challenges SWP ability to implement and whether this is financially related or not; Suez are the subject of a hostile takeover bid by Veolia and Viridor's owners (KKR) are restructuring their business. How will this effect SWP; Will SWP benefit from battery operated vehicles:

Somerset Waste Partnership Managing Director explained SWP priority to reduce waste and decarbonize however there will be an increase in plastic over time. The plan is to make the Avonmouth plant as efficient as possible to capture the carbon. The science behind this is and the practicalities involved as well as sharing data on emissions will be in place for an update at June's meeting. In terms of a target for recycling rate in 2030, primarily because of the delays in national consultation this is currently delayed , there will be a focus on carbon

intensive materials rather than just heavy materials. SWP report quarterly updates on end use to the board

SWP are a small team 20 to 25 with limits on what can be done. SWP have agreed with Suez we will use funds to support with the development of an EU strategy to have no further delays. At the moment SWP are working on a business case for an electrical fleet with considerations about money, carbon power and creative thinking to overcome barriers. There is uncertainty of the outcome with Vidor and Suez, SWP standards will still be maintained whether there are different owners and the contract is sufficiently robust to cover a wide range of different scenarios.

Trials for electric battery powered refuse vehicles are taken place. A Suez representative would be coming to a future meeting to talk more about this. The developments in this area were being followed closely so that a decision to move into this area would happen when it would be best for Somerset.

The Joint Waste Scrutiny Panel considered and commented on the report and recommended that the Somerset Waste Board:

- **Notes and considers feedback from the partner consultation process as set out in paragraph 3.1**
- **Approves the Business Plan 2021-2026, noting the significant ongoing risk of Covid-19 to implementation of the Business Plan**

91 Somerset Waste Partnership Advice and Support and Enforcement Policy

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide a verbal update on the Advice and Support and Enforcement. The report set out the proposed steps to approve and implement it.

The following was highlighted:

- With the start of the new collection contract there were more options to identify issues and provide advice and support to residents, helping to resolve problems before they become serious issues:
- Use of in-cab technology - Crews can identify, photograph and record all resident non-conformances with the service rules, such as contaminated recycling, excess waste and additional unauthorised bins.
- The systems can record how many times a customer has been tagged (where the customer needs to take action) and if the customer is tagged multiple times for the same issue within a period of time then a letter can be sent and an officer visit arranged to help the customer overcome their difficulties.
- Once the Policies are approved by SWB, then the final sign off for the delegations can happen at the Districts and the Advice, Support and Enforcement policies will start being used. This does not mean that officers will immediately start issuing fixed penalty notices, as before this can

happen, there needs to be a strong, clear evidence trail of persistent problems, and efforts that have been made to resolve them.

The Joint Waste Scrutiny Panel considered and commented on the the report and recommended Somerset Waste Board note the progress made and agreed the proposed approach for sign off.

92 **Recycle More Update**

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide a verbal update on Recycle More. The first phase of Recycle More was rolled out to around 52,000 homes in Mendip on 26 October as planned. This report set out the successful roll-out, lessons learnt, and updated on the approach to future roll-out phases, noting that risks remain (especially due to Covid-19).

The following was highlighted:

- Updated tonnage figures for the first 8 weeks of Recycle More were set out. This eight-week period runs to Sunday 20th December, to avoid data which include the post-Christmas period, as it wouldn't provide an accurate picture on the impact of Recycle More alone.
- Every time SWP has rolled out a major service change it has phased the changes as it is not practical or desirable to make a change to 250,000 households recycling and waste collection services at one time.
- As agreed by the Board in July 2020, communal properties in Mendip were not included within phase 1, but the plan to extend the range of materials that can be recycled on 8 March 2021 (adding plastic bottles, pots, tubs and trays and ensuring all can recycle cardboard, on top of paper, glass and metal existing recycling). For phases 2-4 there will be a roll-out of communal services at the same time as kerbside changes. This may need to be reviewed dependent upon the Covid-19 pressures on waste services nearer the time.
- Recycle More will ensure that all communal properties where there is space will be able to recycle glass, paper, metal cans, cardboard and plastic bottles, pots, tubs and trays. Where properties use the existing kerbside food waste service this will be retained. The plans are for a roll out of the communal food waste service during 2022.
- There are a total of 3,270 households which are communal properties across 210 properties/sites – mostly flats, HoMOs and retirement developments.
- Most have communal collections from a shared space. Picked up when 80% full, usually every 2 weeks (some more often).
- SWP's website has had a dedicated page on Recycle More for many months, and content has been regularly updated and added to. It has been used to host information and guidance, video and animation content and an FAQ.

The Panel discussed about the successful roll out in Mendip with Recycle more and the communication that had gone out ahead. It was asked about the confidence at Somerset Waste Partnership for the next phase and how prepared they are and also the challenges that SWP have had with the impact from COVID-19 in areas in relation to the track and track app. The problems that have occurred in the Frome area and to highlight to the local councillors so they can help with communicating information to residents ; How much the pandemic has affected the figures in the recycling rates.

Somerset Waste Partnership Managing Director said lessons had been learnt with the Recycle more roll out and SWP are confident with the next phase. Officers were gathering together information for the briefing pack that will go to the members of South Somerset which will include some of those testimonials from councillors. In the Frome area it was particularly hard with significant numbers of absent staff or drivers and the difficulty of covering due the current situation with COVID-19.

SWP will send out a press release about COVID-19 and missed collections due to staff sickness or absence and how the community can help.

SWP Head of Communications and Engagement, Mark Ford explained the recycling figures shown in the presentation that had been taken during the pandemic made it difficult to isolate the difference Recycle More had made. . It would take 12 months to have more of an accurate idea of the effect on the recycling rates.

The Joint Waste Scrutiny Panel considered and commented on the report and recommended that the Somerset Waste Board:

- **note the successful progress made in implementing Recycle More,**
- **note the update on planning for future roll-out phases (and the ongoing risk due to Covid-19)**
- **agree to defer the roll-out to Somerset's schools given the impact of Covid-19**

93 **Somerset Waste Board Forward Plan**– Agenda Item 9

The Panel agreed the current Somerset Waste Board Forward Work Plan

94 **Any Other Urgent Items of Business** - Agenda Item 10

There was none.

(The meeting ended at 3.17pm)

CHAIR

Somerset Waste Board
25 June 2021
Report for decision



Waste Board Membership, Meeting Dates 2020/21, and Meeting Procedures

Lead Officer: Scott Wooldridge, Monitoring Officer and Strategic Manager for Governance and Democratic Services

Author: Julia Jones, Governance Specialist – Democratic Services

Contact Details: jjones@somerset.gov.uk

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| Forward Plan Reference: | |
| Summary: | <p>The report sets out changes to board membership for 2021/22 following agreement of each partnership organisation and also the proposed meeting dates for the Board up to June 2022.</p> <p>In addition, it also sets out the meetings procedures for the Board now that that the emergency legislation which allowed virtual meetings has come to an end and the requirement to operate under the 1972 legislation and revert to face to face meetings. The Board should acknowledge the need to operate under the basis as Somerset County Council is the administering authority for the Board.</p> |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:</p> <ol style="list-style-type: none">1. Notes the revised Board’s membership for 2021/22 and Joint Scrutiny Panel of Somerset Waste Board set out in Section 2 and the need for induction training for new members.2. Agrees the Board meeting dates for 2021 and 2022 set out in section 3.3. Acknowledges the need for the Board to again operate under the 1972 legislation and that if is required to return to face to face meetings. |

1. Background

- 1.1.** Since 1992 the Somerset Waste Partnership has improved working arrangements in waste management across the County. In 2007, the partner authorities (comprising Somerset County Council, Mendip district council, Sedgemoor district council, South Somerset district council, Taunton Deane borough council and West Somerset council) agreed to establish the Somerset Waste Board as a Joint Committee with an Administering Authority. The Partner Authorities delegated responsibilities for waste collection, waste recycling, and waste disposal to the Waste Board.
- 1.2.** The legal powers to constitute a Joint Committee and discharge the Partner Authorities' statutory waste functions and responsibilities to it are in Sections 101 and 102 of the Local Government Act 1972, and the Local Authorities (Arrangement for the Discharge of Functions) (England) (Amendment) Regulations 2001 made under Section 20 of the Local Government Act 2000.

A Joint Committee does not have a separate legal personality and as such is not able to hold contracts or employ staff. In this instance a well-established solution is that one of the authorities becomes the 'administering authority' for the purpose of holding contracts and employing staff.

- 1.3.** The Board has a Constitution and there is also an Inter-Authority Agreement which sets out how the partners work together and how costs are shared amongst partners.
- 1.4.** The Constitution sets out the membership of the Waste Board, its functions and voting arrangements. Each of the five Partner Authorities is represented on the Board by two Elected Members, one of whom is the Portfolio Holder for Waste and/or Environment functions. The 10 elected members on the Waste Board are supported by officers from Somerset Waste Partnership, the Administering Authority (Somerset County Council) and from partners.

There will be a requirement for officers to ensure any new members benefit from an early induction and training regarding the Waste Partnership and Waste Board Business Plan priorities, services, meeting procedures and standing orders.

2. Minor Amendments to the Inter-Authority Agreement

2.1 As the Board are aware, an action from our GDPR readiness audit was to update the Inter-Authority Agreement (IAA) in line with this legislation. SWP's Data Protection Officer is working with SWP, legal and all our partners to agree the content of this amendment. As part of a periodic review of the IAA we have also identified a number of other minor areas which require updating to ensure that they are in line with current legislation e.g. updating references to Equal Opportunities legislation. In addition the minor changes to ensure that the changes made to how we administer garden waste payments need reflecting in the IAA. None of these changes has any substantive effect different to what has already been agreed. SWP will follow the process set out in Clause 30 of the Constitution (seeking unanimous agreement from partner authorities in writing) with the usual consultations with SMG, s151 and other relevant officers ahead of that.

3. Somerset Waste Board Membership 2021-22

3.1. The Board membership for 2021/22 is as follows:

3.2. Mendip District Council

Matthew Martin
Tom Ronan

3.3. Sedgemoor District Council

Andrew Gilling
Janet Keen

3.4. Somerset County Council

David Hall
Clare Paul

3.5. South Somerset District Council

Tim Kerley
Sarah Dyke

3.6. Somerset West and Taunton Council

Andy Sully
Dave Mansell

3.7. The Joint Waste Scrutiny membership for 2020/21 is as follows:

Mendip District Council

Janine Nash
Michael Dunk

Sedgemoor District Council

Ian Dyer
Hilary Bruce

Somerset County Council

Liz Leyshon
Tessa Munt

South Somerset District Council

Robin Bastable
Brian Hamilton

Somerset West and Taunton Council

Anthony Trollope-Bellew
John Hassall

4. Board Meeting Dates for 2021 and 2022

4.1. The Board is requested to approve the following Board meeting dates for 2021 to 2022:

| 4.2. | 2021 | 2022 |
|-------------|--------------|--------------------|
| | 24 September | 11 February |
| | 10 December | 11 March (reserve) |
| | | 24 June |

4.3. All meetings to be held at 10 am and will be held in a committee room in one of the partnership board authorities. Details of this will be updated nearer the meeting date.

Agendas and papers will be published five clear working days before the meeting. Details of any proposed key decisions for consideration by the Board are published in advance via the Waste Board's Forward Plan which can be viewed on the County Council's website. The meetings for Joint Scrutiny Panel of Somerset Waste Board will be held a couple of days before the board meeting.

5. Meetings Procedure and Guidance

5.1. Background

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 which enabled local authorities to hold remote 'virtual' meetings expired on 6 May 2021. Meetings of Somerset Waste Board operate under the 1972 legislation and the requirement is that meetings are held at a venue and members must attend in person.

5.2. Current Government Guidance

At the time of writing this report, the current social distancing guidelines from the Government are for people to keep a 2-metre distance from anybody they do not live with or at least 1m with additional mitigations. We will update members of a change in guidance and advice as and when we receive this. We must also be mindful of the host authority procedures for each meeting.

5.3. Accessing Meetings

Microsoft Teams is the virtual meetings solution that has been used for hosting remote / virtual meetings by Somerset County Council. It is hoped that we will be able to continue to use this method for meetings in addition to holding the meetings in a venue to assist with accessibility for those people who do not need to attend in person including presenting officers and members of the public who wish to watch the proceedings. This will be dependent on having the facilities and adequate resources at the meeting venue. Further guidance on this will be given ahead of the meeting.

5.4. Accessing Agendas and Reports

Democratic Services will continue to publish the agenda and reports for Board meetings ahead of these taking place on the Council's website and will notify councillors by email in line with usual practice.

5.5. Meeting Procedures

At the start of the meeting, the Democratic Services Officer will check all required attendees are present.

The Democratic Services Officer will also have details of any Members of the public attending and / or press. The public and press will be notified via the meeting information on the website that they will need to contact the Democratic Services Officer to obtain the link or code for the meeting.

The Chair will ask all Members and Officers to turn off all unnecessary microphones, unless they are speaking. This prevents background noise, coughing etc which is intrusive and disruptive during the meeting. Members would then need to turn their microphones back on when they wish to speak.

The Chair, who will use video when speaking will ask all participants to turn off their video cameras. It cannot be stressed enough how important it is to turn off the video (unless you are the Chair or speaking). This helps with call quality. There is no facility for the Democratic Services Officer to turn off other participants video (like you can with microphones) or even see who has their video turned on, so it is even more important that participants are aware of this.

Some of the meetings will be recorded by the Council in line with the current audio recording protocol. Participants will be asked to only turn on their microphones when they are invited to speak and keep their video functions turned off. This is good practice for all meetings, but especially important because the meeting is recorded. The recording is not like a webcast, because what is being recorded can be different to what you see on screen, even as a meeting organiser. So, participants could be being filmed, even if they are not speaking, simply by virtue of having their video switched on. It might be helpful to think in terms of switching the mic on and off at the appropriate times, just like it would be in the committee room.

When the Chair invites someone to speak at the meeting, the speaker should say whom they are for the benefit of everyone listening to the meeting so it is clear who is speaking at any point.

It is important that the chat function is used solely for this purpose or to raise a point of order, otherwise it is very distracting if other questions/conversations are happening within the chat, simultaneous to the meeting.

When referring to reports or making specific comments, Councillors should refer to the report and page number so that all Members of the Board have a clear understanding of what is being discussed at all times

5.6. Minutes of the Meeting

Following consent from the Board, the Chair will sign the minutes of the meeting as a correct record at the next scheduled meeting of the Board.

5.7. Public Participation

Participation by members of the public will continue in line with the current public participation scheme.

This can include speaking and / or asking formal questions and / or making representations at various Board in line with the scheme.

Provision must be made at the venue for members of the public who wish to ask a question or speak at the meeting. However, members of the public can also listen to or observe the proceedings of a committee. They are asked to contact the Democratic Services Officer to obtain a conference ID which will allow them to dial into the meeting.

When a member of the public is addressing a meeting, in line with the public participation scheme, they will be invited to speak at the appropriate time by the Chair.

Both they and the Democratic Services Officer will need to ensure their microphone is enabled so the meeting can hear them.

It must be switched off again after they have made their statement or asked their question.

5.8. Voting

The Chair may ask each Member (of the Board) to vote in turn. If this is the case, Councillors should express their vote verbally and the Democratic Services Officer will record the outcome of votes and announce these to the meeting.

5.9. Confidential or exempt issues

There are times when part of a council meeting is not open to the public, when confidential, or “exempt” issues – as defined in Schedule 12A of the Local Government Act 1972 – are under consideration. It is important to ensure that there are no members of the public at the meeting in person or at remote location are able to hear or see the proceedings during such periods of a meeting.

If there are members of the public and press that attempt to listen to the private / closed session part of the meeting, then the Democratic Services Officer will ask them to leave or, if necessary, virtually remove the participant from the meeting.

5.10. Disturbance from Members of the Public

In line with the council’s procedural rules, if any member of the public disrupts a meeting the Chair will ask them to stop and, if necessary, advise them that they may be asked to leave the meeting.

If that person continues to interrupt or disrupt proceedings the Chair can ask the Democratic Services Officer to remove them as a participant from the meeting.

5.11. Expectations

Operating Board meetings both physically in a venue and online will be

challenging. The following advice is suggested:

- Plan to do less; agendas and work programmes may need to change at short notice. Planning to do less in Board meeting than would be usual will provide flexibility when things don't go as planned;
- Take more time to prepare. Chairs and Board members will need to put more time into thinking about a meeting's outcomes;
- Take more time in the meeting. There will be a need to pause discussion, remind people of the process and the meeting's outcomes, and work to ensure that everyone is able to contribute.

Supporting Members

The amount of work to effectively Chair these meetings is likely to increase and report authors and presenting officers will need to be mindful of how they can support the Chair and Board in these new arrangements. This includes producing reports timely for publication, providing clear and easy to read information in presentations or slides that are viewable on small screens and being clear what is expected of them at formal meetings.

6. Background Papers

- 5.1** Waste Board Constitution which can be viewed at the following link - [Information about Somerset Waste Board](#)

Somerset Waste Board meeting
25 June 2021
Report for decision

Financial Outturn and Use of Balances 2020/21

Lead Officer: Mickey Green, Managing Director and Christian Evans, Strategic Finance Manager.

Author: Sarah Rose, Finance Service Manager.

