

Somerset Waste Board

Friday 24 September 2021

10.00 am Luttrell Room - County Hall,
Taunton



To: The Members of the Somerset Waste Board

Councillor Sarah Dyke, South Somerset District Council (Chair)
Councillor Clare Paul, Somerset County Council (Vice-Chair)
Councillor David Hall, Somerset County Council
Councillor David Mansell, Somerset West and Taunton District Council
Councillor Andy Sully, Somerset West and Taunton Council
Councillor Tim Kerley, South Somerset District Council
Councillor Tom Ronan, Mendip District Council
Councillor Peter Goater, Mendip District Council
Councillor Andrew Gilling, Sedgemoor District Council
Councillor Janet Keen, Sedgemoor District Council

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services and Monitoring Officer- 16 September 2021

For further information about the meeting, please contact Laura Rose- lxrose@somerset.gov.uk or Julia Jones - jjones@somerset.gov.uk or 07790577232

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

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

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



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AGENDA

Item Somerset Waste Board - 10.00 am Friday 24 September 2021

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

1 Apologies for Absence

To receive Board Member's apologies.

2 Declarations of Interest

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

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

3 Minutes from the meeting held on 25th June 2021 (Pages 9 - 20)

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

4 Public Question Time

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

5 Feedback from Joint Scrutiny Panel of Somerset Waste Board

To receive comments.

6 Financial Performance Update 2021/2022 and Development of the Annual Budget 2022/2023 (Pages 21 - 30)

To consider the report.

7 Performance Report Q1 2021/2022 (Pages 31 - 64)

To consider the report.

8 Recycle More Update (Pages 65 - 76)

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To receive the report.

9 **Fees and Charges 2022/2023** (Pages 77 - 82)

To consider the report.

10 **Increasing reuse and repair in Somerset** (Pages 83 - 94)

To receive the report.

11 **Outline of Business Plan 2022-2027** (Pages 95 - 100)

To consider the report.

12 **Somerset Waste Board Forward Plan** (Pages 101 - 108)

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

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

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

14 **Any other urgent items of business**

The Chair may raise any items of urgent business.

Possible exclusion of the press and public

PLEASE NOTE: Although the main report for this item not confidential, supporting appendices available to Board Members contain exempt information and are therefore marked confidential – not for publication. At any point if Board Members wish to discuss information within this appendix then the Board will be asked to agree the following resolution to exclude the press and public:

Exclusion of the Press and Public

To consider passing a resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to exclude the press and public from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, within the meaning of Schedule 12A to the Local Government Act 1972:

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Reason: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Guidance notes for the meeting

1. Council Public Meetings

The former regulations that enabled virtual committee meetings ended on 7 May 2021. Since then, all committee meetings need to return to face-to-face meetings. The requirement is for members of the committee and key supporting officers to attend in person, along with some provision for any public speakers. However due to the current COVID restrictions and social distancing measures only a small number of people can attend as meeting room capacities are limited. Provision will be made wherever possible for those who do not need to attend in person including the public and press who wish to view the meeting to be able to do so virtually.

Anybody attending the meeting in person will be asked to adhere to the current Government guidance and Council procedures in place to safely work during COVID 19. These include limiting numbers in a venue, maintaining social distancing, using hand sanitisers, wiping down areas that you have used, wearing face coverings when not sitting at a table (unless exempt from doing so) and following one-way signs in the venue/building. You will also be asked to sign in via the NHS Test and Trace app or to sign an attendance record and will be asked relevant questions before admittance to the meeting. Everyone attending the meeting will be asked to undertake a lateral flow test up to 72 hours prior to the meeting.

Please contact the Committee Administrator or Democratic Services on 01823 357628 or email democraticservices@somerset.gov.uk if you have any questions or concerns.

2. Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Democratic Services at democraticservices@somerset.gov.uk or telephone 01823 357628.

They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers.

Printed agendas can also be viewed in reception at the Council offices at County Hall, Taunton TA1 4DY.

3. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: [Code of Conduct](#)

4. **Minutes of the Meeting**

Details of the issues discussed, and recommendations made at the meeting will be set out in the minutes, which the Committee will be asked to approve as a correct record at its next meeting.

5. **Public Question Time**

If you wish to speak, please contact Democratic Services by 5pm 3 clear working days before the meeting. Email democraticservices@somerset.gov.uk or telephone 01823 357628.

Members of public wishing to speak or ask a question will need to attend in person or if unable can submit their question or statement in writing for an officer to read out.

In order to keep everyone safe, we respectfully request that all visitors to the building follow all aspects of the Covid-Secure guidance. Failure to do so may result in you being asked to leave the building for safety reasons.

After entering the Council building you may be taken to a waiting room before being taken to the meeting for the relevant agenda item to ask your question. After the agenda item has finished you will be asked to leave the meeting for other members of the public to attend to speak on other items.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been agreed. However, questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered.

At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total (20 minutes for meetings other than County Council meetings).

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish.

If an item on the agenda is contentious, with many people wishing to attend the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, to three minutes only.

In line with the council's procedural rules, if any member of the public interrupts a meeting the Chair will warn them accordingly.

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

Provision will be made for anybody who wishes to listen in on the meeting only to follow the meeting online.

6. **Meeting Etiquette for participants**

- Only speak when invited to do so by the Chair.
- Mute your microphone when you are not talking.
- Switch off video if you are not speaking.
- Speak clearly (if you are not using video then please state your name)
- If you're referring to a specific page, mention the page number.
- Switch off your video and microphone after you have spoken.
- There is a facility in Microsoft Teams under the ellipsis button called turn on live captions which provides subtitles on the screen.

7. **Exclusion of Press & Public**

If when considering an item on the agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

If there are members of the public and press listening to the open part of the meeting, then the Democratic Services Officer will, at the appropriate time, ask Participants to leave the meeting when any exempt or confidential information is about to be discussed.

8. **Recording of meetings**

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the

public may use Facebook and Twitter or other forms of social media to report on proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

A copy of the Council's Recording of Meetings Protocol is available from the Committee Administrator for the meeting.

Somerset Waste Board

Minutes of a Meeting of the Somerset Waste Board held at Council Chamber, Mendip District council, Shepton Mallet on Friday 25th June 2021 at 10.00 am.

Present: Cllr S Dyke (Chair), Cllr C Paul (Vice-Chair), Cllr D Hall, Cllr D Mansell, Cllr T Kerley, Cllr A Gilling, Cllr J Keen, Cllr T Ronan

Other Members Present:

Annual Appointment of the Chair and Vice Chair of Joint Scrutiny Panel of Somerset Waste Board

Nominations were invited for the Chair of Somerset Waste Board. Cllr Tom Ronan nominated Cllr Sarah Dyke, and this was seconded by Cllr Tim Kerley.

Members agreed by a majority vote that Cllr Sarah Dyke to be appointed as Chair of Somerset Waste Board for 2021/22.

Nominations were then invited for the appointment of Vice Chair of Somerset Waste Board. Cllr David Hall nominated Cllr Clare Paul for the position which was seconded by Cllr Sarah Dyke

Members agreed by a majority vote that Cllr Clare Paul to be appointed as Vice Chair for 2021/22.

Apologies for Absence:

Cllr Andy Sully and Cllr Darch substituting virtually

Declarations of Interest - Agenda Item 2

Cllr A Gilling declared an interest as a member of the Axe Brue Drainage Board.
Minutes from the Previous Meeting on 12th February 2021 –Agenda Item 3

The Board agreed the minutes were confirmed as a correct record and were signed by the chair.

Public Question Time - Agenda Item 4

There were no public questions.

Feedback from Joint Waste Scrutiny Panel of Somerset Waste Board

The Chair informed the Board that the Panel had a very robust meeting, and the following was highlighted.

- The Panel meeting was well attended, and new members were welcomed.
- There was a long and constructive discussion on the Performance report where Matt Canning and Steve Holgate from Suez attended and gave a presentation and answered a number of questions.
- Members were advised that performance had improved in the past week and there were a number of mitigations in place which should enable a continual improvement in performance.
- Members asked for extra information regarding staff salaries, reasons for losing staff, recruitment and retention, digital skills/advertising and liaising with ex service personnel.
- It was agreed more information on these matters would be sent to members. Suez Senior Management were aware of the current problems and acting on them.
- With regard to the Recycle More item, members were interested in the trial of electric vehicles in particular and were informed that further updates would follow.

Constitutional Matters, Waste Board Membership and Meeting Dates 2021/2022

The Chair invited Governance Specialist Julia Jones to provide a verbal update on the Constitutional Matters, Waste Board Membership and Meeting dates for 2021-22. The report summarises key dates and membership for the Somerset Waste Board and Joint Scrutiny Panel of Somerset Waste Board.

The following was highlighted:

- Revisions in the Membership for Somerset Waste Board and Joint Scrutiny Panel of Somerset Waste Board, after publication Mendip District Council updated the Membership and the panel were advised of the change.
- Meeting dates for the coming year.
- The change in the temporary legislation and the revised guidance procedures for face-to-face meetings/virtual meetings. The Panel will continue to meet virtually as it does not fall under the 1972 Act, however Somerset Waste Board members are required to be present and meet in person.