Contact Details: cevans@somerset.gov.uk

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| Forward Plan Reference: | 11.06.2021 |
| Summary: | <p>A Joint Committee such as the Somerset Waste Board is not required to produce full statutory accounts in accordance with the CIPFA Code of Practice or undergo a full external audit. It was agreed by the Board that we would bring a report and summary financial statements to the Annual General Meeting.</p> <p>As part of the end of year financial reporting, we ask the Board to approve the proposed use of balances held as at 31 March 2021.</p> |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:-</p> <ol style="list-style-type: none"> 1. Notes the financial outturn position of the Partnership overall and the individual partners' balances at year end, and the summary accounts for 2020/2021 as presented in Appendix A. 2. Approve the recommendations of the partner authorities (as summarised in Appendix B), as to the use of the individual surpluses and deficits as at 31 March 2021. 3. Notes the outturn position of the Recycle More fund in paragraph 2.4. 4. Approves the proposed approach to using our internal audit support as set out in Appendix C. |
| Reasons for recommendations: | The Board, as those charged with governance, need to be aware |

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| | <p>of the final financial performance of the Somerset Waste Partnership for 2020/2021, and some of the key reasons behind the performance.</p> <p>It is for the Board to approve recommendations of the partners as to the usage of any useable balances at the end of the financial year.</p> <p>In accordance with previous internal audit recommendations, officers provide in-year financial information for the Board alongside the regular Performance Monitoring reports as they are complementary reports.</p> |
| Links to Priorities and Impact on Annual Business Plan: | <p>The Annual Budget is entirely linked to the Annual Business Plan and sets out the financial resources required to deliver the plan and the waste collection and disposal services that have been delegated to the Somerset Waste Board. The financial outturn position will show how the Partnership has managed its resources as it delivered the Annual Business Plan.</p> |
| Financial, Legal and HR Implications: | <p>If the recommendations in this report are approved, particularly with regard to balances, the impact on each partner is set out in Appendix B.</p> <p>There are no specific legal or HR implications of this report.</p> |
| Equalities Implications: | <p>There are no specific equality impacts of this report.</p> |
| Risk Assessment: | <p>There are no risks associated with the recommendations above.</p> |

1. Background

- 1.1. The Board set its Annual Budget for 2020-2021 (originally totalling £47,894,210) at its meeting of 14 February 2020. Individual partner contributions, and the income and expenditure that are subsequently charged to each partner, are prescribed within our Cost Sharing Agreement.
- 1.2. The Annual Budget is predominantly spent on making payments to our main contractors, these were Viridor and Suez for 2020-2021.
- 1.3. A number of assumptions are made in the setting of each Annual Budget, such as the tonnage arising, amounts going through each disposal option,

household numbers, inflation, the amount of kerbside recycling achieved for recycling credits and the number of green waste customers. Some of these cost drivers are quite volatile and will account for the variations from budget reported below.

2. Financial performance and options for balances

2.1. The table below shows the variations from budget on all our major expenditure areas. **For the avoidance of any doubt, in the table below negative figures shown in brackets were underspent budgets and figures not in brackets were overspent budgets.** (A zero figure indicates that the line was on budget or that it was not a budgetary responsibility of that partner). Figures are rounded to the nearest £000.

Summary of budget variances

| | SCC £'000 | MDC £'000 | SDC £'000 | SSDC £'000 | SWaT £'000 | Total £'000 |
|--------------------------------------|--------------|--------------|--------------|---------------|---------------|----------------|
| Head Office | 70 | (2) | (2) | (3) | (3) | 60 |
| Disposal Costs | (571) | 0 | 0 | 0 | 0 | (571) |
| Collection - Recycling | 0 | 516 | 509 | 764 | 698 | 2,487 |
| Collection - Refuse | 0 | 692 | 690 | 1,037 | 932 | 3,351 |
| Collection - Garden | 0 | (257) | (301) | (402) | (382) | (1,342) |
| Collection Costs | 0 | (3) | 0 | (7) | (5) | (15) |
| Recycling Credits | 0 | 0 | 0 | 0 | 0 | 0 |
| Container Purchase & Delivery | 0 | (20) | (22) | (31) | (24) | (96) |
| Garden Income retained by partner | 0 | 142 | (63) | (83) | (116) | (120) |
| Other - includes balances to RM fund | (136) | (869) | (823) | (1,274) | (1,142) | (4,243) |
| | (637) | 199 | (11) | 1 | (42) | (489) |

| | |
|-------------------|-----|
| Recycle More Fund | 824 |
| Outturn Variance | 336 |

Overall, if we exclude the in-year spend on Recycle More, the total Partnership **underspend was £488,700** (1.02% of the original budget). The Recycle More project work was funded from a separate project fund. The reasons for the outturn variances to budget are set out in sections 2.2. and 2.3 below. Covid-19 costs were charged to all partners as appropriate so are not included in the reported forecast outturn position.

2.2. Collection Variations

The overall position for District partners was an overspend of £147,900. This was an adverse movement from the underspend position of £134,000 reported at the February Board, this movement was as a result of the work undertaken to

evaluate what elements of spend should be attributable to Recycle More. This is in line with the cost sharing principles for Recycle More as agreed by the Board and imbedded in the Inter-Authority Agreement. As highlighted previously to the board it was not possible to complete this in time for the projected outturn position reported for December at the February board.

The overspend position was in the main due to two factors, the final quarter of Covid-19 costs as detailed below of £291,000, offset in part by the underspend on garden waste income of £120,000. The balance was a number of other small budget variances.

A large proportion of the garden waste income for Mendip District Council was received prior to 1st April 2020 and this was returned to them as part of their surplus at outturn for the year 2019/20. This has been appropriately accounted for in their accounts and will form part of their income for 2020/21. Somerset Waste Partnership are now also collecting Garden Waste income for all other district partners. Therefore, as done with Mendip at the end of 2019/20 these are to be returned (subject to board approval) and will be accounted for appropriately by partners to reflect the year to which they are attributable.

As detailed in paragraph 2.5 below all partners were charged for their respective shares of Covid-19 costs for the partnership. The early covid-19 costs for the District Partners were previously billed however the collection contract costs for the final quarter were agreed by S151's to be included as part of the outturn position and recouped by the partnership in this way.

2.3. Disposal variations

The disposal position improved at the end of the year, resulting in an underspend on this budget area of £637,000. The movement from the position reported to the board in February was in part due to the application of Covid-19 funding to the remainder of SCC's share of Covid-19 costs and the movement of costs as a result of the work undertaken to evaluate what elements of spend should be attributable to Recycle More. This is in line with the cost sharing principles for Recycle More as agreed by the Board and imbedded in the Inter-Authority Agreement. As highlighted previously to the board it was not possible to complete this in time for the projected outturn position reported for December at the February board.

The underspend is largely due to reduced tonnages at the recycling sites due to their closure at the start of the financial year. Changes in kerbside tonnages were included in the balances attributable to recycle more. This was an increase in dry recycling and food tonnages at the kerbside diverting waste away from the more expensive residual waste disposal routes.

In addition, the outturn position also includes an underspend on the school's collection contract of £112,900 due to delays as a result of covid-19 to the roll out of enhanced recycling provision to school. This balance has been requested to be carried forward to 2021/22 as part of Somerset County Councils outturn to enable the delayed work to be carried out in 2021/22.

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

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

All these savings were achieved by the end of the financial year except 20% of the Slim my Waste, Feed my Face saving which was funded through MHCLG Covid-19 funding as Covid impacted its deliverability.

2.4. Recycle More

The figures above do not include the Recycle More project. This was funded from the Recycle More Project Fund and where appropriate capital monies. For 2020/21 the net position for Recycle More was an overspend of £824,200. This leaves the project fund balance at the end of the year with a deficit of £964,200.

Recycle More was forecast to breakeven during the early part of quarter two of 2022/23. At the February board it was highlighted to members that this would now be later in the 2022/23 financial year. As promised further work was done to update the breakeven position and it was reported to a joint meeting of S151's and SMG in April that the breakeven is now anticipated to be in quarter three of 2022/23. This position is as a result of updated information on recycle yields and income and actual roll out costs incurred.

There are still some unknowns which could impact the breakeven position such as the demand for replacement containers and the ongoing impact on materials sales values. We will continue to regularly review this as roll out continues. We still expect to deliver the original forecast saving of over £2m per annum across all partners.

As previously agreed, no savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded and breakeven point is reached. The anticipated savings figures have been shared with s151 Officers for inclusion in each partners MTFP process.

2.5 Covid-19

It was agreed that all partners would be charged for their respective shares of Covid-19 costs for the partnership. All partners included these Covid-19 costs on their individual MHCLG returns. The total Covid-19 additional spend for Somerset Waste Partnership for 2020/21 was £3,003,800 (£697,400 SCC, £2,306,400 District Partners). This was for the delayed roll out of Recycle More, re-opening of HWRC sites and associated costs, changes to tonnages, additional collection costs and head office costs such as PPE and the undeliverable element of the Slim my Waste, Feed my Face campaign.

There are not anticipated to be many additional costs as a result of Covid-19 in 2021/22 as we move towards a normal state of service delivery. However, for the first quarter of the year there are still costs with the collection contractor as a result of working within Covid-19 restrictions. It is estimated for the quarter that these will be in the region of £240,000. As with 2020/21 partners include these Covid-19 costs on their individual MHCLG returns and will be charged accordingly in line with the cost sharing principles set out in the IAA.

2.5. Use of Balances

The request for the use of District balances in Appendix B is made on the basis that the recycle more fund remains separate to the continuation budget.

3. Consultations undertaken

- 3.1.** The outturn position and use of balances have been discussed with District Partners.

4. Implications

- 4.1.** Should the use of balances be approved, District partners will be paid or will be required to pay back the sums as set out in Appendix B.

5. Background papers

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

Appendix A**SOMERSET WASTE PARTNERSHIP**

Profit and Loss Account

(Period 1 April 2020 - 31 March 2021)

| 2019/20 £ | | WDA £ | WCA £ | Total £ | 2020/21 £ | Notes |
|------------------|--|----------------|------------------|------------|----------------|-------|
| | INCOME | | | | | |
| 28,301,500 | Somerset County Council Contribution | 29,988,500 | | 29,988,500 | | 1 |
| 3,647,950 | Mendip District Council | | 3,157,678 | 3,157,678 | | 1 |
| 3,766,036 | Sedgemoor District Council | | 3,557,143 | 3,557,143 | | 1 |
| 5,459,003 | South Somerset District Council | | 5,199,071 | 5,199,071 | | 1 |
| 5,119,011 | Somerset West & Taunton Council | | 5,991,818 | 5,991,818 | | 1 |
| 2,521,658 | Recycling Credit Payments to Districts | | 2,614,820 | 2,614,820 | | |
| - | Materials Income | | 1,023,424 | 1,023,424 | | |
| 343,047 | Garden Waste Subscriptions | | 704,545 | 704,545 | | |
| - | Bulky Collections | | 120,990 | 120,990 | | |
| - | Covid 19 Funding | 922,500 | 2,306,398 | 3,228,898 | | |
| 756,312 | Other Income | 143,715 | 427,957 | 571,672 | | 2 |
| - | Schools Recharge | 381,000 | | 381,000 | | |
| 4,066 | Vehicle Sales and Rental | | 0 | 0 | | |
| 123,510 | Treasury Management | 19,708 | 0 | 19,708 | | |
| - | Recycle More Recharges | | 423,111 | 423,111 | | |
| 978,605 | Drawdown Recycle More Reserve | | 824,215 | 824,215 | | |
| 51,020,698 | | 31,455,423 | 26,351,170 | | 57,806,593 | |
| | EXPENDITURE | | | | | |
| 1,013,834 | Staff | 503,520 | 603,780 | 1,107,300 | | 3 |
| 54,719 | Admitted Body Pension Costs | | 69,000 | 69,000 | | |
| 411,556 | Admin & Support Costs (Client Group) | 170,660 | 209,246 | 379,906 | | 4 |
| 1,170,541 | Projects | 811,687 | 4,046,429 | 4,858,116 | | 5 |
| 9,493,599 | Waste Collection - Recycled | | 10,477,983 | 10,477,983 | | |
| 6,272,856 | Waste Collection - Refuse | | 8,010,222 | 8,010,222 | | |
| 2,775,520 | Waste Collection - Garden | | 1,829,983 | 1,829,983 | | |
| 286,344 | Waste Collection - Other | | 437,123 | 437,123 | | |
| 9,237,775 | Recycling Centres | 7,298,887 | | 7,298,887 | | 6 |
| 1,745,541 | Composting | 1,462,291 | | 1,462,291 | | |
| 1,448,533 | Food Waste | 1,660,699 | | 1,660,699 | | |
| 11,569,843 | Landfill | 15,757,387 | | 15,757,387 | | 7 |
| 308,425 | Hazardous Waste | 264,201 | | 264,201 | | |
| 2,535,404 | Recycling Credits | 2,621,382 | | 2,621,382 | | 8 |
| 259,835 | Depot Costs | | 244,780 | 244,780 | | |
| 426,652 | Container Purchases | | 442,603 | 442,603 | | |
| 213,863 | Container Delivery | | 127,894 | 127,894 | | |
| - | Schools Waste Collection Service | 268,099 | | 268,099 | | 9 |
| 49,224,840 | | 30,818,813 | 26,499,042 | | 57,317,855 | |
| 1,795,858 | OPERATING SURPLUS FOR THE YEAR | 636,610 | (147,872) | | 488,738 | |

| | | | | | |
|-----------|-----------------------------------|--|--|--|-----------|
| (139,995) | Balance held in Recycle More Fund | | | | (824,215) |
| 1,655,863 | Total Surplus for the year | | | | (335,477) |

Notes to the Income and Expenditure Statement

1. Partner contributions are set as part of the Annual Budget approved by the Board prior to the commencement of the financial year in question.
2. Other income includes depots recharges to Suez, transfers between partners, collection contract defaults and income received at recycling centres.
3. The Waste Partnership has made a commitment to show Managing Director's remuneration as senior officers' pay is shown as part of the individual accounts of the partner authorities. This is set out in the table below.
4. Under the Inter Authority Agreement, the Waste Partnership buys in a number of support services from the Administering Authority and the South West Audit Partnership where it would not be practical for it to provide the expertise within its staff. This is set out in the table below. Other costs on this line include rent, running costs at Broughton House and officer's travel.
5. Projects covers predominantly the Recycle More project and a small amount of spend from last years' Food waste project (slim my waste feed my face).
6. The expenditure shown on the Recycling Centres line includes the costs of providing the sites to the residents of Somerset, and also the recycling of the waste passing through these sites. Residual waste received at the sites is included under Landfill.
7. Landfill includes residual waste either sent to landfill or the energy from waste plant and the cost of managing closed landfill sites.
8. Recycling credits paid out by the County Council include some to third parties, such as furniture reuse groups. Therefore, this amount will always be slightly higher than the figure paid to District partners, because of these payments.
9. The Schools waste collection service now forms part of the main household waste collection contract.

Grant Income

| Grant Income | 2019/20 £ | 2020/21 £ |
|---|----------------------|----------------------|
| Department for Business - WEEE Collection | 4,562 | - |
| MHCLG Loss of Income Covid-19 Grant | - | 2,700 |
| Total | 4,562 | 2,700 |

Managing Directors' Remuneration - still to update

| Post Holder Information | Salary (inc fees and allowances) £ | Compensation for loss of office £ | Benefits in kind £ | Total wages and benefits but not including pension contributions 2018/19 £ | Employer's pension contributions £ | Total wages and benefits including pension contributions 2018/19 £ |
|-------------------------|---------------------------------------|--------------------------------------|-----------------------|--|---------------------------------------|--|
| Managing Director | 80,741.00 | - | - | 80,741.00 | 13,983.00 | 94,724.00 |

| Post Holder Information | Salary (inc fees and allowances) £ | Compensation for loss of office £ | Benefits in kind £ | Total wages and benefits but not including pension contributions 2019/20 £ | Employer's pension contributions £ | Total wages and benefits including pension contributions 2019/20 £ |
|-------------------------|---------------------------------------|--------------------------------------|-----------------------|--|---------------------------------------|--|
| Managing Director | 82,357.00 | - | - | 82,357.00 | 14,263.00 | 96,620.00 |

Support Services Costs

| 2019/20 £ | Support Costs Breakdown | 2020/21 £ |
|----------------|---------------------------------|----------------|
| 69,007 | Legal | 111,669 |
| 3,764 | Insurance | 3,447 |
| 81,490 | Finance | 81,490 |
| 11,845 | Internal Audit | 12,200 |
| 65,239 | Property Services | 73,605 |
| 20,136 | Other Services (including ICT), | 32,047 |
| 217 | Archiving of Records | 203 |
| 251,698 | Total | 314,661 |

SOMERSET WASTE PARTNERSHIP

Balance Sheet as at 31 MARCH 2021
(Period 1 April 2020 - 31 March 2021)

| 2019/20 £ | | £ | 2020/21 £ | Notes |
|------------------|--|------------------|------------------|-------|
| | CURRENT ASSETS | | | |
| 33,417 | Inventories | | 281,200 | 1 |
| 215,051 | Short Term Debtors & Payments in Advance | | 2,014,574 | 2 |
| 5,283,440 | Cash and Cash Equivalents | | 1,310,031 | |
| 5,531,908 | | | 3,605,805 | |
| | CURRENT LIABILITIES | | | |
| - | Cash and Cash Equivalents | - | | |
| 3,876,045 | Short Term Creditors & Receipts in Advance | 2,724,676 | | 2 |
| - | Provisions | 1,356,601 | | 3 |
| 3,876,045 | | 4,081,277 | | |
| | NET CURRENT ASSETS | | (475,472) | |
| - | LONG TERM ASSETS | | - | |
| - | LONG TERM LIABILITIES | | - | |
| 1,655,863 | NET ASSETS | | (475,472) | |
| | Usable Reserves | | | 4 |
| 1,283,417 | Somerset County Council | 636,610 | | |
| 376,927 | Mendip District Council | (199,342) | | |
| 51,294 | Sedgemoor District Council | 10,587 | | |
| 175 | South Somerset District Council | (1,181) | | |
| 84,045 | Somerset West & Taunton Council | 42,064 | | |
| (139,995) | Recycle More Fund | (964,210) | | |
| 1,655,863 | | | (475,472) | |
| - | Unusable Reserves | | - | 5 |
| 1,655,863 | TOTAL RESERVES | | (475,472) | |

- The only inventory carried by the Waste Partnership is a stock of various bins for the collection service. The balance sheet figure represents the amount of stock not yet distributed to District partners. Partners are not charged for bins until they are ordered and delivered to a household within their area. Stock purchases and issues are set out in the table below. The new containers for the Recycle

More roll out form part in the spend for this project and are excluded from this figure and the table below.

2. A breakdown of creditors and debtors is shown in the tables below. These represents a typical creditor and debtor list at any point in the year.
3. At the end of the financial year, finance staff consider whether there is any financial risk to the Waste Partnership's figures, and whether a provision is necessary to acknowledge a risk (a typical provision would be a bad debt provision, if payment of monies owing was considered doubtful).
4. All reserves held by the Waste Partnership are "usable", which means that they are cash reserves and can be applied as the Board and partners see fit.
5. "Unusable" reserves would be for accounting adjustments (such as asset revaluation), and it is unlikely that the Waste Partnership would ever require such reserves.