Somerset Waste Board RESOLVED to:

- 1. Note 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. Agree the Board meeting dates for 2021 and 2022 set out in section 3.**
- 3. Acknowledge the need for the Board to again operate under the 1972 legislation and the requirement to return to face to face meetings.**

The Chair highlighted the success of virtual meetings over the last 15 months to manage Council and Partner business although there were early challenges at the beginning. There has been an increase in public participation with recordings from meetings for everyone to listen to. The current hybrid way of working for meeting with members having to return to attend physically brought challenges with extra time needed for travelling, setting up for the meeting to take place and limitation on participants allowed in the room. It was hoped that the Government would bring forth new legislation to enable more virtual committee meetings to take place in the future.

The Chair invited Strategic Finance Manager Christian Evans to provide a verbal update on the financial performance as part of the end of year financial reporting.

The following was highlighted:

- 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.
- On Collections the overall position for District partners was an overspend of £147,900.
- The final quarter of Covid-19 costs were £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. 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.
- The disposal position improved at the end of the year, resulting in an underspend on this budget area of £637,000. 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.

- 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. The balance 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.
- 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.
- 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 and SCC hold the debt.
- 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.
- 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.
- 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 Inter Authority Agreement.
- Appendix A includes shows accounts in details, Appendix B the use of balances to be approved and Appendix C the Audit Plan 2021/2022 and review of last year.

During the debate the following points and comments were raised:

In appendix B a list of Partners recommendations for use of individual surpluses and deficits -Mendip District Council has a huge balance of £199,342. Strategic Finance Manager Christian Evans confirmed that the Mendip remaining balance of £199,342 was due to taking the garden waste income the previous year which left them with a deficit for the following year and the recycle more roll-out.

Somerset Waste Board RESOLVED to:

- 1. Note 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. Note the outturn position of the Recycle More fund in paragraph 2.4.**
- 4. Approve the proposed approach to using our internal audit support as set out in Appendix C.**

The Chair invited Somerset Waste Partnership's Managing Director, Mickey Green to provide a verbal update on the performance report. The report covers the key performance indicators for the period from January 2021 to March 2021 and compares these to the same period last year. The aim was for 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.

Mr Green apologised to the residents for the severe disturbance, to services.

He then highlighted the following:

- Congratulated the staff at Somerset Waste Partnership for the dedication and work as the challenges continue including long hours and some weekend work to catch up on missed collections especially through the pandemic.
- SWP was currently working with National Association, Local Authorities and working with the waste industry to push the issues onto central government to action.
- Understandably recent service performance has been a cause for serious concern for the Board, and it was hoped listening to senior management would provide an opportunity to better understand both the causes for the service issues and the actions in place to address them.
- SUEZ had been issued with service breakdown warning notice a formal step under the contract and it was on record in regard to the poor level of service that has been provided recently.

A short presentation to the Board by senior SUEZ management Matt Canning (Somerset contractor Director) and Steve Holgate (Director of Fleet and Contract Mobilisation) followed on the current state of services and the prognosis for the near future given the severe service issues being experienced.

The following was highlighted:

- Current issues on the experience of high level of service distribution. Recycling service has been the most disrupted service, and there was an

increase in complaints. Saturday working had been introduced to help mitigate this.

- Suez were experiencing similar problems as other contractors nationally regarding the national driver shortage, the pandemic and the back log of LGV test availability. There were driver and loader shortages along with staff absence and sickness.
- There were challenges in forecasting the position recognising the driver challenges, however on a positive note of 10 loaders to be trained 8 were successful but progress was slow due to the impact of COVID.
- Measures introduced included a guarantee of 22 drivers to support Somerset, an additional dedicated HR manager and recent employment of a recruiter for Somerset. An employee referral scheme had been set up and there was an increase in advertising. Bonuses were being paid, and in the coming weeks further interviews planned. Retention methods aimed at boosting staff morale such as schemes such as Employee of the week, month, year along with crew of the week, month and year had been instigated.

During the debate the following points and comments were raised:

- To advertise with apologies for the distribution to the service that is provided.
- Request for the presentation to be shared publicly.
- In regard to the Monday sickness what is the Bradford method that Suez is using to monitor the sickness.
- A combination of COVID and Brexit are major contribution factors how come Suez didn't foresee this happening.
- DVLA previously have had restriction on LVG drivers for people above 25 and over has this been changed.
- Can smaller vehicle be used that do not require LVG and HGV drivers in the urban areas.
- SWP has given notice of a service breakdown warning notice and contract mechanism are in place for this.
- Recycling collections have been missed and concerns with the food waste being missed as this leads to rotten food and could lead to ongoing other problems.

The Managing Director of Somerset Waste Partnership informed the board that currently they have provided updates on the radio and an interview on the television. The presentation will be shared with members and published on the website and a member briefing information sheet will be provided to share to members and public.

Somerset Contract Director confirmed the Bradford method calculates the score against the employee for sickness, singular days are scored higher than a longer

period sickness then gets escalated to a formal meeting in line with the policy. Mr Canning will provide the method to the board to give more understanding on how it works. Suez have Class 2 rigid trucks and 7.5 tonne vehicles. The driver expectation is 75% to pass with the first stage of theory and then the driving test. This is a continued focus for each year giving people the opportunity to progress from loaders to drivers.

Director of Fleet and Contract Mobilisation Steve Holgate started the Somerset contract last year before it was handed over to operations. This has been discussed at the senior levels and the Chief Executive Officer apologises for not being in attendance today. SUEZ has full commitment, the drivers training team have been to Somerset and three regional fleet managers. 22 employees to support the current workloads have been put into place now for six weeks along with additional 24 drivers across the County, other authorities occurred the same problems in struggling to recruit. Once the Recycle More projects has be rolled out it will free additional 10 drivers again to support the other routes. Apprenticeship programmes were due to start shortly and 24 young people to be put through their licenses to start a career. SUEZ employee a lot of ex-military, air forces SUEZ have a veteran group that meet monthly.

The following was highlighted in the Performance report:

- SWP continues to see strong demand from UK based reprocessors for the high-quality materials collected. 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%.
- New to 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.
- This has now been updated and redesigned with SWP branding and published on the website. Meetings have also been held with district planning teams, with the guidance directly referred to in the SCC Waste Core Strategy.

The Contracts Manager of Somerset Waste Partnership David Oaten who manages all performance with Viridor, highlighted the following:

- In 2014 the journey started to move away from landfill work with Viridor with a contract for new waste facilities and two contract was signed.
- Since 2017 Viridor have been in the build phase one at Castle Cary and the second one being at Walpole and Avonmouth Energy from Waste Plant with impact of COVID and Brexit through the period and contract start in April 2020.
- The Avonmouth plant formally opened in June 2020 for commissioning phase.

- In December 2020 Viridor became the owners of the plant and start reporting to the Somerset Waste Board.
- There was a plan for Members to visit the site in due cause.
- A fire had taken place in the Dimer transfer station and some parts will need to be rebuilt with this being offline till end of July early August. The contingency plan was in place and waste was being rerouted to Evercreech.

Somerset Waste Board RESOLVED to:

- **Note the performance results in the Fourth Quarter 2020-21 Performance Management Report and discuss the current collection service issues and mitigation plans in place.**

90 **Recycle More update-** Agenda Item 8

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide a verbal update on Recycle More. The paper updates on the successful phase 1 roll-out, preparations for the roll-out in South Somerset given the recent service pressures.

The following was highlighted:

- The Recycle More roll out for Somerset West and Taunton area had been moved to 1st of November.
- The graph highlights recycling has increased by 20% and refuse decreased by 30%.
- In the future the communal rollouts will be done at the same time.
- The Mendip customer survey had 1,435 online responses with questions relating to the service provided and the understanding around Recycle More. Paper survey had around 600 responses
- There had been a successful 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.
- 110 bright blue bags have been delivered to district councillors, parish councillors/clerks for them to test drive.

Somerset Waste Partnership Managing Director explained previous stock was being used and a sticker will be provided for a reminder about what will go in for recycling with the Recycle more rollout.

The head of Communication and Engagement Mark Ford updated the board that you can download a collection day calendar from the website to view on mobile phones however SWP are structuring an app that you will be able to download to make more user friendly for residents.

The Managing Director Mickey Green informed the board that phase 3 will now be the 1st of November and regular reviews with SUEZ about the timetable and scheduled to be on track at the moment. Lessons have been learnt from Mendip District Council in regard to the roll-out for the communal areas, in SSDC the kerbside and communal properties will be roll-out together.

Somerset Waste Board RESOLVED to:

- **Note the progress made in implementing Recycle More and the risks to the programme.**

91 Updating on decarbonising Somerset Waste Partnership Operation

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide a verbal update

The following was highlighted:

- The business case for the trial of 5 electric supervisor vans based at Evercreech depot is nearly finalised. This will be Revenue neutral to SWP the only cost will be the 12k upfront cost.
- The HVO Fuel trial to take place.
- 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 main purpose of this trial is to ensure that it is operationally viable so ahead of the partial refleet in 2024
- It has been agreed that the Taunton and Evercreech depots are the 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)
- 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.

During the debate the following points and comments were raised:

- Energy provision - has SWP considered PW (SPELL OUT) and utilised to generate hydrogen which will fuel the trucks that SWP will be using.
- The issue in Exmoor? and the detail to be provided in the future.