Stock Account

| | Bins & Containers | |
|---|-------------------|----------------|
| | 2019/20 £ | 2020/21 £ |
| Balance outstanding at start of year | 45,032 | 33,417 |
| Purchases | 390,899 | 690,386 |
| Recognised as an expense in the year | (402,514) | (442,603) |
| Written off balances | - | - |
| Reversals of write-offs in previous years | - | - |
| Balance outstanding at year-end | 33,417 | 281,200 |

Creditors and Debtors Analysis

| Creditor | Creditor Accruals 2019/20 | Creditor Accruals 2020/21 |
|--|------------------------------|------------------------------|
| Central government bodies | | |
| Other local authorities | | |
| Mendip District Council | - | 2,167 |
| Sedgemoor District Council | 18,000 | 88,332 |
| South Somerset District Council | 19,000 | 104,783 |
| Somerset West & Taunton Council | - | 124,044 |
| Other | - | - |
| NHS bodies | - | - |
| Public corporations and trading funds | | |
| Department for Business | - | - |
| Other entities and individuals | | |
| Viridor | 135,242 | - |
| Kier | 3,657,303 | - |
| Suez | - | 2,270,472 |
| Wessex Water | 24,500 | 58,700 |
| Other | 22,000 | 76,178 |
| TOTAL | 3,876,045 | 2,724,676 |

| Debtor | Debtor Accruals 2019/20 | Debtor Accruals 2020/21 |
|--|----------------------------|----------------------------|
| Central government bodies | | |
| Other local authorities | | |
| Mendip District Council | - | 201,509 |
| Sedgemoor District Council | - | 59,745 |
| South Somerset District Council | - | 88,964 |
| Somerset West & Taunton Council | - | 81,980 |
| OLA | - | - |
| NHS bodies | - | - |
| Public corporations and trading funds | - | - |
| Other entities and individuals | | |
| Viridor | - | 448,800 |
| Kier | 103,051 | - |
| Suez | 112,000 | 1,133,576 |
| Other | - | - |
| TOTAL | 215,051 | 2,014,574 |

Movement in Funds
(Period 1 April 2020 – 31 March 2021)

| | Balance at 31 March 2019 £ | Prior year balances repaid £ | Current year balances £ | Balance at 31 March 2020 £ | Prior year balances repaid £ | Current year balances £ | Balance at 31 March 2021 £ |
|---|-------------------------------------|---------------------------------------|----------------------------------|--|---------------------------------------|----------------------------------|--|
| Somerset County Council Fund | 1,266,691 | (1,266,691) | 1,283,417 | 1,283,417 | (1,283,417) | 636,610 | 636,610 |
| Mendip District Council Fund | 162,055 | (162,055) | 376,927 | 376,927 | (376,927) | (199,342) | (199,342) |
| Sedgemoor District Council Fund | 189,020 | (189,020) | 51,294 | 51,294 | (51,294) | 10,587 | 10,587 |
| South Somerset District Council Fund | 216,540 | (216,540) | 175 | 175 | (175) | (1,181) | (1,181) |
| Somerset West and Taunton Council | 226,566 | (226,566) | 84,045 | 84,045 | (84,045) | 42,064 | 42,064 |
| Recycle More Fund | | | (139,995) | (139,995) | - | (824,215) | (964,210) |
| Total Earmarked Funds | 2,060,872 | (2,060,872) | 1,655,863 | 1,655,863 | (1,795,858) | (335,477) | (475,472) |

Notes to Movement in Funds Statement

1. This statement ties up the balances at the end of each financial year on the Balance Sheet, the surplus and deficits in each year from the Income and Expenditure Statement, and the decisions made by the Board to apply such balances (a positive figure denotes where cash is held or when funds have come into the Partnership, such as an in year surplus, a negative number denotes where a balance is in deficit or where money leaves the Partnership, such as an in year deficit).
2. Columns headed "current year balances" show the surplus or deficit for a given financial year attributable to each partner.
3. Columns headed "prior year balances repaid" show where the Board has agreed a recommendation either to repay a partner, or to request it makes good a shortfall, or when it has released funds back to the Partnership to spend on specific projects.

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Appendix B

Partners' recommendations for use of individual surpluses and deficits

| | |
|------------------------------|--|
| All partners | To retain within the Somerset Waste Partnership the £824,215 deficit of the Recycle More project fund. |
| Mendip DC | To return the remaining balance of £199,342 to the Partnership. |
| Sedgemoor DC | To receive the remaining balance of £10,587 from the Partnership. |
| South Somerset DC | To return the remaining balance of £1,181 to the Partnership. |
| Somerset West and Taunton DC | To receive the remaining balance of £42,064 from the Partnership. |
| Somerset County Council | To receive the remaining balance of £636,610 from the Partnership. |

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Internal Audit Plan 2021/2022

1. Role of Internal Audit

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

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

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

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

There is a requirement for some annual checks of key financial systems (payroll, creditors, debtors, SAP HR), which we have continued to deliver via our key control audits for SCC.

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

1.2. 2020/21 Audit Plan

The 2021/21 Audit plan was as follows:

Data Quality Part One – Follow-Up Audit

Follow-up audit to review implementation of actions agreed from the

2018/19 Data Quality: Part One audit.

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

SWAP will review the degree of progress achieved since the previous audit report was agreed. **This has been signed off as reasonable assurance.** There are no fundamental issues brought up with this audit and we are comfortable we can introduce any recommendations required. The report was as we expected.

Data Quality Part Two – Follow-Up Audit

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

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

SWAP will review the degree of progress achieved since the previous audit report was agreed. **To be carried forward to the 2021/22 plan.**

GDPR Audit – Follow-Up Audit

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

These actions are still to be finalised due to the delays as a result of the impacts of Covid-19 on business as usual for the Somerset Waste Partnership. **To be carried forward to the 2021/22 plan.**

1.3. 2021/22 Audit Plan

The 2021/22 SWP annual plan is a total of 40 days audit, with five days allocated annually to SCC Key Control work (Creditors and Debtors), therefore leaving 35 days for the work detailed below, this plan will be reviewed after 6 months when there is more clarity around unitary.

Data Quality Part Two – Follow-Up Audit

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

This review focused on the transfer of data between the Somerset Waste Partnership and the Collection Contractor in relation to Customer complaints and missed collections. This will in effect be a whole new audit due to the change of contractor from Kier to Suez and therefore the use of different systems. This will take place in quarter 3 of the financial year.

GDPR Audit – Follow-Up Audit

Follow up audit to review the actions agreed from the 2019/20 GDPR Audit. This will take place in quarter 4 of the financial year. Progress against our GDPR action plan is reported to the board quarterly as part of the performance report.

These actions are still to be finalised due to the delays as a result of the impacts of Covid-19 on business as usual for the Somerset Waste Partnership but a review will be undertaken in October to check progress.

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Somerset Waste Board meeting
25 June 2021
Report for information



Performance Report Quarter 4 – January 2021 to March 2021

Lead Officer: Mickey Green, Managing Director

Author: John Helps, Performance & Insight Officer

Contact Details: 01823 625705

| | |
|--|--|
| Forward Plan Reference: | 11.06.2021 |
| Summary: | <p>This report summarises the key performance indicators for the period from January 2021 to March 2021 and compares these to the same period last year. The report aims to give a more rounded view of performance than the previous separate reports the board received and provide greater transparency and accountability. This period was significantly affected by Covid-19. A verbal update will be provided to the Board By SWP and senior SUEZ management on the current state of services and the prognosis for the near future given the severe service issues being experienced.</p> |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board notes the performance results in the Fourth Quarter 2020-21 Performance Management Report and discuss the current collection service issues and mitigation plans in place.</p> |
| Reasons for recommendations: | <p>Report for information only. Whilst this report sets out specific actions being taken to address areas of concern; the business plan sets out how we focus on improving performance. Understandably recent service performance has been a cause for serious concern for the Board, and hearing from SWP and directly from SUEZ senior management will give an opportunity to better understand both the causes for the service issues and the actions in place to address them.</p> |
| Links to Priorities and Impact on Annual Business Plan: | Transparency – Publishing Key Performance Indicators |

| | |
|--|--|
| Financial, Legal and HR Implications: | No direct financial, legal or HR implications. |
| Equalities Implications: | No equalities implications |
| Risk Assessment: | Areas of poor performance inform our overall risk assessment. A summary of risk is now included within each quarterly performance report, showing our top risks, new risks, changes in risks and mitigating actions. A no deal Brexit risk register has also been developed by SWP and shared with all partners. |

1. Background

1.1. As part of SWP's drive for continuous improvement, this report ensures that each quarter, Board Members receive an update on progress in delivering the business plan, key risks, health and safety, recycling metrics (including tonnage, percentage and national indicator suite), end use, missed collections, fly-tipping, financial performance (noting that a separate finance report is still provided) and communications/customers. New, this quarter are two additional pages giving an overview of the ongoing General Data Protection Regulation (GDPR) project and performance data for the Energy Recovery site at Avonmouth. Subject to the views of the board, we will continue to improve how we report performance in the future to the board.

2. Summary

2.1. Key headlines are:

- **Business Plan:** Roll-out of Phase 2 of Recycle More is due to start on Monday 28 June in South Somerset, with planning already underway for Phase 3 in Somerset West and Taunton (old Taunton Deane area). Work has also commenced on the construction of the remodelled Taunton Depot at Walford Cross, to be ready for the start of Phase 3 operations.
- **Waste Minimisation:** Overall household arisings were up by just over 6,000 tonnes, or 10.06% compared to Q4 in 2019-20, although was only up around 5,500 across the full year, showing how tonnages have picked up in Q4 compared to Q1-Q3. Factors driving this are the waste generated over the Christmas period and collected in January, but also probably due to slight easing of Covid restrictions and increasing garden waste tonnages.
- **Recycling:** Our recycling rate improved compared to Q4 last year at 52.36% (2.28% higher than 2019-20), although for the full year was slightly lower at 52.37% (0.49% down). This shows the situation improved in Q4 compared to the first part of the year, helped by increased recycling tonnages due to Christmas and the benefit of Recycle More in Mendip. There were increases 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 from 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).

- **End use:** SWP continues to see strong demand from UK based reprocessors for the high-quality materials we collect. For 2020-21 almost 98.0% of materials stayed in the UK, with the amount that was reprocessed in Somerset also remaining high at almost 51.0%. This meant that just over 3,000 tonnes of recyclate were reprocessed outside of the EU, with all this material being mixed paper & cardboard sent to Thailand, Turkey and Vietnam.
- **Missed collections:** We saw an increase in missed collections in Q4, compared to Q3 (0.902 per 1,000 collections against 0.832 in Q3). Missed collections levels continue to be monitored and are one of the standing performance measures discussed in weekly meetings held with SUEZ. We expect to see this drop off in performance improving over the coming months and to continue into the following quarters of 2021-22.
- **Risk:** In addition to our corporate risk register we maintain detailed risk registers for Recycle More and Covid-19. Risks have also been updated to reflect risks from the current Defra consultations.
- **Developer's guidance:** 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. SWP has responded to SWT's consultation on their local list, requesting that the guidance is added, as well as the Districts working together to provide standard pre-application guidance, with the SWP providing a paragraph as part of this. We are also looking for examples of good practice to provide as case studies.
- **Viridor:** It was announced on the 21 May 2021, that part of their business is to be sold to Biffa. Whilst Viridor propose to retain those services provided under the New Waste Treatment Facility Contract (NWTF2) including the provision of Avonmouth Energy from Waste plant (EfW), the two in county Waste Transfer Stations (Dimmer & Walpole) & Walpole Landfill, the rest of the service currently provided through the Core Services Contract (Recycling Sites, Compost Sites, Walpole AD & closed landfill management) is expected to transfer to Biffa over the next couple of months. Somerset County Council, as holder of the contract with Viridor, will consider the full extent of the novation proposal in due course. A verbal update will be provided at the meeting.
- **Suez:** Veolia and Suez have announced that they signed a combination agreement on 14 May 2021, following approval by their respective Boards of Directors of the latest terms for their merger. Further details will be provided in a verbal update at the meeting.

3. Collection service issues

- 3.1.** Whilst the last year of delivering services through Covid in a new contract has been an extreme challenge to SUEZ and SWP, there was a serious service degradation in May 2021 ongoing into June 2021. This resulted in significant numbers of dropped or incomplete rounds and a serious degradation in service quality as all attention was focussed on juggling insufficient resources to complete rounds as much as possible. This has put incredible pressure on our frontline staff. The primary reason for this is a nationwide shortage of HGV drivers, a situation made worse by Covid (which has meant a backlog of HGV driving tests and significantly increased competition for drivers), Brexit which has seen some drivers move back to EU countries and other changes affecting the HGV driver market (e.g. tax status), all compounding a pre-existing national shortage which the Board have previously discussed. Other local factors underlying the service issues will be discussed at the meeting, as well the intense efforts being put in to address the underlying issues, stabilise the service and hence bring service quality back to where we would all expect it to be.

4. Consultations Undertaken

- 4.1.** Consultation on findings in this report have been undertaken with SWP's Senior Management Group (officer representatives from partner authorities) and with SWP's Senior Management Team.

5. Implications

- 5.1.** Key implications of the performance data are:
- Mobilisation for Phase 2 of Recycle More and forward planning with SUEZ to mobilise for Phase 3, including focussing on communications and engagement
 - Continued further developing our new Customer Relationship Management system, My Waste Services, (incl. website changes, app and a new chatbot), reflecting the significant opportunity for better customer service that these system changes will enable, and ongoing work to deal with issues, as they come to light
 - Continuing to influence the expected further national consultations on resources and waste, maintaining SWP's influence at national level, and implementing the actions we have agreed through the joint County-wide Climate Emergency Strategy/Plan (where funding permits us to do so)
 - Ongoing work with SUEZ to manage service quality during the first quarter of 2021-22 and ensure service levels are maintained at a satisfactory level for delivering subsequent phases of Recycle More, and that we reach the improved levels of performance compared to Kier that we expect from Suez.
 - Continue to closely monitor budgets and spend, seek opportunities for

external funding (especially for our climate emergency projects)

6. Background papers

6.1. Performance Monitoring Report Q4 2020-21 (Appendix 1)

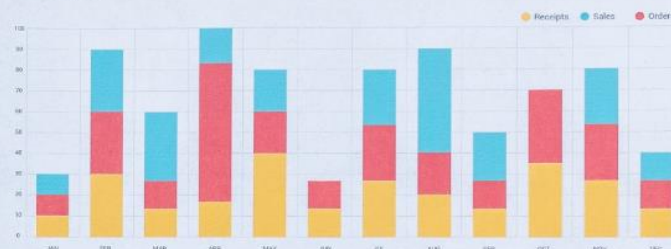
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Somerset Waste Board Fourth Quarter Outturn 2020-21

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

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

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 | Collection Budget: The outturn position for all collection partners is an overspend of £148k. Disposal Budget: 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 |
|---|--------|---|--|
| 1.1) Changes to collections | | | |
| 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. |
| 1.2) Changes to Disposal | | | |
| 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. |
| 1.3) Improving Services | | | |
| 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 |
|---|--------|--|--|
| 2.1) Campaigns | | | |
| 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. |
| 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 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 |
| 2.3) Community Engagement | | | |
| 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.

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| 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 | 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. |
| 3.2) Strategy and Influence | | | |
| 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. |
| 3.3) Building Partnerships | | | |
| 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.



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) |
|---------------------------------------|----------|---|---------------------------|
| New Risks & opportunities: | 24 | Plant breakdowns at the Transfer Stations or Avonmouth | 8 (-) |
| | 25 | Plant breakdown at the Walpole Anaerobic Digestion Plant | 6 (-) |
| Reduced Risks: | 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

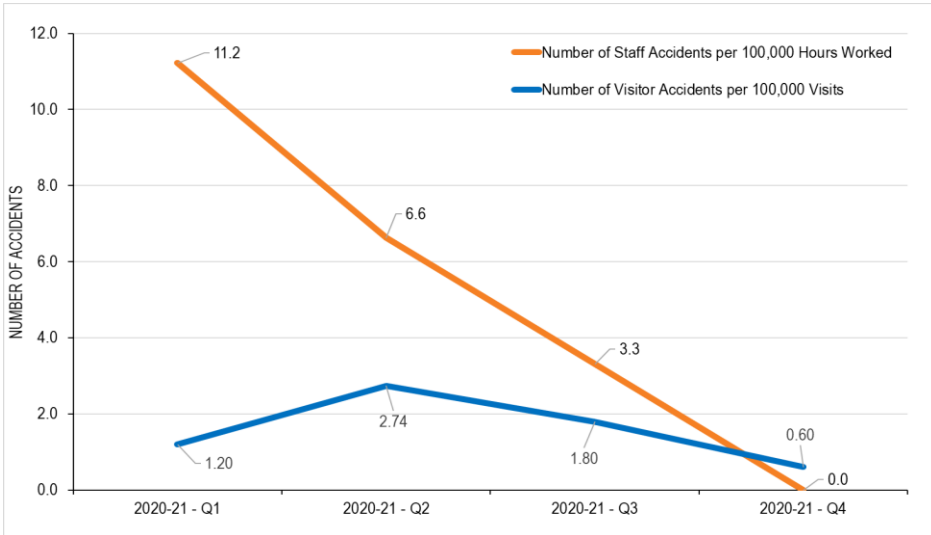
Training during Covid coupled with the service demands have meant some training needed to be delivered in a different way or delayed where possible. Suez have now started to re-introduce some of the pre Covid training opportunities available to staff to enhance appreciation and understanding of H&S issues. 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.

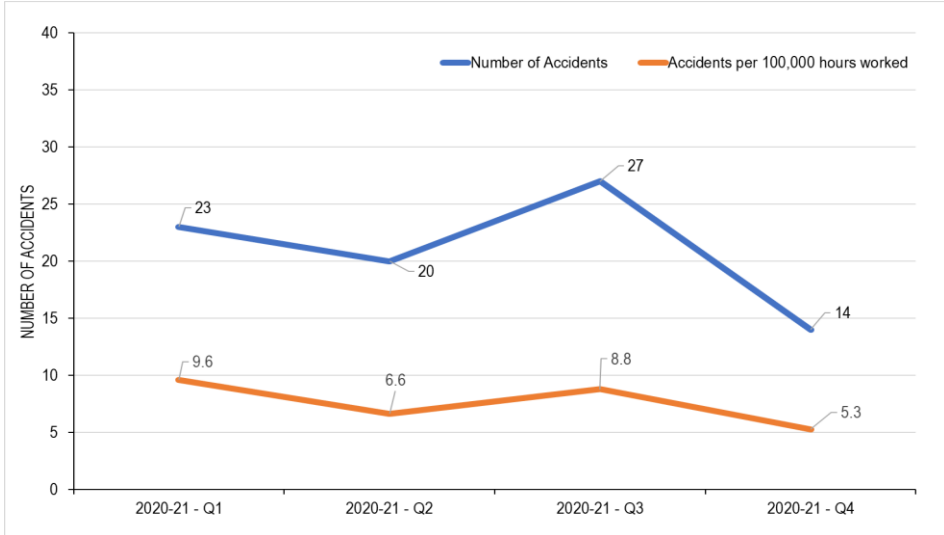
Accidents are measured per 100,000 hours worked across the contract and in this quarter this has resulted in a score of 5.