The Somerset Contract Director Matt Canning provided the board with an update that hydrogen in the refuse fleet there is only one company that a German company is currently looking into and started to introduce into their range and other company are considering electric vehicles.

Somerset Waste Board RESOLVED to:

- **Note the progress made in decarbonising our operations.**

92 Update on Schools Education and Behaviour Change

The Chair invited Mickey Green to provide a update who informed members SWP saw its work with schools as crucial to drive behaviour change and has made numerous improvements to how it works with schools to progress this further. Clearly the last year has been very challenging for schools as well as SWP, so this work was not as fully progressed as wished, however there was confidence in the plans for the future.

The following was highlighted:

- Since the launch of Schools Against Waste 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)
- As part of the engagement with schools ahead of contracting with Suez, a number of barriers were identified where schools felt they needed support with improving their recycling rate
- 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
- SWP will be launching a new grant scheme in the autumn term 2021. It will offer grants of £500 to up to 50 schools.

During the debate the following points and comments were raised:

- Two primary Schools in the South Somerset Area have passed on their thanks to SWP.
- The Eco school plan and consideration for schools undertake a litter and plastic free module.

The Managing Director Mickey Green informed the board that the proposal is to undertake the Waste topic and then an additional module for the litter and plastic.

Somerset Waste Board RESOLVED to:

- **Note the progress to date and the plans to progress this further.**

93 Update on National Waste and Resources –

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide an update on the National Government consultation on a Waste Prevention Plan and three other major consultations (collectively the 'collection and packaging reforms):

The following was highlighted:

- The consultations aim to increase the ease by which consumers and businesses 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.
- SWP proposed response on consistency, free garden waste, Statutory guidance including residual waste frequency, and areas of misalignment between the three consultations.
- Whilst government is minded of requiring 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.

During the debate the following points and comments were raised:

- Different views on the deposit schemes and benefits.
- Consistency on collections for garden waste kerbside.
- A concern around recycling credits and the hope ifor government funding of this.
- Digestates in the land and how well this fertilises the land.

The Contracts Manager of Somerset Waste Partnership David Oaten informed the board about the pass one ten qualification for wet and dry processes, currently we have dry processes and is more difficult as there is no water content,

discussions with RAP spell out and the industry to see what can be done and a difference between the two.

Somerset Waste Board RESOLVED to:

- **Note the responses (submitted or proposed) to the national consultations and the potential impact on Somerset**

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 12.04pm)

CHAIR



Somerset Waste Board meeting
24th September 2021
Report for Approval

Financial Performance Update 2021/2022 and Development of the Annual Budget 2022/2023

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

Author: Christian Evans, Strategic Finance Manager

Contact Details: cevans@somerset.gov.uk

Forward Plan Reference:	01/08/2021
Summary:	<p>The report sets out the financial performance against the approved Annual Budget for the first 4 months of the current financial year (April to the end of July), and a forecast outturn position.</p> <p>The report is also the formal commencement of the budget setting process that will ultimately lead to the Annual Budget for 2022/2023.</p>
Recommendations:	<p>That the Somerset Waste Board: -</p> <ul style="list-style-type: none"> i) Notes the summary financial performance for 2021/2022 to the end of month 4 (April – July) and the potential outturn position for each partner authority. ii) Considers the draft budget for 2022/2023 and the key factors that will influence the budget setting process. iii) Notes the positive business case for an electric RCV and Photovoltaics at our two sorting and baling facilities, and the urgent need to clarify whether funding is available to progress these key business plan actions.
Reasons for recommendations:	<p>The Board needs to be aware of the financial performance of the Somerset Waste Partnership as it delivers the approved Business Plan and delegated waste service functions, to ensure that it is being managed appropriately.</p>

	<p>Having regular information regarding the pressures in the current budget will also give the Board a greater understanding of the requirements for the Annual Budget for the following financial year.</p> <p>In accordance with previous internal audit recommendations, officers provide in-year financial information for the Board alongside the regular Performance Monitoring reports as they are complementary reports.</p> <p>Partner authorities will need indicative budget figures as early as possible in order to consider their individual contributions to the Board budget, and to progress their own financial planning processes.</p>
Links to Priorities and Impact on Annual Business Plan:	<p>The Annual Budget is linked to the Annual Business Plan and sets out the financial resources required to deliver the Plan and the waste collection and disposal services that have been delegated to the Somerset Waste Board. Financial monitoring will show how the Partnership is managing its resources as it delivers the Annual Business Plan.</p>
Financial, Legal and HR Implications:	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end. However, during Recycle More roll out any variations to budget relating to the project will remain within the partnership until roll out has been completed and breakeven point has been reached.</p> <p>When considering the draft Annual Budget for 2022/2023, current trends in demographic growth, service uptake, waste tonnages arising in 2021/2022 including any potential ongoing impacts from Covid-19 will be a key contributory factor in shaping the forward budget.</p> <p>There are no HR implications of this report.</p>
Equalities Implications:	<p>None.</p>
Risk Assessment:	<p>Members will be aware from previous reports and presentations that the waste budget and actual costs, particularly disposal</p>

volumes and recycling credits, remain highly volatile, which has also been further impacted by Covid-19.
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1. Background

- 1.1.** The Annual Budget for 2021/2022 was originally set at the Board meeting of 12 February 2021 at £47,045,658. Partners contribute to the overall costs in accordance with our Cost Sharing Agreement. Individual contributions are based on key cost drivers such as household numbers, sparsity and garden waste customer numbers. As the waste disposal authority, all such costs fall to the County Council.
- 1.2.** Our Annual Budget is predominantly spent on making payments to our main contractors.

2. Current Financial Position – Month 4 (excluding Recycle More fund)

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	1	0	0	0	0	2
Disposal Costs	291	0	0	0	0	291
Collection - Recycling	0	0	0	0	0	0
Collection - Refuse	0	0	0	0	0	0
Collection - Garden	0	0	0	0	0	0
Collection Costs	0	(2)	(2)	(3)	(3)	(10)
Recycling Credits	0	0	0	0	0	0
Container Purchase & Delivery	0	0	0	0	0	0
Garden Income	0	0	0	0	0	0
Covid - 19	0	74	74	110	101	360
Other	(15)	0	0	0	0	(15)
	277	72	72	108	99	627

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

Overall, the end of July position shows that the Somerset Waste Partnership budget is forecast to be **overspent by £627,000** (1.3% of the original budget), albeit on relatively limited actual costs in the year to date. This does not include the Recycle More roll out costs, which is accounted for separately. See paragraph 2.2 below.

There are still additional Suez collection covid related contract costs which fall

to District partners. The current agreement with Suez, is that the final Covid related payment are due at the end of September. Clearly the future situation with Covid is uncertain, so this

2.1. Waste Collection

Estimated figures for the collection indicate a potential combined **£351,000 overspend** across the 4 District partners at this stage.

The total overspend relating to additional covid payments to Suez is predicted to be £360,000, with savings of £9,000 relating to general underspends across the service.

There is still uncertainty around yields due to the ongoing Recycle More roll out. As the year continues and the roll out progresses we will update the predicted yields. This affects the breakeven position.

2.2. Recycle More 2021/22

The figures in the above table do not include the Recycle More fund. It was agreed by the board that this project is kept separate from the continuation budget.

At the end of 2020/21 the project balance was a deficit of £964,000. It is anticipated that during 2021/22 £741,000 will be spent on the roll out of the Recycle More project which will leave an anticipated deficit of £1,705,000 at outturn. As agreed no savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded and breakeven point is reached, it is anticipated this will be in quarter 3 of 2022/23.

2.3. Waste Disposal

Waste disposal costs are forecast to overspend by £277,000, this relates to increased waste volumes at the Household Waste Recycling Centres. Predominately due to residual waste. We are yet to see the impact of the kerbside garden service suspension, and how this impacts on tonnages received at HWRCs.

2.4. 2021/22 SCC savings update

The following SCC savings are built in to the 2021/22 budget totalling £230,000.

- £200,000 – Year 4 of the core services contract extension (previously agreed by the board in November 2018)
- £30,000 – Reduced gate fee at anaerobic digester plant

All these savings have either been met or are on target to be achieved by the end of the financial year.

3. Indicative Annual Budget for 2022/2023

EARLY WASTE INFLATION ESTIMATES

		SCC	MDC	SDC	SSDC	SWAT
21/22 Base Budget		31,443,997	3,208,321	3,236,920	4,803,484	4,352,935
2020/21 Indexation	Est	0	39,150	39,111	58,266	53,473
2021/22 Indexation	Est	0	39,150	39,111	58,266	53,473
Inflation - Collection	7.0%	0	292,628	299,661	437,827	403,575
Inflation - Disposal	-1.4%	(387,487)	0	0	0	0
Household Growth	0.79%	0	20,592	19,917	30,011	27,369
Garden Waste	1.00%	0	5,861	6,841	9,353	8,765
Recycling Credits	3.79%	103,940	(21,912)	(20,893)	(32,038)	(29,107)
Salaries inc pensions	2.50%	11,673	2,800	2,974	4,167	3,895
Transfer Station Offset		10,520	(2,129)	(2,261)	(3,168)	(2,962)
Landfill Tax	2.95%	34,900	0	0	0	0
Volume Growth	0.79%	185,000	0	0	0	0
Fleet Maintenance - one off		0	(31,250)	(31,250)	(31,250)	(31,250)
Previously Agreed Savings		(395,300)				
Proposed Savings		(320,000)	(92,723)	(92,632)	(137,999)	(126,646)
22/23 Draft Budget		30,687,243	3,460,487	3,497,499	5,196,920	4,713,521
Increase / (Decrease)		(756,754)	252,167	260,579	393,435	360,586
Percentage		-2.4%	7.9%	8.1%	8.2%	8.3%