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:

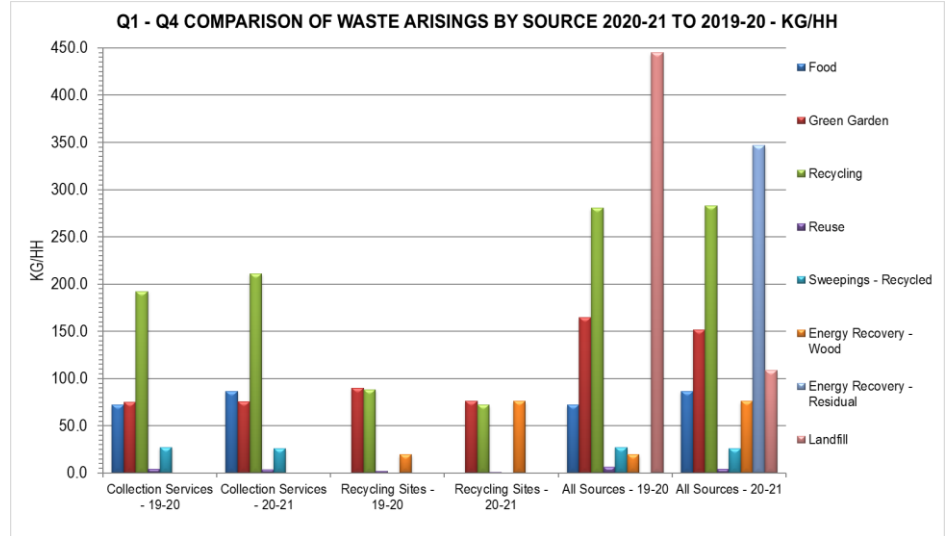
The outturn for total household arisings in 2020-21 increased by 5,514 tonnes to a total of 261,233 tonnes. This equates to 1,002.81kg/hh, an increase of 12.23kg/hh (an increase of 37.13kg/hh at the kerbside & decrease of 24.90kg/hh at HWRCs).

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 has happened and what has changed since last year?



What are we doing to ensure we continue to improve?

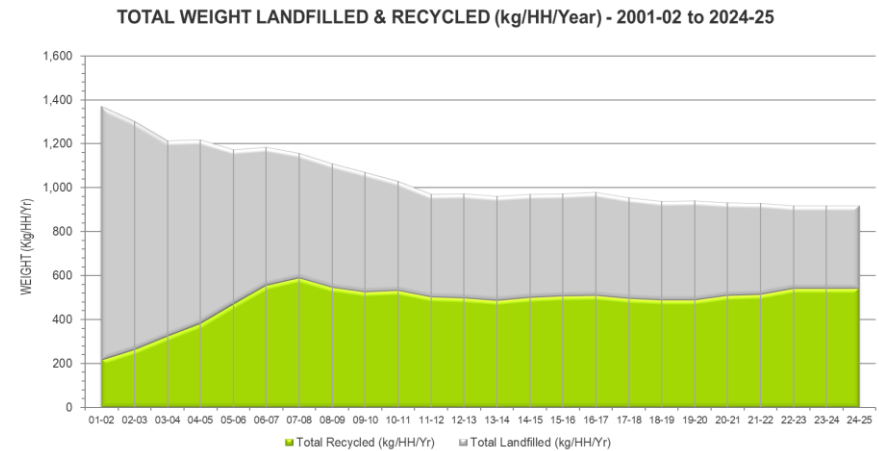
Various initiatives have either commenced, or are planned to do so over the next 12-18 months, some of which include:

- 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 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

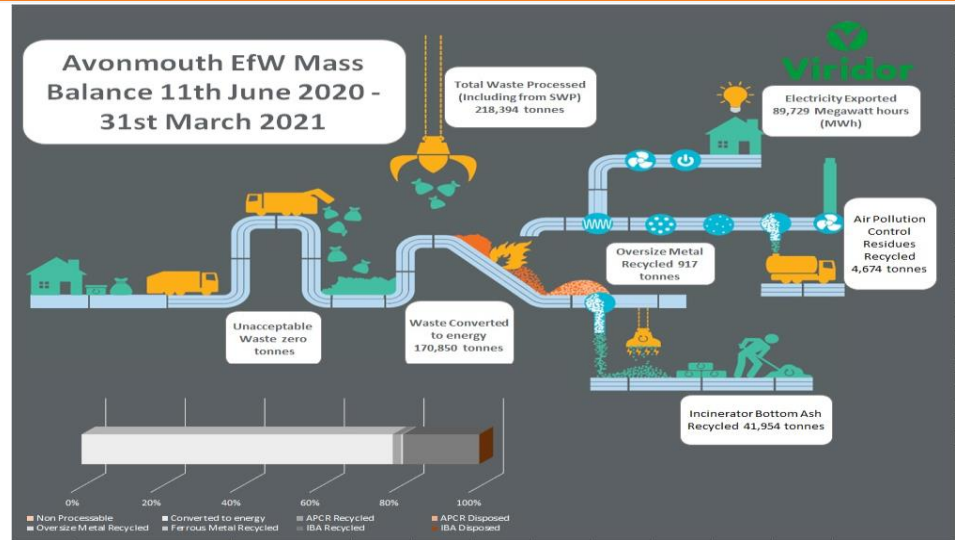


Why do we measure and report this?

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)



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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% |
| Total Residual Waste | 116,534 | 100.00% |

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

| Month | Destination | | Percentage | Tonnes | Site |
|-----------------------------------|--------------------------------|------------|------------|--------|--|
| | Method | Percentage | | | |
| 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 ³ | 172.70 | 160.70 | 160.40 | 159.60 |
| | 1/2 Hourly Mean | 400 mg/m ³ | 327.70 | 160.80 | 204.70 | 159.60 |
| Particulates | Daily Mean | 10 mg/m ³ | 0.15 | 0.13 | 0.14 | 0.13 |
| | 1/2 Hourly Mean | 30 mg/m ³ | 0.22 | 0.13 | 0.20 | 0.13 |
| Total Organic Carbon | Daily Mean | 10 mg/m ³ | 0.42 | 0.16 | 0.84 | 0.19 |
| | 1/2 Hourly Mean | 20 mg/m ³ | 3.64 | 0.16 | 4.40 | 0.19 |
| Hydrogen Chloride | Daily Mean | 10 mg/m ³ | 3.91 | 2.11 | 5.43 | 2.20 |
| | 1/2 Hourly Mean | 60 mg/m ³ | 11.09 | 2.10 | 8.23 | 2.23 |
| Sulphur Dioxide | Daily Mean | 50 mg/m ³ | 9.85 | 5.34 | 9.08 | 4.74 |
| | 1/2 Hourly Mean | 200 mg/m ³ | 31.10 | 5.36 | 29.90 | 4.74 |
| Carbon Monoxide | Daily Mean | 50 mg/m ³ | 7.30 | 0.66 | 5.97 | 1.35 |
| | 95th Percentile 10 Minute Mean | 150 mg/m ³ | 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?



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.

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.

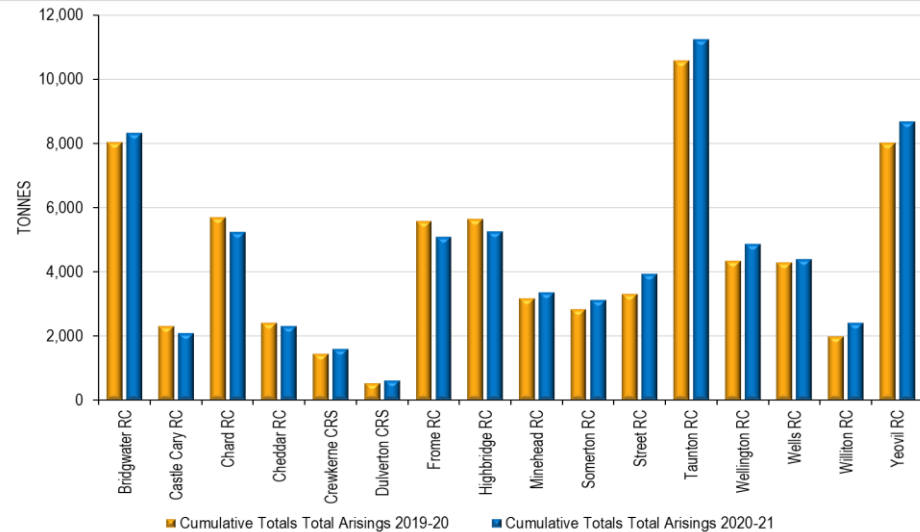
What will future success look like and what are we doing about it?

- 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.

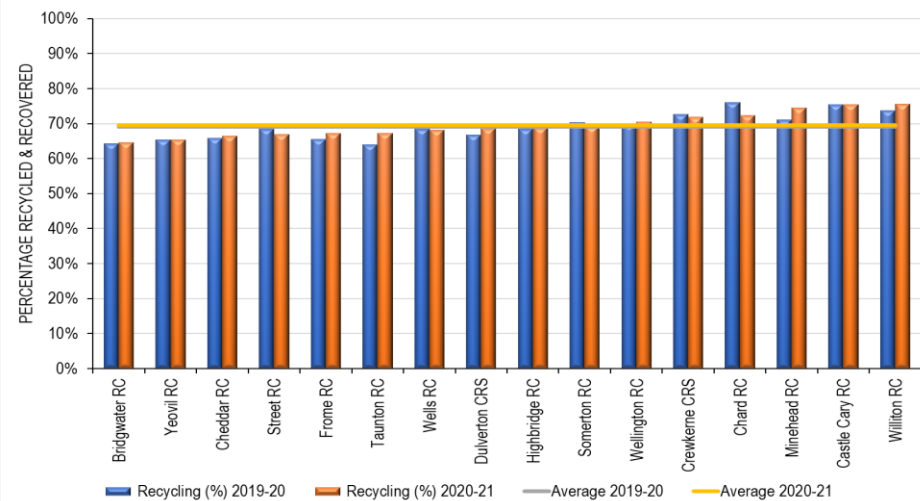
What has happened and what has changed in this quarter?



| 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% |
| All Sites | 313,994 | 308,146 | -5,848 | -1.86% |

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.

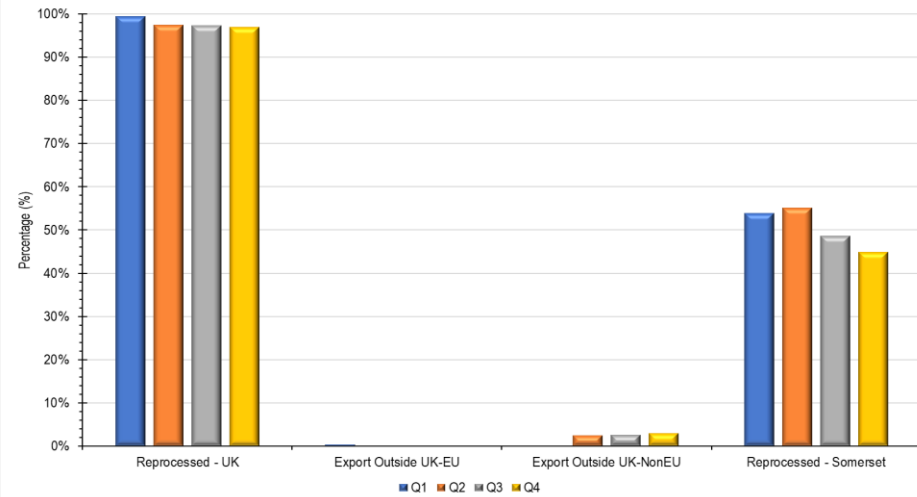


Why do we measure and report this?

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?

Quarterly Recycling Destinations (%) - 2020-21



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 CO₂ 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.

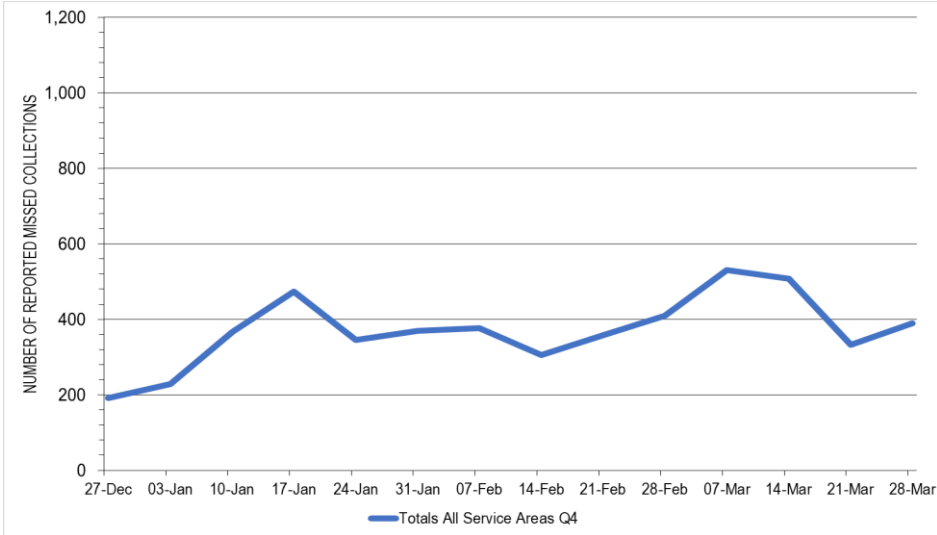
In future, we plan further work on developing our carbon reporting so that as well as weight based reporting, we can look at materials by their carbon impact. Some materials have a high weight and high carbon impact (food waste), whilst others may have low weights, but high carbon impact (textiles).

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.

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.

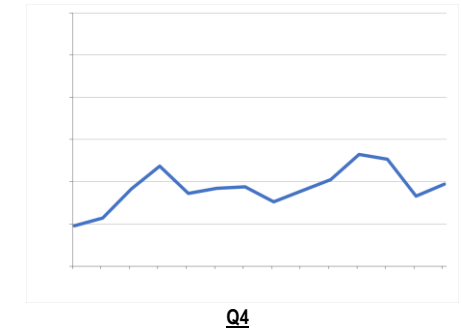
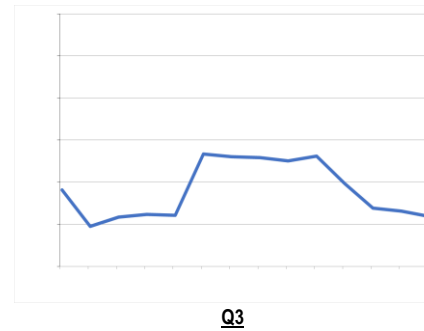
What are the headline numbers?



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?

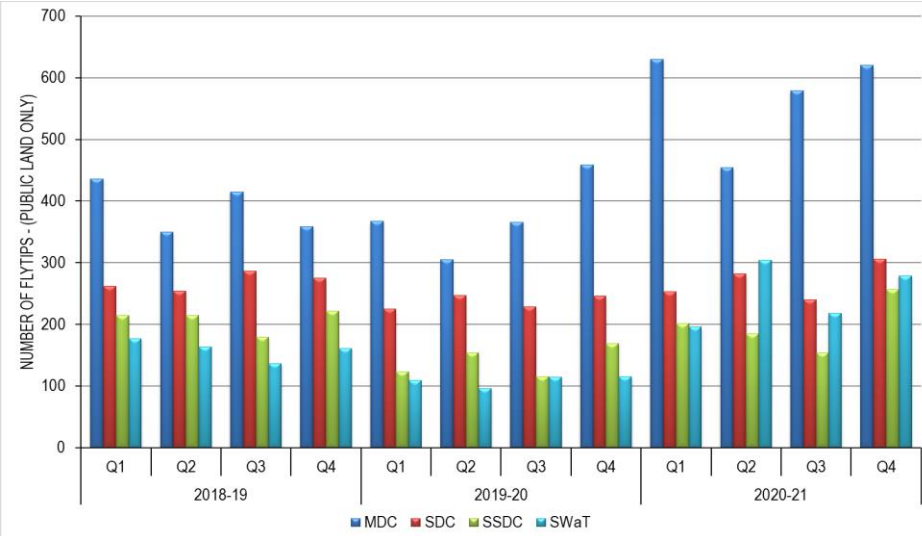
- 1) We expect SUEZ to continue efforts to improve this element of the contract and hope as we see restrictions ease and our communities return to 'normality', this aspect of the service will be able to return to expected levels.
- 2) Plan the roll out of Recycle More to the rest of the County whilst 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?

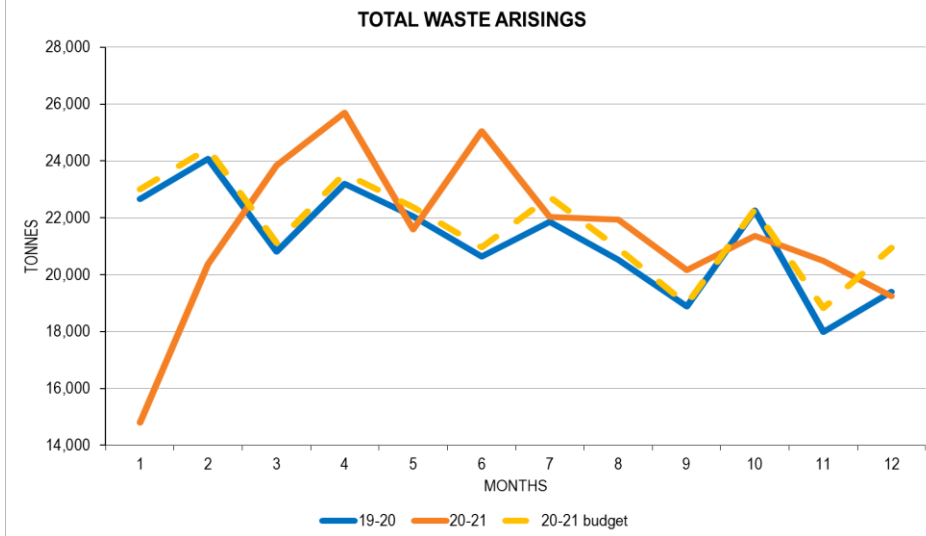
- 1) Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 2) The successful development and adoption of a suitable scheme to help combat and therefore reduce fly tipping across Somerset.
- 3) As a result of this project year on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

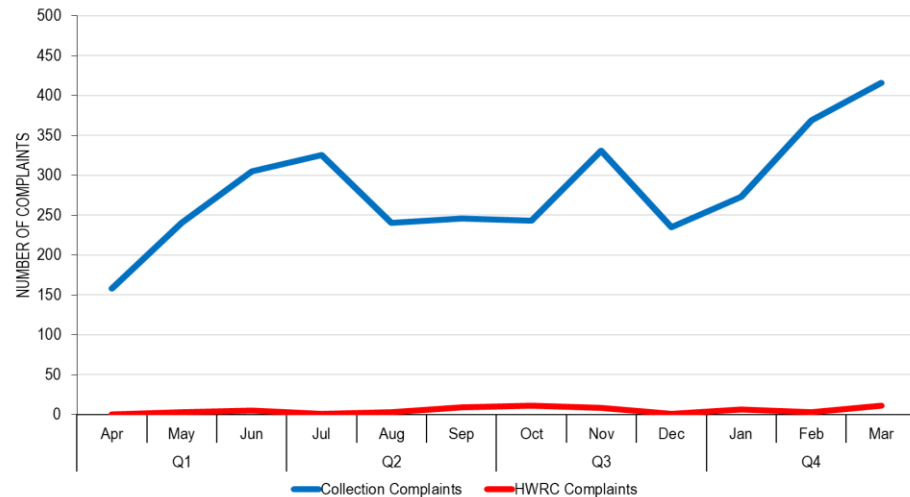


Why do we measure and report this?