3.1 Collection Factors

The table below shows the indicative budget requirements for 2022/2023. The inflation and growth assumptions are as listed. During 2022/23 there will be roll out costs for Recycle More which will be managed outside of the 'core' Somerset Waste Partnership budget.

An adjustment is included to amend the inflation applied to the base prices at the start of the contract; this has a knock-on impact for both 2020/21 and 2021/22. This is still to be finalised with the contractor, so an estimate is included at this stage.

Inflation for the collection contract has been calculated on 7% at this stage, this is a basket of indices which includes labour, fuel and CPI. It is difficult to forecast future inflation given the current climate with Covid-19. The actual contract inflation will be known before the final budget is set.

Household growth is an indicative 0.79% across all District Partners, which is the average annual growth over the last 4 years. Members are reminded that each collection partner will be charged according to their individual district housing growth.

Garden waste is current shown with an indicative growth of 1% across all District Partners as with household growth this will be updated for actual customer numbers for each District before the budget is finalised.

Tonnages for recycling credits reflect the 0.79% housing growth applied for 2022/23. The majority of the increased income for collection partners relates to the agreed 3% annual payment uplift on recycling credits from the County Council.

£450,000 has been included for part year 2022/23 District Council Recycle More savings. This is based on the last model which shows a breakeven of quarter 3 2022/23. There are still a number of significant variables which may change this date such as materials values, yields, covid. The breakeven model will continue to be reviewed in line with the roll out programme.

It is proposed that fees and charges for bulky waste and garden waste subscriptions will not be increased for 2022/23. See fees and charges paper for details.

3.2 Disposal Factors

Estimating the disposal figures at this stage is difficult, because we are 8 months away from the start of the 2022/23 financial year, and volumes and mix have remained volatile for some time (weather, Covid-19 etc).

However, initial forecasts are: -

- Contract inflation for disposal is based on a number of indices within the disposal contracts. These are highly volatile, particularly the civil engineering (“Baxter”) index, which is an industry standard and includes a significant fuel element. Indices for disposal run from February 2021 to February 2022 and are not published until March. The 2021/22 budget included an estimated Baxter index uplift of 4.75% but the actual number published in March 2021 was an inflation reduction of -1.86%. The 2022/23 budget includes a rebasing for the actual 2021/22 contract inflation as well as the estimated inflationary uplift for 2022/23. The overall impact is a negative inflation estimate of 1.4%
- Volume growth is based on estimated household growth which is 0.79%.
- Landfill tax percentage is based on estimated RPI which the government releases during the year.
- Savings agreed previously by the board and SCC which apply to 2022/23 financial year are a further £400,000 saving for year 5 of the HWRC contract extension. The overall renegotiated contract savings is £1.3m.
- New savings for 2022/23 include £250,000 for part year Recycle More and £70,000 for renegotiated charges for the anaerobic food digester waste service.
- The standstill cost for the disposal budget is therefore a reduction of £760,250. This is 2.4% of the SCC original element of the 2021/22 budget.

3.3. Recycle More

The indicative annual budget excludes the costs of the roll out of Recycle More during 2022/23. This will be funded from the Recycle More Project Fund and where appropriate capital monies. No savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded. Breakeven point is anticipated to be in Quarter 3 of 2022/23. Savings included above are reflected in the breakeven point. Once breakeven point is reached, contract savings will be shared on the basis currently stated in the IAA.

Recycle More Fund	2019/20	2020/21	2021/22	2022/23

Opening Balance	(1,101,040)	139,995	964,210	1,731,049
Suez Contract	-	1,210,652	2,040,555	354,499
Materials Income	-	(1,023,424)	(1,163,327)	(1,505,285)
Reduced Kerbside Costs	-	(202,804)	(643,216)	(1,280,263)
Roll Out Costs	-	218,925	343,823	-
Contract Mobilisation (including ongoing legal / consultants costs)	1,241,035	620,866	189,005	-
Closing Balance	139,995	964,210	1,731,049	(700,000)

Current potential variables which may affect the breakeven point:

- Potential contractor costs due to covid and national driver shortage
- Resolution of dispute with previous contractor
- Material income & yields
- Any future delays in the roll-out of Recycle More

4. Capital Projects

The Board are reminded that a partial re-fleet (replacing the 23 2016 plate vehicles, which cost c£3m in 2016) will need to take place in 2024/25. With a long lead time on vehicles (especially electric vehicles) there will be a long run-in to this. SWP hopes that it can maximise the number of alternatively fuelled vehicles in this partial re-fleet, and to de-risk this it is important that SWP understands how these vehicles operate in reality in Somerset.