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 | | Key figures | | | | | | | | | | | | | | | | | | | | | |
|--|---|--|---------------------------------|------------|-----------|------------|--------------------------------------|--------|-----|------------|------------------------------------|---------|------------|------------|--|----|---------|------------|---|-----|--|--|--|
| 1. Delivering Communications and Engagement in support of Recycle More Phase 2 & 3 a) Developing and printing materials for Mendip communal roll-out. b) Distributing the warm-up postcards and detailed residents letters to approx. 3.5k residents. c) Planning for SSDC roll-out, including briefing dates and building stakeholder lists. d) Briefing packs reviewed/updated for SSDC and send to political and community stakeholders. e) 2 Q&A / briefing sessions with district and county councillors. f) Develop and launch Customer Survey for Mendip. g) Commissioned translation of key documents into 3 key languages. h) Recycling site banners collected, updated and distributed to five South Somerset sites. i) Procurement for printing and distribution of materials for Phase 2 (and in some cases Phases 3 & 4). | | Social Media Facebook followers: <table border="1"><tr><td>13,459</td><td>Start Jan</td><td>14,711</td><td>End Mar</td></tr></table> Twitter followers: <table border="1"><tr><td>2,988</td><td></td><td>2,941</td><td></td></tr></table> | | 13,459 | Start Jan | 14,711 | End Mar | 2,988 | | 2,941 | | | | | | | | | | | | | |
| 13,459 | Start Jan | 14,711 | End Mar | | | | | | | | | | | | | | | | | | | | |
| 2,988 | | 2,941 | | | | | | | | | | | | | | | | | | | | | |
| 2. Wider Communications and Engagement a) PR / social media new lockdown restrictions, disposal of COVID LFT kits, changes to Easter Collections, summer hours, garden waste renewals. b) Significant support for Jan / Feb incompleteness issues - social media group posting, alerting stakeholders. c) March Your Somerset content prepared - Recycle More, do it online, recycling advice, summer hours, Covid safety & SAW. d) Website information regarding prices and opening hours. e) PR / Social media Covid recycling site restrictions and reminders, 6am collections. f) Progressing Somerset recycling A-Z. | | Website Hits <table border="1"><tr><td>Jan</td><td>242,134</td><td>Page Views</td><td>199,483</td><td>Unique</td></tr><tr><td>Feb</td><td>169,265</td><td></td><td>135,495</td><td>Page Views</td></tr><tr><td>March</td><td>218,502</td><td></td><td>169,399</td><td></td></tr></table> | | Jan | 242,134 | Page Views | 199,483 | Unique | Feb | 169,265 | | 135,495 | Page Views | March | 218,502 | | 169,399 | | | | | | |
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| Feb | 169,265 | | 135,495 | Page Views | | | | | | | | | | | | | | | | | | | |
| March | 218,502 | | 169,399 | | | | | | | | | | | | | | | | | | | | |
| | | Sorted e-zine <table border="1"><tr><td>Jan</td><td>9,961</td><td>Delivered</td><td>6,687</td><td>Opened</td></tr><tr><td>Feb</td><td>NA</td><td></td><td>NA</td><td></td></tr><tr><td>March</td><td>9,937</td><td></td><td>6,866</td><td></td></tr></table> | | Jan | 9,961 | Delivered | 6,687 | Opened | Feb | NA | | NA | | March | 9,937 | | 6,866 | | | | | | |
| 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. | | | | | | | | | | | | | | | | | | | | | |
| Highlights | | Future actions | | | | | | | | | | | | | | | | | | | | | |
| Facebook <table border="1"><tr><td>28/01/2021</td><td>6am starts for January</td><td>14.1k</td><td></td></tr><tr><td>11/03/2021</td><td>Tesco soft plastic collection points</td><td>6.5k</td><td></td></tr><tr><td>02/01/2021</td><td>Missed collections Street & Yeovil</td><td>2.9k</td><td></td></tr><tr><td>11/01/2021</td><td>Recycling site Covid safety restrictions</td><td>2k</td><td></td></tr><tr><td>08/03/2021</td><td>Missed collections</td><td>966</td><td></td></tr></table> | | 28/01/2021 | 6am starts for January | 14.1k | | 11/03/2021 | Tesco soft plastic collection points | 6.5k | | 02/01/2021 | Missed collections Street & Yeovil | 2.9k | | 11/01/2021 | Recycling site Covid safety restrictions | 2k | | 08/03/2021 | Missed collections | 966 | | Engagement 1) Delivery of communications for Recycle More roll-out to South Somerset. 2) Reviewing and updating Recycle More materials and content, for Taunton Deane and Sedgemoor / West Somerset. 3) Detailed planning for communications and engagement for Recycle More Phases 3 & 4. 4) Continue development of a Somerset recycling A-Z of materials (exploring potential chatbot element). 5) Move to new distribution software for distribution of Sorted e-newsletter. | |
| 28/01/2021 | 6am starts for January | 14.1k | | | | | | | | | | | | | | | | | | | | | |
| 11/03/2021 | Tesco soft plastic collection points | 6.5k | | | | | | | | | | | | | | | | | | | | | |
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| Twitter Topics <table border="1"><tr><td>11/03/2021</td><td>First cartons from Recycle More</td><td>90</td><td></td></tr><tr><td>02/01/2021</td><td>Saturday collections</td><td>69</td><td></td></tr><tr><td>19/03/2021</td><td>Garden waste renewals now</td><td>64</td><td></td></tr><tr><td>17/03/2021</td><td>Mendip 15 week figures</td><td>44</td><td></td></tr><tr><td>16/02/2021</td><td>Rubbish truck fire caused by laptop battery</td><td>40</td><td></td></tr></table> | | 11/03/2021 | First cartons from Recycle More | 90 | | 02/01/2021 | Saturday collections | 69 | | 19/03/2021 | Garden waste renewals now | 64 | | 17/03/2021 | Mendip 15 week figures | 44 | | 16/02/2021 | Rubbish truck fire caused by laptop battery | 40 | | Engagement 6) Review End Use Register infographic, design and promote to raise awareness of 2020-21 progress. 7) Begin detailed work on signage review. 8) Engagement with schools regarding Recycle More and other education-based actions. 9) Scope the schools 'eco-schools' grant, plan promotion with schools. | |
| 11/03/2021 | First cartons from Recycle More | 90 | | | | | | | | | | | | | | | | | | | | | |
| 02/01/2021 | Saturday collections | 69 | | | | | | | | | | | | | | | | | | | | | |
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Contact us

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

This document is also available in Braille, large print, tape and on disc and we can translate it into different languages.

We can provide a member of staff to discuss the details.

Please phone 01823 625700.



Somerset Waste Board meeting
25 June 2021
Report for decision



Recycle More Update

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

Author: Mickey Green, Managing Director, Somerset Waste Partnership

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

| | |
|--|--|
| Forward Plan Reference: | 11.06.2021 |
| Summary: | On 28 June the second phase of Recycle More will roll out in South Somerset. This paper updates on the successful phase 1 roll-out, preparations for the roll-out in South Somerset given the recent service pressures. A verbal update will be provided on the final results of the Mendip Recycle More Customer Satisfaction Survey. Clearly the ongoing Covid-19 pandemic adds to the risks of the roll-out programme, as does the driver shortage and associated pressures on service stability. |
| Recommendations: | The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report. That the Somerset Waste Board notes the progress made in implementing Recycle More and the risks to the programme. |
| Reasons for recommendations: | Recycle More is the most significant element of our current Business Plan given the environmental and financial benefits it delivers to all partners. Clearly the ongoing Covid-19 pandemic adds to the risks of the roll-out programme, as does the driver shortage and hence service stability. |
| Links to Priorities and Impact on Annual Business Plan: | Section 1.1 of the SWB Approved Business Plan 2020-25 concerns the implementation of Recycle More. All partners have declared climate emergencies and the environmental benefit from Recycle More is an important part of achieving these. |
| Financial, Legal and HR Implications: | |

| | |
|---------------------------------|--|
| | As set out in the finance paper, Recycle More is forecast to breakeven during quarter three of 2022/23 and deliver savings to all partners of over £2m per annum. As previously agreed, no savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded and breakeven point is reached. The anticipated savings figures have been shared with s151 Officers for inclusion in each partners MTFP process. The finance paper provides an update on the anticipated breakeven point and level of savings, which we will continue to regularly review as roll out continues. |
| Equalities Implications: | An impact assessment on Recycle More is maintained and updated as the project progresses. |
| Risk Assessment: | As previously reported to the Board, Covid-19 is a risk to the successful roll-out of Recycle More. The cumulative pressure of Covid-19 over the first year of our contract with Suez has inevitably impacted on the pace with which Suez can embed the behind the scenes changes to meet our high expectations (not least in terms of customer service), and this remains a risk we closely manage with Suez. Recent poor service quality has also put our ability to roll-out Recycle More at risk, primarily due to driver shortages. Suez have been able to secure additional driver resources for the crucial roll-out period to help mitigate this risk, though we cannot eliminate the risk entirely. |

1. Background

1.1. Background to Recycle More

On 29 March 2019 the Somerset Waste Board decided upon SUEZ Recycling and Recovery UK as the preferred bidder for Somerset’s waste collection contract. SUEZ took over delivering services on 28 March 2020. SUEZ will roll out our new collection service model (Recycle More) in phases. This will enable the public to recycle even more through the kerbside sort system, adding in the following materials to the weekly collection:

- Plastic pots, tubs and trays (including black plastic)
- Food and beverage cartons (e.g. Tetra Paks)
- Small electrical equipment (e.g. a kettle or toaster)
- Household batteries

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

A 60litre weighted reusable sack (a ‘bright blue bag’) will ensure residents have space for all their extra recycling. With so much more recycled each week, rubbish

collections will take place every three weeks. This change is crucial to us being able to respond to public demand to recycle more, to nudge those that aren't recycling fully at the moment, to support our aim to see waste treated as a resource. Communal properties (adding in plastic, pots, tubs and trays and ensuring all can recycle cardboard) and schools (adding in plastic, pots, tubs and trays) will also have increased options to recycle. Neither schools nor communal properties will see changes to their rubbish collection frequency, which will still be responsive to when bins are full.

We expect this to take our recycling rate to around 60%, and reduce the amount of residual waste from around 480 kg/household to 418kg per household – with all the kerbside residual waste being used to create Energy from Waste rather than going into landfill.

1.2. Roll-out timetable

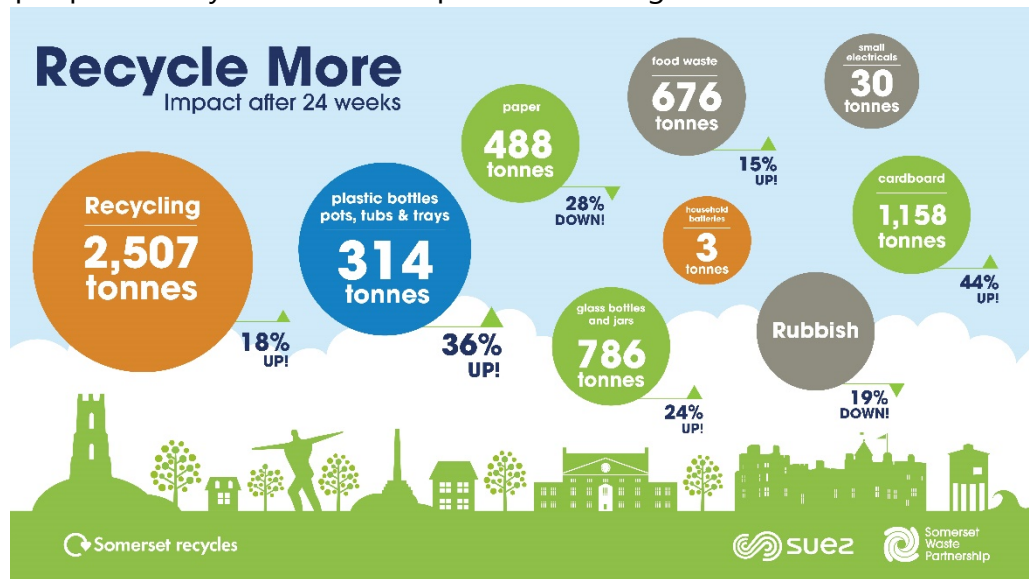
Every time SWP has rolled out a major service change it has phased the changes as it is not practical or desirable to make a change to 250,000 households recycling and waste collection services at one time. We need to phase work to depots (because whilst we overhaul our depots to deal with additional recyclables we still need to continue with the 'day job') and be able to support residents to change behaviours.

On 9 April 2020 the Managing Director of the SWP took the decision to delay the roll-out of Recycle More due to the unprecedented and uncertain impact that Covid-19 was having on waste services. Having successfully rolled out in Mendip (kerbside on 26 October 2020, communals on 8 March 2021), and slightly adjusting the roll-out date for the autumn 2021 phase to reflect pressures on the depot build (primarily due to Covid and Brexit impacts) the revised timetable is set out below. Slipping the South Somerset timetable back beyond 28 June risks either rolling out in the height of Summer or pushing back all roll-out phases (with considerable environmental and financial cost).

| When | Where | Households |
|---|--|------------|
| 28 June 2021 | South Somerset (all) | 76,653 |
| 1 Nov 2021 | Somerset West & Taunton (old Taunton Deane) | 55,207 |
| 28 Feb 2022 (fallback 28 March 2022) | Sedgemoor & Somerset West & Taunton (old West Somerset) | 72,312 |
| Schools | Board agreed in Feb 2021 that once the recovery of schools from Covid-19 is clearer a revised timetable will be brought to the Board. We expect to bring this to the Sept Board meeting. | |

1.3. Phase 1 roll-out: Update on impact

- Updated tonnage figures for the first 6 months (24 weeks) of Recycle More are set out below. This continues to show a positive picture, though as previously highlighted to the board, the changing impact of Covid-19 on people's lifestyles will have impacts on tonnages.



- During March waste services for properties for Communal locations (properties that have a shared recycling collections) changed. Wherever space and access allowed, sites were moved to the full kerbside Recycle More service. Where that was not possible we have aimed to expand communal collections. Many of these properties have had plastic bottles, pots, tubs, and trays as well as cardboard added into their new materials added into their recycling collection. All sites were rebranded, and colour coded bin lids installed. The service change has been delivered effectively and close liaison has been held with the management companies and resident associations throughout the transition and mobilisation. This has allowed us to increase recycling capacity where needed and required. Additionally, SWP have received some requests to reduce refuse capacity through the service. Of the 209 sites, since the start of the new service, only 3 have been reported as contaminated by our contractor.
- Any service change naturally results in a higher level of missed collections as crews get used to the changes and changed routes identify idiosyncrasies that were not previously recorded on our systems (e.g. people presenting waste in an unusual/not obvious location). SWP set a challenging target for Suez to meet in managing missed collections, with a tapered target decreasing from 200 missed collections per 100,000 collections in the first month down to the standard contractual level of 45 per 100,000 (i.e. 0.045%) in the 4th month post roll-out. These contractual targets were not uplifted to reflect the pressures of Covid, and the particular pressures on staffing in wave 3 of Covid-19 were discussed at the February Board. Whilst not quite yet at the contractual target level missed collection performance in Evercreech has significantly improved since roll-

out, with refuse missed collections now consistently down to around 75 per 100,000 (i.e. 0.075%) and recycling missed collection down to just over 100 per 100,000 (i.e. 0.01%). This continues to be an area of focus for SWP and Suez, as do service quality issues such as ensuring repeat missed collections are rectified properly once and for all. As part of the roll-out of Recycle More in South Somerset a number of additional rounds will be allocated to the Wednesday collection rounds in Mendip in order to provide additional support on what is our heaviest day (there will be no day changes to Mendip customers), and amendments will be made in future to the communal refuse service in Mendip to ensure that the refuse crews always visit sites the day after the recycling collection in order to address any contamination issues.

- As highlighted in the February update a customer survey of residents in Mendip has been undertaken in order to help us understand how residents feel about the change and to ensure we learn any lessons for future phases. The online survey was promoted in various ways, including content in the Your Somerset newspaper, newsletters and publicity through the media and our social media platforms. This is backed up a hard copy of the survey being sent to a representative sample of Mendip residents. At the time of writing this report around 1500 responses have been received and the results are very positive. The survey closes at the end of May and we will fully analyse the results and present them to the Board on 26 June.

1.4. Service stability and its impact on Recycle More Phase 2

Board members will be aware of the severe service disruption being experienced, and the causes for this will have been discussed earlier in the agenda (under the performance item). Whilst there are a number of factors underpinning the service degradation, the crucial issue is a shortage of drivers driven by:

- Major national issues in last few years (ageing workforce etc)
- Brexit impacts: EU drivers exited market
- Covid impacts: suspension of HGV Licence testing (i.e. lack of new entrants – also delayed SUEZ ‘grow your own’ programme), people exiting market, increased competition for drivers
- Local impacts: Historically a tight local labour market (many distribution companies), significant traffic congestion hotspots.

Collection contracts around the country are increasing under pressure as a result of the driver shortage. Anecdotally we are hearing that haulage companies in the county are also suffering.

In w/c 7th June SWP escalated these issues to the Chief Executive of SUEZ, and this has been escalated further as despite significant additional driver headcount in w/c 14 June services have been still suffering with serious issues. A verbal update will

have been provided to the Board under the performance item on the further progress in ensuring there is a viable recovery plan in place and the national SUEZ support to ensure this. However, with or without the phase 2 Recycle More, the driver shortage will affect our service resilience – our ability to cope with unplanned pressures (e.g. spikes in sickness, vehicle breakdown, heightened congestion). Numerous actions are underway to increase permanent driver numbers locally, in addition to the short-term measures in place to try and ensure we have sufficient drivers available. Whilst other options (including to delay the roll-out) were considered and discussed at an informal board meeting (also attended by some leaders and the chair of Joint Waste Scrutiny Meeting) these other options were rejected at this final go/no go point. It is worth emphasising that each phase of Recycle More that is implemented reduces the total number of drivers we need as refuse collection move to three-weekly. However, the risk profile has undeniably increased, both for a smooth roll-out and service stability across the County (the latter true whether we roll out or not phase 2 is rolled-out on schedule). SWP will be closely monitoring SUEZ's resource profile, projections and key metrics relating to this and ensuring that our communications to members and the public reflect the higher risks to service stability and provide clearer information to partners in the event of further major service disruption.

1.5. Update on planning for phase 2 and 3 roll-outs

A verbal update will be provided to the meeting, but at the time of writing this report, progress was as follows:

- Successfully delivery of the with 'Warm-up' leaflet to South Somerset homes 6 weeks before the launch. As expected, this led to a spike in container orders (with nearly 3000 individual containers being ordered the week after leaflet delivery) but online systems and South Somerset District Council (SSDC) Customer Services worked well in coping with this pressure. The presence of Somerset West and Taunton (SWT) staff in supporting SSDC with the higher volumes of contact is working well and should stand SWAT in good stead for their roll-out phases.
- As with the roll-out in Mendip, around one-third of residents will have a different collection day as we re-route rounds to make them more operationally and environmentally efficient. All central Yeovil collections will be done on Tuesdays instead of over Wednesdays and Thursdays, with all the surrounding area collected on Wednesdays. Ilminster collections will move to Wednesdays, and all Chard collections will all take place on Mondays, instead of being spread across Mondays and Wednesdays. Somerton, Martock and Langport collections will happen on Thursdays rather than Tuesdays.

| Day | Old Main Day Locations | New Main Day Locations |
|-----------|---------------------------------|-----------------------------------|
| Monday | Crewkerne/South Petherton/Chard | Crewkerne/South Petherton/Chard |
| Tuesday | Somerton/Martock/Langport | Yeovil |
| Wednesday | Yeovil/Chard | Ilminster/Surrounding Yeovil Area |
| Thursday | Yeovil | Somerton/Martock/Langport |
| Friday | Wincanton/Ilminster | Wincanton/Milborne Port/Bruton |

- The 'Pre-launch' leaflets three weeks before launch were delivered. Key lessons learnt from phase 1 have been embedded - include tweaking the approach to encourage even more people to keep hold of the 'pre-launch' leaflet, to further emphasise the plastics that can now be recycled, and to allow a longer lead time to account for any distribution disruption with Royal Mail. Some residents (9,500) will receive an additional letter shortly after the 3 week leaflet to let them know they will also have an interim collection, as our quality control processes identified that their interim collections had incorrectly been excluded from the leaflet. Final checks revealed c2500 properties not included in the original mail-outs so they will receive their 'Pre-launch' leaflet (including collections calendar) later than others, but still prior to launch.
- The use of video and more graphical content on social media (particularly Facebook) has continued, with a number of Facebook Q&As and Talking Cafés held.
- With the fast-rising numbers of followers on Facebook heading past 15,000, tens of thousands of engagements each month, and contents shared with dozens of targeted local groups, social media is being fully used as an effective tool for communication, dialogue and support.
- Unsolicited feedback on social media includes:

I would like to applaud you on your new recycling initiative. Having monitored the amounts of plastic we will soon be able to recycle, I estimate that in future we will average half a black bag of non-recyclable waste every three weeks. I think we will be able to recycle two to three times more than that every week, well on the way to my target of a 10:1 ratio between recyclable waste and non-recyclable waste. Thank you!

We think the plan for Recycle More is very good, and I do not underestimate the amount of preparation, planning and management that is necessary for such a change. Our view of the conduct and quality of the existing service is positive, and there have been very few errors and omissions during our 13 years here. On the waste and recycling containers themselves, I think that they are sensibly proportioned and economical. I have seen streets in other areas where the entire streetscape is dominated by excessively large and numerous containers, which are themselves an environmental threat.

- Following the learning from phase 1 that we needed to do things differently to drive attendance at stakeholder meetings, 99 representatives booked to attend the District and Parish Council stakeholder meetings. A number of members from MDC attended the District Councillor sessions so that they could give an unfiltered local member perspective on how phase 1 went – SWP is grateful for the support of those members. SSDC emailed reminders a week before booked District and Parish Council stakeholder events. Despite this, for whatever reason not all attended the session they booked and further work is required to understand the barriers to attendance and how we can boost engagement in

future phases. An additional meeting was offered for Parish Environment Champions, which received 13 bookings.

- 110 bright blue bags have been delivered to district councillors, parish councillors/clerks for them to test drive.
- Whilst our campaign remains largely online, with the gradual opening up of the world we have been able to put Recycle More displays in a number of high footfall areas (e.g. supermarkets). 17 have been booked so far and almost 6000 leaflets distributed/allocated. Recycling sites in South Somerset are hosting promotional banners.
- Our Recycle More Schools Against Waste programme continues to progress well. 31 South Somerset schools have already booked SAW visits (63.3% of the target of 49), 19 of which have already been completed. We expect that some South Somerset schools will continue to book for autumn, but working with Carymoor Environment Trust we are confident that there will be capacity to complete these and support schools in SWAT ahead of phase 3.
- Recycle More has been promoted in every edition of Your Somerset in a targeted way appropriate for the phased introduction. South Somerset editions of 'Recycle More Messengers' are being sent to over 400 stakeholders, and frequent press releases are also being sent out, with associated digital content where appropriate.
- Planning for phase 3 on 1 November (what was Taunton Deane) remain on track. The build of the new depot at Walford Cross remains on schedule. Members will have seen in the press about risks to building supplies, and this remains a key risk to the build programme. Contingency plans are in place to ensure that the roll-out on 1 November 2021 can still go ahead should there be delays to the build programme, and clearly any future waves of Covid-19 may also have an impact. A verbal update on the risks to phase 3 roll-out will be provided at the meeting.

2. Options Considered and reasons for rejecting them

- 2.1.** Not relevant as this paper is simply an update on progress. The alternative option of delaying roll-out of Recycle More until the pressures of Covid-19 has previously been rejected due to the environmental and financial cost, though rolling out a new service through a pandemic remains an incredible challenge for SWP and Suez. Paragraph 1.4 sets out the risk that service instability in early June has caused and the consideration of other options. The alternative option to delay this phase of roll-out was rejected primarily due to the additional resources in place temporarily to support rollout and service stability (with roll-out then reducing our total driver resource requirement) and due to the financial, environmental and customer detriment from delay.

3. Consultations undertaken

- 3.1.** Monthly meetings of the Strategic Management Group (senior officers from each

partner) have kept officers up to date with progress in mobilising Recycle More. A monthly meeting of customer service leads from SWP and all partners ensures close communication. Project meetings are being held with SSDC and SWAT officers (fortnightly with SSDC as service launch is imminent, and monthly with SWAT at the time being). SDC are shadowing the SWAT meetings to learn ahead of phase 4 roll-out.

4. Implications

4.1. Recycle More is expected to deliver a significant environmental benefit – reducing the amount of rubbish generated and increasing recycling levels, both of new materials and the half of the average rubbish bin in Somerset that could already be recycled already. Recycle More also results in lower emissions as vehicles will travel less distance overall (with refuse collections moving from two-weekly to three-weekly whilst recycling collections remain weekly). Lessons learned are being gathered throughout the implementation, to inform future phases of the roll-out.

4.2. Risks

The underlying risks to Recycle More (i.e. the risks of not achieving the stated objectives) remain broadly as they were and have been the subject of previous board papers (see background section). The additional risks related to Covid-19 and the impact this has had on waste services were reported to the board in July and are reflected in our risk register. Covid-19, especially the risk of spread of a more virulent variant continues to place SWP, SUEZ and our partners under extreme pressure and the uncertainty inherent in Covid-19 means it is difficult to fully describe all the potential risks. A specific section of our Business Continuity Plan is devoted to the risks to Recycle More. The key risks related to the Taunton depot build programme (from Brexit related impacts to building materials/supply chain, Covid absence amongst contractors, and delays in securing planning permission) are being closely monitored. The risks in relation to driver shortage will exist whether we roll-out Recycle More or not – additional external resource is in place to support SWP/SUEZ through the roll-out period, recruitment and retention work continues, and we expect to require fewer drivers once Recycle More is rolled out. However, it is clear that driver shortage and its consequential effects have considerably increased the risk both to service stability and to a smooth roll-out.

5. Background papers

5.1. All previous board papers on Recycle More are available on the SWP or SCC websites. A report on Recycle More is taken to each board meeting.

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Somerset Waste Board meeting
 25 June 2021
 Report for information

Decarbonising SWP Operations

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green, Managing Director

Contact Details: 01823 625705

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|--|--|
| Forward Plan Reference: | 11.06.2021 |
| Summary: | As set out in the Business Plan 2021-26, SWP has an ambitious agenda to decarbonise our operations. This paper updates the board on progress in key areas, specifically around electric vehicles, alternative fuels, exploring photovoltaics/lower carbon electricity at key depots, and progress with the Avonmouth Plastics Processing Facility. |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board notes the progress made in decarbonising our operations.</p> |
| Reasons for recommendations: | Report for information only. The Board will be invited to view the trial electric RCV after the meeting. |
| Links to Priorities and Impact on Annual Business Plan: | Section 5 of SWP’s Business Plan 2021-26 focuses on decarbonising our operations, highlighting that whilst what we do (i.e. recycling, decarbonising residual waste treatment etc) is a much more significant impact on our carbon footprint than how we do it, it is still crucial for us to continuously improve in this area. |
| Financial, Legal and HR Implications: | No legal or HR implications. Business cases are still being developed, but this paper indicates the likely financial implications of each initiative and the approach being taken to fund these costs. |

| | |
|---------------------------------|---|
| Equalities Implications: | No equalities implications |
| Risk Assessment: | The pace of technological change is rapid at the moment, and there is a risk that SWP may lock ourselves into sub-optimal solutions. Particularly when it comes to our waste and recycling lorries the optimal mix of long-term technological solutions are not yet clear, nor are the operational implications. This risk has informed our approach to trial technologies wherever possible. A further key risk is that constraints on local government finances may mean that we are unable to implement solutions even if there is a viable business case, and hence we may not be able to keep pace with public expectations/climate emergency needs. |

1. Background

1.1. This paper sets out progress on the actions set out in the 2021-26 Business Plan around decarbonising operations, but by way of context it is worth highlighting some of the wider and previous work undertaken to reduce our emissions:

- a) SWP's commitment to quality (i.e. kerbside sort) and UK reprocessing is our single largest contribution to reducing carbon emissions. In the latest independent Carbon Index, SWP are ranked in the top 10% (compared to our top 20% position in the flawed weight-based recycling rate measures).
- b) The performance report attached to this paper highlights SWP's success in keeping our materials (especially plastics) in the UK where they are recycled properly.
- c) Moving away from landfill has also significantly reduced our emissions, but as set out in section 4 of the business plan we intend to go further in decarbonising residual waste. Every tonne of waste diverted from landfill to energy recovery reduces carbon emissions by about 200kg CO₂e (carbon dioxide equivalent). For the period June 2020 to March 2021, that's a CO₂e saving of circa 18,000 tonnes. Ongoing work to tackle hard to treat materials (e.g. mattresses and UPVC windows) should reduce what cannot be recycled currently at our HWRCs.
- d) With the appointment of SUEZ as a contractor we procured a new fleet of vehicles. The combination of better vehicles, newer engines, route optimisation (e.g. through Recycle More roll-out and garden waste day changes), electric bin lifts and other changes is expected to reduce carbon emissions by over 30%
- e) CMS Eco-Trak driving behaviour training and in-cab technology now gives us the capability to monitor issues like harsh braking/acceleration and idling. All supervisors and management have now been trained in its use,

and we expect SUEZ to use this technology to monitor and drive improvement in driving behaviours and hence lower emissions.

- f) No idling signs have been erected at a number of HWRCs in Mendip. We are still monitoring their effectiveness at changing behaviours.
- g) The use of diesel generators at our depots has ceased with the exception of Bridgwater which will cease by early 2022 following the depot upgrade. Grid electricity is now powering our sorting and baling equipment in the other depots.

2. Update on progress with decarbonising operations

2.1. Electric Supervisors Vans: Trial

As set out in action 5.1 of our Business Plan, SWP/SUEZ leased supervisor vans initially so that we could take advantage of maturing technology to procure electric vans suitable for operation across Somerset. The viability of this is dependent upon a business case being developed which involves additional capital expenditure with lower revenue costs giving a positive payback (and carbon savings). Roll-out will follow our depot infrastructure improvement programme, with Evercreech being retro-fitted first. Testing to date suggests electric vans are not viable for remote parts of the county, e.g. Exmoor, so some non-electric vans would continue to be required.

Progress to date is that:

- The business case for the trial of 5 electric supervisor vans based at Evercreech depot is nearly finalised.
- It is expected that the net additional revenue cost (compared to the existing diesel vans) is c£5k as a worst-case scenario.
- Once the prices of vehicles that meet our needs (i.e. large batteries to reflect the long distances covered) they will be validated by sharing with our partners who have been securing quotes for other types of electric vehicles.
- Charging infrastructure will be needed at Evercreech. The final quote received is for £12k + VAT. Details of proposals will be shared with our partners to draw on their experience of on-street/car park electric vehicle charging points.

2.2 HVO fuel: Trial

What is it:

- Hydrogenated Vegetable Oil created from treated (recycled) waste vegetable oil
- 70% – 95% reduction in net CO₂ – reductions in NO_x, PM and CO

- More expensive and 10% increase in usage due to lower calorific value
- Alternative to red diesel (especially from April 2022 when use of red diesel largely outlawed)

Potential costs/benefits from trial at Evercreech:

- 40k litres per annum, 93 tonnes of CO₂ saved, Cost per tonne of carbon saved: £108.69
- £10k funding from SWEEP fund: jointly SWP/SUEZ funded from existing resources

How we will use it:

- A 'drop in fuel' – i.e. Can be changed at any time with no adjustments to supply or plant (other than emptying tanks before switching)
- Potential to replace the fuel for mobile plant i.e. shovels, telehandlers etc
- Trial at Evercreech to confirm assumptions on usage and any operational issues (currently 40k out of total 143k litres used across all sites)
- May also enable us to understand operational issues from using in front-line fleet

Next steps:

SUEZ are monitoring current fuel usage in order to gather a baseline. It is anticipated that the first order of HVO will be delivered 21st June. Whilst SUEZ have secured commitments from the supplier that only waste vegetable oil will be used as a source of our HVO fuel, SWP will be understandably keen to ensure that this is validated and that there are no negative consequences from the source of the fuel.

2.3 **Electric Refuse Vehicle**

Action 5.3 of our Business Plan set out that we would work with our vehicle suppliers (primarily Romaquip for recycling vehicles and Dennis Eagle for refuse vehicles) to trial electric vehicles in Somerset. We remain in dialogue with Romaquip about trialling a vehicle in Somerset and are keen that Somerset is the first in England to trial an electric Romaquip. However, our focus has been on exploring e-RCVs given that we want to be well placed to explore alternative fuelled refuse vehicles when we come to a partial refleet in 2024 - our 23 2016 plate refuse vehicles.

SWP are exploring the trial of a Dennis Eagle conversion/retrofit of diesel RCV to electric (reconditioned - retains chassis and most of rear body). SWP will trial one for 6 weeks in Somerset (predominantly Bridgwater area) from late June. The plan is to cover each route in Bridgwater during the trial with the aim that if the vehicle is procured then it could then be trialled in all districts to establish the number of viable routes that could be electrified by 2024. The main purpose of this trial is to ensure that it is operationally viable so that we fully understand the issues ahead of our partial refleet in 2024 (likely to cost millions, and hence crucial that we know everything we can about electric vehicles ahead of making this major

decision). Board members will have an opportunity to view the vehicle after the meeting on 26 June.

The Business Case is still being developed and a verbal update will be provided to the Board on 26 June. Key elements of the business case are likely to be:

- Ongoing costs (e.g. maintenance) will be managed by SUEZ with no additional costs to SWP. We are confirming the expected useful life but expect Dennis Eagle to commit to maintenance over 8 years.
- Potential sale to Dennis Eagle of one of SWP's old (2016) RCVs offset against the cost of the e-RCV (this old RCV will then be refitted by Dennis Eagle as an e-RCV).
- We are finalising the contractual discount that SWP will receive should we fund the purchase and comparing that to other options (SUEZ capital finance, the purchase of a new e-RCV etc). The capital cost of a retrofitted e-RCV is likely to be c£350k, compared to c£180k for a diesel RCV and c£514k for a new e-RCV. A mobile charging unit (meaning we can use it in all our depots) is likely to be c£19k.
- Subject to further modelling the annual CO₂ saving is expected to be 307 tonnes, meaning that the cost per tonne of carbon saved is likely to be over £300. This will be refined ahead of finalising the business case.
- Even once the fuel saving (c£8k per annum) is taken into account we expect the lifetime costs of a retrofitted e-RCV to be higher than a diesel RCV [currently £121k higher] and a capital bid is likely to be required to enable this business case to proceed.

We expect to be in a position to finalise the business case and learn from the trial in August 2021 and will then present the final business case to SMG/s151 officers to identify if funding can be secured. Board members will be kept updated.

2.4 Photovoltaics at key depots

Working with SUEZ we have agreed that the Taunton and Evercreech depots are our priority for exploring alternative sources of electricity given their high and stable demand for electricity because of their sorting and baling equipment. An initial options appraisal by SUEZ identified photovoltaics (PV) as the most viable option. SUEZ have undertaken a procurement to identify a preferred bidder (Olympus –based in Exeter)

Based on outline data this suggests a potential capital cost of c£276k (£164k for Evercreech and £112k for Taunton) with a payback of 6.2 years for Evercreech and 5.5 years for Taunton. These figures are very indicative, and further work is needed to develop a full business case, including:

- Refining scale of PV (SWP focus is on decarbonising operations, not maximising generation)
- Detailed site surveys

- Considering need for battery storage
- Updating data and undertaking surveys to refine modelling
- Agreeing financial model with SUEZ (SWP capital and revenue saving)
- Explore availability of any grants to offset costs

SWP have agreed to fund the next stage of work (at a cost of £6,200 – funded from existing revenue funding and agreed with SMG/s151s) to develop a full business case. Taking this to the next stage does not commit SWP. Should we proceed to deliver this than £4k of costs would be offset by Olympus. A verbal update will be provided to the board on progress with developing the full business case. SWP are also exploring whether there is a viable opportunity to access other low carbon sources of fuel local to these depots.

2.5 Plastic Processing Facility

The Avonmouth Plastics Reprocessing Plant is due to start its commissioning phase toward the end of August/early September. Once fully operational, it will use between 70GWh to 105GWh (23 to 34%) of the power generated by the adjacent Energy from Waste facility, as well as use some of the heat produced, making both the EfW & plastics plant even more carbon efficient. SWP continue to encourage SUEZ and Viridor to work together to see if a commercial arrangement can ensure that SWP's kerbside collected plastics can be processed at Avonmouth (and will also have this conversation with Biffa should they take over running our HWRCs).

To emphasise Viridor's change of direction to becoming a more 'Energy' focused business, late last week they also launched their 5 point plan to becoming a 'Net Zero Emissions Company', involving the decarbonisation of the services they continue to provide across their fleet of EfW plants, in order to help the fight against climate change. The plan focuses on reducing direct emissions from all their core operations whilst maximising the amount of waste that is recycled, capturing & storing the carbon emissions at their strategic sites (including Avonmouth EfW), generating negative emissions by expanding the carbon capture to their national network of sites whilst exploring whether new products can be created from the CO₂ waste stream and finally to supply more homes and businesses with clean heat.

3. Consultations Undertaken

- 3.1.** SMG have been updated throughout the process of developing business cases, as have the quarterly joint meetings of s151 officers, as some of these initiatives are likely to require additional funding. The Chair and vice-chair of the Board have been updated in the Partnership Board with SUEZ.

4. Implications

- 4.1.** Should the business cases be viable, and funding be available, then this will reduce SWP's carbon emissions and provide very visible reminders of SWP's commitments. It may however raise public expectations of the scale and pace of change that we are unlikely to be able to meet. Most of the initiatives are initial trials, as we are keen to make best use of public funds by investing both where the cost per tonne of carbon saved suggests we can maximise the environmental value, but also ensure we understand any operational implications.

5. Background papers

- 5.1.** SWP Business Plan 2021-26

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Somerset Waste Board meeting
25 June 2021
Report for information



Update on schools: Education and Behaviour Change

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

Author: Mark Ford, Head of Communications and Engagement Somerset Waste Partnership

Contact Details: mark.ford@somersetwaste.gov.uk

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|--|--|
| Forward Plan Reference: | 11.06.2021 |
| Summary: | SWP sees our work with schools as crucial to drive behaviour change and has made numerous improvements to how we work with schools to progress this further. Clearly the last year has been very challenging for schools as well as SWP, so whilst we are not quite where we wanted to be, we remain confident in our plans for the future. |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board notes the progress to date and the plans to progress this further.</p> |
| Reasons for recommendations: | This update report was requested by a Board member and is a timely opportunity to give an update on the important SWP work in this area. Public engagement promoting positive behaviours towards waste and recycling is an important part of the Partnership's remit. This report provides an update on this work with schools, including recent additional on the ground practical support and plans for grants to encourage involvement in the Eco-School process. |
| Links to Priorities and Impact on Annual Business Plan: | This work supports a number of priorities within the Business Plan 2021-26, including: Waste reduction, Promoting reuse, Increasing recycling, Tackling non-household waste, Working with others, and Enabling activities. These are summarised in action 6.1 in the SWP Business Plan 2021-26. |
| Financial, Legal and HR Implications: | |

| | |
|---------------------------------|---|
| | Schools finances are managed separately to ensure that there is no cross-subsidy between District Council collection costs and the costs that schools finance. Accordingly, none of the current or future work set out here impacts on partner costs. Due to legislation, schools do not have to pay disposal costs (the County Council has to pay these) so increasing the schools recycling rate will result in a small saving for SCC. Our Schools Against Waste programme is currently funded from our SWEEP fund (our joint behavioural change fund with Suez) and delivered by Carymoor Environmental Trust |
| Equalities Implications: | None. |
| Risk Assessment: | Any future Covid-19 restrictions would continue to impact on face to face school visits as part of the Schools Against Waste programme. The timing of the roll-out of Recycle More to schools will continue to be affected by Covid-19, as we need to ensure that the impact/effectiveness of the roll-out isn't impacted by the other pressures schools face. |

1. Background

1.1. Behaviour change, engagement, and schools

As well as the delivery of waste collection and disposal services, SWP is committed to encouraging waste reduction, promoting reuse and increasing recycling. This runs through its rolling five-year business plan and 'Changing behaviours' is one of the plan's three core themes.

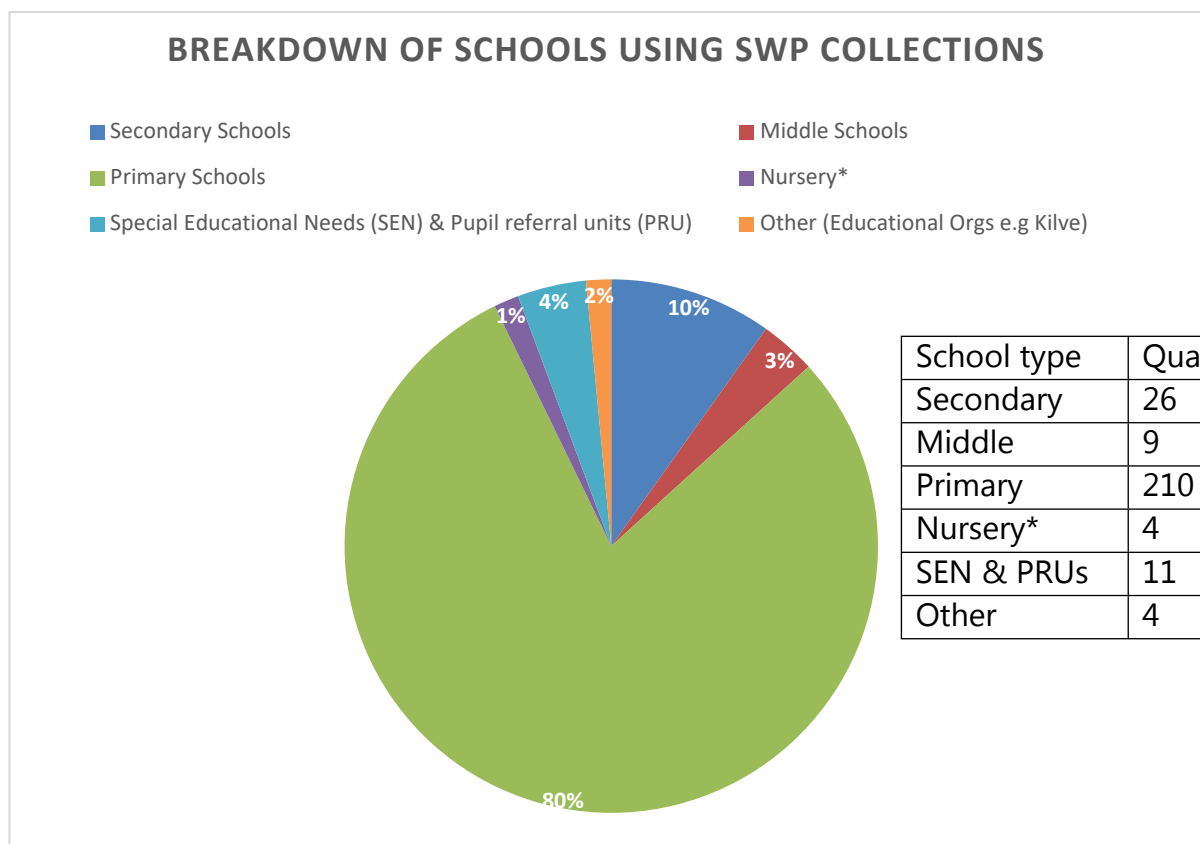
The Partnership works with its members and other organisations to encourage positive behaviour change through its business as usual communications and engagement, as well as specific campaigns and projects. Engaging with schools is an important part of this, both to educate and inform pupils so that they develop positive waste management habits, but also encourage good practice within the schools themselves. For example, the Slim My Waste, Feed My Face campaign in early 2020 linked closely with schools. Through our lead on the Resources and Waste workstream of the joint Climate Emergency plan SWP is also exploring how we can work with partners to reduce litter, and a key part of that plan is our Eco-Schools grant programme – details set out below.

The main area of activity has been the successful Schools Against Waste programme, which has been running for three years working with primary schools across the county (see below). SWP is committed to expanding its work with schools, putting in more resource and practical support.

Schools have, historically, not performed as well as domestic residents in terms of recycling – with recycling rates at the lower end of national business recycling rates,

despite the range of materials (inc. food) that they can already recycle. A number of changes were made to our service when we contracted with Suez in order to help address this. The expansion of school collections as part of Recycle More in 2022 (timing TBC) should be a catalyst to drive up performance. But, as with all services improvements, behaviour change will be needed to get the most from the new offer.

The number of schools SWP provides waste collection and disposal services to by type is as follows:



**Please note that Nurseries listed in blue are standalone sites that are serviced. There are other schools with nurseries or preschools sharing the sites with Primary or Secondary schools.*

2. School Against Waste

2.1 Work to date

The Schools Against Waste (SAW) initiative was launched in February 2018 and sees Carymoor Environmental Trust delivery free assemblies and workshops for primary schools across the county. Based just outside Castle Cary on a 100-acre nature reserve, created on top of capped landfill, Carymoor is an environmental education and nature conservation charity providing outdoor learning for schools and community groups.

The SAW work is currently funded from the SWEEP fund – the jointly SWP/SUEZ funded (from a top-slice of recyclate income) and managed behavioural change fund.

Since the launch of SAW programme, on behalf of SWP Carymoor has completed over 248 visits to 168 schools (80 repeat visits) and introduced around 39,500 youngsters to the ideas of waste reduction and recycling (correct as of 31 May 2021).

Feedback from schools continues to be extremely positive despite the switch to virtual format during the pandemic. Since September 2020, of schools responding to the feedback survey 88.5% rated the Schools Against Waste visit as excellent, with 11.5% as good (n=26). When asked what three descriptive words characterize SAW sessions, the top five words respondents suggested were: 1) informative, 2) engaging, 3) fun, 4) interactive, 5) interesting.

The SAW sessions focus on the 3 Rs of reduce, reuse and recycle, giving children the grounding in how to responsibly deal with the waste we create and reduce it where possible. Each visit starts with an introductory assembly to raise awareness before the children take part in a choice of interactive workshops assisted by teachers. Children can learn to reduce, reuse and recycle with a recycling relay, learn about recycling their food waste with Burpy the Bin, better understand food miles/food waste or find out about the environmental impacts of single use plastics. Schools can choose sessions which are tailored to different primary age groups.

In their book bags children are normally given a roll of food waste caddy liners and pledge against preventable plastic/reminder of what can be recycled to encourage pester power of their parents. During the pandemic, the distribution of caddy liners and pledge cards was suspended (virtual visits only). Similarly, some activities such as the recycling relay were not part of the virtual session but could be facilitated by the class teacher as an additional activity if they wanted.

Working closely with SWP the sessions are regularly updated to support specific campaigns or initiatives, such as Slim My Waste. The SAW visits are currently supporting the roll-out of Recycle More.

2.2 Supporting Recycle More

The SAW assemblies and workshops have been tailored to support the roll-out of Recycle More service. All primary schools in each district will be offered a visit in advance of the arrival of the new service, so they can take home and share knowledge and enthusiasm about it.

Covid-19 restrictions had a significant impact on the Mendip SAW visits with on-site visits clearly not possible. Working with SWP, Carymoor successfully adapted

to a virtual way of working, taken the sessions online, giving schools the chance to host fully interactive virtual visits using Zoom or Teams, video content and materials in the classroom. These were warmly welcomed and received excellent feedback.

*"Thank you - it was a great day of waste workshops.
I thought so long virtually would not work but it did,
and the children enjoyed it."*

Butleigh C of E Primary School in Mendip

Despite the challenges of Covid, SAW has managed to reach 30 of the 52 Mendip primary schools. Recycle More sessions are already underway in support of the South Somerset roll-out. So far 31 of the 70 primary schools in the district have booked a visit (data correct to 31 May 2021).

2.3 Future work

SAW activity will be driven by Recycle More into the spring of 2022.

For the first time, at home Recycle More Family Sessions hosted by Carymoor are being developed to take place during the school holidays. Four sessions are planned, targeting Mendip and South Somerset families, and being promoted via the schools for summer 2021.

In light of their success, the virtual visits are likely to become an additional SAW offer even once all Covid-19 restrictions are lifted.

SWP continues to be keen to understand how we can engage more effectively with secondary schools, which is challenging because the curriculum restrictions make it much harder for us to reach sufficient children/young people. Working with Carymoor Environmental Trust, Suez, SSE and schools we will continue to explore how we can develop in this area.

3. Supporting schools to improve their own recycling/collection service

As part of our engagement with schools ahead of contracting with Suez, we identified a number of barriers that schools felt they needed support with overcoming to help them improve their recycling rate:

- SWP had no dedicated capacity to engage with the c260 schools, both to address operational/service issues and to carry out the detailed engagement necessary to help individual schools improve their own recycling rate
- Schools had to buy recycling boxes for inside the school and with the constraints on school finances this was a barrier to them effectively recycling. This was addressed by including the 'free' hire of recycling boxes

for inside the school within the charges schools pay.

- Whilst we knew that schools recycling rate were low and contamination of recycling levels were high, we did not have data on individual schools to enable us to identify high performers (and hence understand what works) and to identify low performers so that we can target support. This has been addressed through in-cab devices and through requiring collection staff to report on bin fullness, enabling us to develop a rough recycling rate for individual schools.
- We have more clearly delineated the roles SSE undertakes and those undertaken by SWP to ensure the customer journey is clearer and are working to enable online reporting for schools. SSE has been wholehearted supporters of our work to improve environmental performance and are developing a dedicated Environmental website.

Despite all this, SWP/SSE were able to lower the charges to schools by 10% in 2020/21 due to the better value secured through our contract with Suez.

The current schools service provides access to a waste management officer, who oversees the collection service, manages queries and visits schools, and works to develop the SWP offering. Schools can benefit from access to free internal recycling containers to help aid the sorting of recycling in classrooms, and primary (and middle) schools have access to free educational workshops through Carymoor Environmental Trust.

Up until now, the Schools officer role has focused largely on the support of the collections function. As the service provision continues to improve and embed, it is hoped that this will free up the officer's time to develop partnerships and move towards further positive and proactive engagement. Within the next few months, a combination of ongoing work and completion of small projects (alongside the easing of pandemic restrictions) should help recycling within schools to gain momentum and increase the visibility of these services. This work includes:

- Site visits to schools – Visits to continue to schools across somerset. These are opportunities for schools to have face to face contact with the waste officer, and discuss current waste and recycling provision, arrange additional bins, provide feedback and discuss issues or concerns.
- Schools information packs – designed in conjunction with Carymoor Environmental trust and will provide hints, tips and information about maximising recycling within schools.
- Developing communication channels for information dissemination – Developing regular and engaging email correspondence, communication though SSE and Academy trust and School boards. Also looking into other methods to share best practice between Schools.
- SWP participation in SSE's new Environmental Website Launch – A directory style website where schools can access information on partner

organisations to help boost their environment friendly practices.

- Internal recycling bin distribution - There has been an increase in interest regarding internal recycling boxes. A few schools have now requested extra 44ltr boxes, and food caddies have also seen a small rise in requests due to classes currently eating within their own rooms (COVID restrictions). While these boxes haven't actively been advertised, both SWP and SSE are generally receiving small but steady number of requests. These containers are now (and will continue to be) mentioned and offered as part of the school's bin/ waste audit. Further communication or advertisement will be developed prior to the Recycle More roll out.

The schools recycling rate is currently hovering around the 22% mark. The pandemic will have no doubt affected this, with schools being shut, sites running on fewer staff, combined with the other responsibilities put on school leadership. Recycling is, for some, not likely to not be at the forefront of current activities. Increased handwashing has also upped the refuse volumes at some schools, with them consuming record amounts of paper towels, in particular. A schools recycling contamination tag has been designed and produced and help tackle persistent contamination issues. The double-sided tag provides feedback on why the waste was not collected, and a reminder of the materials collected on the school's service. These tags are due to go live in the first half of June and should provide further insight into specific contamination problems.

However, it is important to note that a number of schools and academy trusts are still keen to up their recycling efforts, and there have been multiple queries regarding the roll out of the Recycle More program to schools. SWP's new Schools Waste Management Officer has begun to conduct site visits, visiting schools and assessing current recycling provision. While only a small percentage of schools have been visited so far, it remains clear that most primary schools are engaging with recycling and want to do what they can to get their school community recycling as much as possible. While Secondary schools share this opinion and often have keen eco committees, they appear to be lacking direction, and feel lost as to how to improve their recycling. Upcoming plans for visibility on bin fill levels will help identify high performing schools, but equally highlight those which require more support, and this will drive SWP in prioritising support.

SWP now undertakes an annual customer satisfaction survey with schools to help us continuously improve. It has been recognised that service quality for schools has not been at the level that it should be. The past couple of months have seen fluctuations in the standard of service received by schools across Somerset. The latter half of April exhibited particularly poor performance, with multiple vehicle breakdowns, which resulted in a two-week period of daily route incompletions. As a result, several schools voiced their disappointment on the quality of service.

Following this, concerns over the service were raised with Suez as a matter of urgency, who have been able to introduce measures to prevent the return of high

numbers of missed collections and round incompletions. This has since seen a noticeable improvement on the day to day number of route/ school completions.

Whilst this is a positive step in the right direction, there are areas which still require addressing. Members of SWP and Suez (along with the support of SSE) are continuing to address these areas and work out resolutions. The imminent launch of the Schools Waste Services portal will reduce query handling and enable Suez to be more quickly aware of schools reporting missed collections. Additionally, it will track the return of crews back to schools and enable SWP to better monitor SLA breaches.

3.2 Supporting schools through Covid

SWP and SSE worked closely to support schools as they had changing waste flows through the times when schools were closing/partially open etc in various stages of lockdown. SWP launched a special waste collection service (and secured the special disposal routes required) at very short notice to support schools with the confusing guidelines on how to deal with Lateral Flow Testing waste. SWP also circulated a number of simple guidance notes. This service was suspended when the national guidance changed. Recognising the pressure on school finances especially given Covid pressures, SWP has not charged schools for the few weeks this service operated and has instead absorbed it within the schools overhead budget.

4. Eco-Schools grant

4.1. Eco-schools

Founded in 1994 by Keep Britain Tidy, Eco-Schools is a well-established framework to engage schools and their pupils in work to drive change and improve environmental awareness in their school and local community.

Schools work towards Green Flag accreditation, achieving Bronze and silver status along the way with a 'seven steps' framework that puts pupils at the heart of decision making and actions.

These steps include forming an eco-committee, reviewing the school's own eco-performance, and developing an action plan. Eco-committees need to choose three topics out of ten to work on as part of their plan.

Over 70 schools in Somerset have registered or re-registered with the scheme since 2016, with less than half having progressed to achieving Bronze, Silver or Green Flag status.

After completing a seven-step process schools can apply for Eco-Schools Green Flag accreditation.

SWP believes that Eco-Schools provides a very important means of embedding improved environmental behaviours within schools, particularly within secondary schools where the appetite to do more is there, but the interface between young people, school management/leadership, teachers and cleaning staff means that this doesn't translate to changes in behaviour. It also includes a litter module (which can be achieved by qualifying as a 'Plastic Free School' through the scheme operated by Surfers Against Sewage, who also oversee Plastic Free Communities accreditation). SWP has discussed our ambitions with Keep Britain Tidy, and noted that those communities where the public sector plays an active role in encouraging take-up of Eco-Schools have significantly higher levels of take-up. Engagement with schools identified that budget constraints are a key barrier for schools choosing to engage with the programme.

4.2. SWP Eco-School Grants

SWP will be launching a new grant scheme in the autumn term, 2021. It will offer grants of £500 to up to 50 schools.

The grants will be available to primary and secondary schools, and applications will be assessed by SWP and the Carymoor Environmental Trust. To be eligible, schools will need to be involved in the Eco-School scheme. SCC procurement have been involved in ensuring that the grants are compliant with SCC's processes.

The grant can be used for anything that helps to improve the school environment and/or progress through the Eco-School process. For example, you could use the fund to pay for your first Green Flag assessment, purchase compost bins, install energy monitors, improve your school grounds or provide litter bins.

Schools will need to undertake the waste topic as part of their Action Plan and be able to provide a simple report at the end of their project. We are considering whether to require schools to also undertake the litter/plastic free schools module to secure funding, and whether to require schools who are already on their Eco-Schools journey to support a local school just starting out. Further details and the plan for launching the scheme will be shared nearer the time.

5. Options Considered and reasons for rejecting them

- 5.1.** SWP could have continued with the status quo on schools and not funded behavioural change work, but this would not align with our vision.

6. Consultations undertaken

- 6.1.** Consultation with schools (e.g. associations of primary and secondary school heads), SSE (Support Services for Education), Carymoor Environmental Trust, Keep Britain Tidy and SMG have all been part of discussions in developing the approach outlined in this report.

7. Implications

- 7.1.** The work underway should lead to an improvement in schools recycling rate and the overall household recycling rate now and in the future – though attributing causality is nigh on impossible

8. Background papers

- 8.1.** n/a

Somerset Waste Board meeting
 25 June 2021
 Report for information



National Consultations Update

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| <p>Forward Plan Reference:</p> | |
| <p>Summary:</p> | <p>National Government is consulting on a Waste Prevention Plan and three other major consultations (collectively the ‘collection and packaging reforms’):</p> <ul style="list-style-type: none"> • Deposit Return Scheme (DRS) • Extended Producer Responsibility for Packaging (EPR) • Consistency in household and business recycling (Consistency) <p>The short consultation deadlines have closed for the DRS and EPR consultations, and this report updates members on SWP’s response. The consistency consultation closes on 4 July and this report sets out the key aspects of SWP’s proposed response.</p> |
| <p>Recommendations:</p> | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board notes the responses (submitted or proposed) to the national consultations and the potential impact on Somerset.</p> |
| <p>Reasons for recommendations:</p> | <p>Taken together the consultations will have profound implications for the waste and resources sector, and major financial, operational, customer and environmental implications for Somerset. All three consultations are inextricably linked - they aim to reduce waste and increase recycling by incentivising producers to reduce the amount of packaging (particularly hard to recycle packaging) that they place on the market, by increasing the financial burden brands will face for doing so. The consultations also aim to increase the ease by which consumers and businesses</p> |

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|--|--|
| | are able to separate recyclable waste from non-recyclable waste through a combination of approaches, notably consistent waste collections, clearer labelling on packaging and the provision of return points for DRS drinks containers. National Gov't expects this to increase the proportion of municipal waste that is recycled to 61% by 2032 (compared to 45% nationally now) and increase the proportion of packaging recycled from 61% to 78% nationally. |
| Links to Priorities and Impact on Annual Business Plan: | Action 10.5 in the Business Plan 2021-26 (influencing national policy) set out that <i>"With major central government consultations expected, it will be crucial that SWP uses its reputation as a sector leader, and by working through national bodies and regionally."</i> Action 10.6 is about SWP's long-term strategy which as the board have noted, cannot be meaningfully developed until the national policy landscape is clearer. |
| Financial, Legal and HR Implications: | The consultations will have legal implications by requiring all local authorities to do different things. The legal status of statutory guidance is not clear. The financial implications of the changes will be significant, and SWP has worked closely with the sector and local government colleagues to raise our concerns about the financial implications of his package of policies, as set out more fully in section 1.2. |
| Equalities Implications: | Not applicable |
| Risk Assessment: | The risks and opportunities from the package of changes are significant, and are highlighted in sections 1.2 and 1.3. |

1. Background

1.1. Context

In addition to the Waste Prevention Plan, Defra have published three major consultations (collectively the 'collection and packaging reforms') which will have profound implications on the waste and resources sector. These are the second consultations on these topics, and all flow from the Resources and Waste Strategy, which members may recall features SWP as a case study. One-page summaries of the content of these consultations are attached in appendix 1:

- 1) Deposit Return Scheme (DRS) for England, Wales & Northern Ireland
- 2) Extended Producer Responsibility for Packaging (EPR)
- 3) Consistency in household and business recycling in England (Consistency):

4) Waste Prevention Plan (Prevention)

All three collection and packaging reform consultations are inextricably linked, but government published them separately and on different timescales. With over 600 pages and almost 300 questions, the issues raised are complex. The DRS and EPR consultations are only 10 weeks long (they ended on 4 June) and the consistency consultation is only 8 weeks long (ending 4 July). SWP have fed back our concerns about the short and mis-aligned consultation timescales.

Whilst much of this paper focuses on what we think government should do differently, this should not distract from the fact that SWP are in a very strong position compared to many areas given our focus on quality kerbside sort, keeping materials in the UK, collecting food waste, and the range of materials we will collect once Recycle More is implemented. Whilst government is minded to require a maximum residual waste frequency of fortnightly, it is notable that this is not being consulted on, is not likely to form part of regulations, but instead will be in statutory guidance. As set out below, SWP is confident that the evidence from Recycle More shows that lower frequency residual waste collection, when combined with comprehensive weekly recycling services, can deliver better environmental outcomes at lower cost – something which we expect the producers paying for packaging recycling are unlikely not to support.

1.2. Key points of SWP's responses on DRS and EPR

The underlying principles of Extended Producer Responsibility (of which a DRS is a part) SWP supports – producers should pay the full net costs (but not have to overpay), the system should focus on quality not just quantity, resources and carbon rather than tonnage of waste should be at the heart of thinking, all parts of the system (from brands through local authorities to re-processors) are part of one system, modulated fees should drive better packaging design, and simple binary labelling (recyclable or not-recyclable) and consistency in what can be recycled should make things simpler for residents.

However, the detailed proposals do not always reflect these principles – everyone but producers is shut out of the governance model proposed, there is no clarity on whether net costs (especially transitional costs) will be funded, DRS offers poor value for money and is unlikely to increase quality or quantity significantly compared to kerbside sort. The key areas where we disagree with the Government's proposal are summarised below. Part 5 of Appendix 1 has a one-page summary per consultation of what we like and don't like.

1) Fair (and certain) funding

Whilst government has committed itself to funding the new burdens on local authorities and ensuring that producers pay the full net costs related to packaging, the consultation is very light on detail and it proposes that a producer led

organisation (the scheme administrator) has virtually full control of over £1bn payments to local authorities, and does not provide local authorities with the certainty of funding early enough to enable us to plan changes. There are no proposals to compensate local authorities like Somerset who could lose c£800k per annum from the sale of the high quality materials we currently collect which might be within scope of a DRS (despite the DRS scheme administrator potentially have hundreds of millions in unclaimed deposits). SWP has fed through our concerns to s151 officers of all partners, especially as some funding clarity will come through the Autumn CSR, where it appears that Government may offset the additional EPR funding (even though it is not certain) against future grant, and despite limited detail of the new burdens funding for consistency being available. SWP has also been instrumental in ensuring a joined-up approach across the local government family to challenging the approach proposed to be taken on funding.

2) Governance: meaningful LA involvement

It is proposed that a scheme administrator will run EPR and a Deposit Management Organisation will run DRS. There is no meaningful role for local authorities in the governance of either body, who together may be responsible for up to c£2bn of funding to local authorities. The long timescale for establishing these bodies (and hence providing certainty on the payments/details) leaves local authorities with limited time to plan the implementation of any changes. It should be noted that, once Recycle More is rolled out, SWP will collect all the materials (and more) required under EPR and DRS, other than plastic films where implementation is not expected until 2026/27. This puts SWP in a much stronger position than many other authorities. Whilst the DRS and EPR schemes will have significant impact on businesses across Somerset, there is no local accountability. There will be no visibility of a Somerset recycling rate, only a national one. Should take-up of DRS in shops be lower in parts of Somerset (e.g. our deeply rural areas) there is no accountability/involvement of local authorities.

3) DRS: delay and focus on litter

SWP remains constant in the position that we adopted in the first consultation and agreed with members, that a DRS is not necessary and as a minimum should be deferred. This position has hardened because a DRS looks particularly anachronistic in a post-Covid world (requiring people to visit a reverse vending machine/queue to redeem a deposit on something they can already recycle at home, especially when post-Covid habits and behaviours are unknown). The initial concerns we had – a lack of focus on the problem of litter, the risk of ‘packaging poverty’, ‘bin-diving’, the inflexibility and huge costs to businesses of the scheme, and the lack of evidence that it will drive higher recycling than EPR/consistency alone or deliver greater quality. It is also apparent from Government’s own Impact Assessment that the negative financial impacts on kerbside sort authorities from DRS will be much more significant than for other collection systems, despite government encouraging others to take up kerbside sort. There is no recognition that the losses of income

we would face are within the scope of the Government's 'New Burdens Doctrine'.

SWP already has a higher capture rate for glass (93%) than the DRS scheme aims to achieve (85%) and the glass reprocessing industry is clear that kerbside sort is likely to deliver higher quality overall than a DRS scheme. Gov't are also proposing a digital-DRS, and SWP in common with most LA associations will be recommending that this is more fully explored alongside the success of consistency and EPR before a DRS is considered.

If a DRS scheme is introduced an on-the-go scheme focussed on litter is the least worst option. Defra's own research highlights that whilst the public initially like it (74% in focus groups), but once they got into further detail, most questioned the benefits when there is already kerbside recycling – reflecting the position of much of the waste and resources sector.

1.3. Key points of SWP's proposed response on Consistency

SWP supports many of the proposals:

- having consistent collections of a core set of dry recyclable materials across the Country should reduce resident confusion and remove excuses from brands for mislabelling/not designing for recyclability. Recycle More includes all the materials (and more) that local we are expected to collect from 2023,
- an ambitious timescale should be set for adding further materials into the core set of dry recycling (particular films and flexible plastics),
- new burdens introduced by government should be fully funded,
- food waste collection should be the norm (like it is in Somerset) not the minority nationally,
- kerbside sort (like Somerset does it) should be what everyone does unless they can justify through a robust process why it isn't suitable in their local area,
- businesses should recycle much more than they currently do, and again the default should be to separate materials and recycle food (like SWP are proposing through the public sector waste project)
- local authorities have a potentially important role in zoning and other initiatives to support better and more cost-effective business recycling

However, not all aspects of the consistency consultation will work towards our aim of improved environmental outcomes, and so SWP's response will reflect the following concerns:

Free Garden waste

Whilst gov't is consulting on some other options (e.g. price-capping/encouraging home composting) their preferred option remains a free garden waste collection

service. In common with most other local authorities SWP oppose this because it moves away from 'polluter pays' principles, reduces incentive to compost at home, will divert garden waste from HWRCs, is inequitable in that it makes homeowners with no garden pay for those with a garden, is driven by weight chasing rather than focussed on carbon reduction.

SWP notes that restricting residual capacity will have a significant impact on driving garden waste from the refuse bin, combined with increased promotion and subsidy of home composting.

The concerns about a free garden waste service are strongly and consistently held across the Local Government family and we are working hard with others to build the evidence that:

- Government's impact assessment overstates the carbon benefit of a free garden waste service (e.g. due to capture rate assumptions, no assumed diversion from home composting, comparing it to landfill rather than the reality of EfW or other treatment options for most local authorities)
- That government's impact assessment understates the real costs of providing a garden waste service, and appears to only look at the direct costs (in effect subsidising a free garden waste service from other taxpayer/producer funded services)
- Challenging government's assumptions on the reduction in residual waste that could come from a free garden waste service
- Quantifying the inequity in making those without gardens subsidise those with who would make use of a free garden waste service
- Demonstrating that the cost per tonne of carbon saved from a free garden waste service offers very poor value for money compared to other potential uses of this funding. Looking only at what is in our residual waste, if you targeted materials based on carbon you would target textiles and not garden waste.
- Demonstrating that restricting refuse capacity can have a greater impact on recycling rates (and at much lower cost).

Statutory guidance (inc on residual waste frequency)

Government are asking for more evidence on the costs/vfm (though notably not the environmental outcome) but are minded to make two-weekly refuse collections the maximum set out in statutory guidance. It is opaque as to whether the costs that statutory guidance results in will be funded – either up-front when investment is needed or an ongoing basis (without other funding being removed), or the extent to which Local Authorities simply have to have due regard to it or must follow it. SWP, in common with most LA sector organisations will be highlighting that this should be a local decision, and sharing the considerable evidence that restricting refuse capacity (combined with comprehensive weekly recycling) is a very effective way of driving material up the hierarchy efficiently and effectively, and also sharing the results of our customer survey in Mendip to

provide evidence to fill the vacuum in evidence in the Govt's consultation paper.

Mis-alignment between the three consultations

There are a number of areas where the proposals between the DRS, EPR and Consistency consultations are potentially misaligned or not clear:

- Alignment between the written assessments required of local authorities under the consistency consultation to collect materials separately where 'technically, environmentally and economically practical' and the EPR scheme isn't clear. Whilst consistency sets out the legal requirements and the process to justify differences, it is not clear whether this will align with the scheme administrators view of what is 'efficient and effective' – i.e. they may disagree that something compliant with consistency is efficient and effective or alternatively may wish to be involved in the review of written statements which justify alternative approaches. Either way this will slow down the certainty of funding for local authorities and make it harder for LAs to deliver on the desired timescale. An example of this might be three weekly refuse collections – a producer led organisation may share the views of local authorities that as they are proven to deliver more quality recycling, that this is both efficient and effective, but such a refuse frequency may not be compliant with statutory guidance.
- The lack of detail provided means there may be a funding gap between what is legislatively required, what is deemed by producers to be 'efficient and effective' and an expectation gap for the public between what is set out in statutory guidance and what may be funded by central government or producers to deliver. This is particularly true when it comes to the transitional funding/funding certainty needed by LAs to commit investment. Local Authorities will not be able to judge what is economically impractical if they do not have clarity on their possible future funding streams.
- If an all-in DRS scheme is introduced and is effective reaching high capture rates, then this will significantly reduce kerbside tonnages and change the mix of materials. This will have fundamental implications and may mean that it is not economically practical for some authorities to move away from a commingled system – i.e. an effective DRS may result in fewer authorities moving to quality kerbside sort collections and have detrimental impacts on Gov't's ambitions as set out in the consistency consultation and the overall waste and resources strategy.

Recycling credits

The consultation invites views on the future of Recycling Credits. SWP will discuss this further with partners but our initial view is that if costs of collection and disposal are covered by EPR funding or new burdens (and that funding is provided to the partner that bears the cost) then this removes most of the rationale for recycling credits. Local arrangements for other materials should be adequate, especially as we expect more materials to be added into the gov't's core set in the future.

Other points of detail

There are other areas of detail SWP in which will set out our evidence of why the government's proposals are sub-optimal:

- The evidence that high food waste capture can be achieved without providing free compostable liners to all residents in perpetuity (especially when this proposal is only likely to be in non-statutory guidance – and hence an unfunded burden which raises public expectations),
- The proposal to require a compost stage in Anaerobic Digestion when the outcome could be better met by revising the relevant standards for compost (PAS110),
- Rejecting the assumption that cartons (Tetrapaks) should be in with plastics when we can collect them as a separate stream,
- Concerns about the timetable for introducing plastic film. Whilst this is something SWP are determined to do as quickly as realistically possible, the slow pace of funding confirmation/requirements on producers to ensure end markets are likely to slow this down.
- The issues that will come from a misalignment of business waste and household waste implementation timings,
- A lack of recognition of challenges in rolling out food waste to communal properties and hence the time it takes,
- A lack of a holistic view on the role of local authorities in supporting and enabling businesses to recycle more and better.

2. Options Considered and reasons for rejecting them

- 2.1.** SWP could not respond to the consultations of take a different position on key consultation questions, however to do so would not be in line with SWP's vision or business plan and is hence rejected.

3. Consultations undertaken

- 3.1.** Following consultation with SMG, Board and Scrutiny members, SWP's Managing Director took a non-key decision on our responses to the DRS and EPR consultations. SWP are also engaged nationally to influence the agenda – being invited to speak at numerous events on the consultations, attending discussions with Defra, and leading on the consistency collection response for Adept (the association of Directors of Environment, Planning and Transport – in turn working closely with other parts of the waste sector and the local government family. SWP has shared summaries of the consultations with all partners, encouraging other relevant parts of the public sector to engage in this, and also shared information with the FSB locally to encourage their members to respond.

4. Implications

- 4.1.** Should the consultation package result in policy/legislation/statutory requirement

on local gov't then there will be considerable contractual change as a result of EPR, DRS and elements of consistency (free garden waste, the introduction of films and flexibles, restrictions on local decision making around residual frequency. The package of reforms will also have significant financial implications – but there is too little detail in the consultations (or what funding might consequently be withdrawn from central gov't funding to Somerset authorities) to quantify this.

5. Background papers

5. Resources and Waste Strategy: [Click Here](#)

Consultations first round: [Click Here](#)

Appendix: include appendices from board briefing paper circulated on Friday 21st

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