As part of SWP's Business Plan priority to decarbonise our operations there are two projects underway:

- 1) SWP are currently trialling a refurbished **electric refuse vehicle** – a Dennis Eagle e-Collect built on a refurbished chassis. The trial over the summer has enabled the vehicle to operate on one route from Bridgwater, and has been successful environmentally, operationally and with strong driver/staff feedback. Operating an electric vehicle for longer on a wider variety of routes will be crucial to enable us to understand the viability of purchasing further electric vehicles in 2024/25. A refurbished e-RCV, in addition to the carbon benefits from reusing a chassis, offers a significant cost saving over a fully new e-RCV (£305k compared to c£450k) but is more expensive than a diesel alternative (c£180k) – effectively purchasing a more expensive vehicle earlier than we need in order to de-risk the future partial re-fleet. Based on current (high) electricity prices SUEZ expect the savings compared to diesel to be £8,691 per year, and have committed that the saving to SWP will be no worse than this over the life of the vehicle. Whilst diesel vehicles are depreciated over 10 years SWP believe it is prudent to depreciate an e-RCV over 8 years in line with the estimated period of time when the batteries perform at 80% of full capacity (and aligning with the fixed price maintenance period from Denis Eagle) – noting that some e-ECVs on the continent have lasted longer. SUEZ estimate that the cost per tonne of carbon saved is £394. At the time of writing this report SWP was discussing with partner s151s the possible funding routes for this vehicle – noting that any partner that borrows capital will be entitled to a 1% return above the borrowing rate, and that all District partners would then share in the revenue cost of financing the borrowing in line with weighted household numbers (as other vehicles are charged). If SWP are unable to commit to purchasing the refurbished e-RCV by the end of November 2021 then it will be sold elsewhere. SWP may not be able to secure another electric vehicle to inform the re-fleet procurement (given the long lead time on these vehicles).
- 2) A full business case has been developed for the installation of **Photovoltaic panels** at the two depots we have sorting and baling facilities (and hence a high and stable demand for electricity) at a cost of £110k (inc 5% contingency). This would generate the electricity used to power the baling equipment and has a payback period of 5 ½ years and a useful life of 25 years. It is estimated that the payback over the lifetime of the panels will be

£490k – a significant financial return on investment for partners on top of the environmental benefits. The PV has been optimised to generate the power needed by SUEZ – 72.77kWp at Taunton and 70.84kWp at Evercreech – the payback of the scheme being made significantly more positive by optimising the array for our own use (and hence minimising export, noting that this means we will not be self-sufficient). It is expected to save 52 tonnes of carbon per year. At the time of writing this report SWP was discussing with partner s151s the possible funding routes for PV – noting that any partner that borrows capital will be entitled to a 1% return above the borrowing rate, and that all District partners would then share in the revenue cost of financing the borrowing. If funding is not secured until 2022/23 then prices may need revision to reflect current market prices, but this is not expected to significantly alter the very positive payback or return on investment.

5. Consultations undertaken

- 5.1** The Senior Management Group and S151 Officers receive a summary financial management report on a regular basis, and regularly covers financial topics on their agenda.

6. Implications

- 6.1.** Potential over and underspends as in section 2 above, if trends continue, would result in these figures at outturn for the individual partners.
- 6.2.** Financial trends as set out above will be incorporated in the setting of the Annual Budget for 2022/2023, as set out in section 3 above.

7. Background Papers

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

Somerset Waste Board meeting
September 2021
Report for information



Performance Report Quarter 1 – April 2021 to June 2021

Lead Officer: Mickey Green, Managing Director

Author: John Helps, Performance & Insight Officer

Contact Details: 01823 625705

Forward Plan Reference:	02/08/2021
Summary:	This report summarises the key performance indicators for the period from April 2021 to June 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 again affected by Covid-19 and also by the national driver shortage. A verbal update will be provided to the board on the stability of collection services and on the transfer of some of Viridor's operations to Biffa.
Recommendations:	That the Somerset Waste Board: - I. Notes the performance results in the First Quarter 2021-22 Performance Report.
Reasons for recommendations:	Report for information only. Whilst this report sets out specific actions being taken to address areas of concern; the business plan sets out how we focus on improving performance.
Links to Priorities and Impact on Annual Business Plan:	Transparency – Publishing Key Performance Indicators
Financial, Legal and HR Implications:	No direct financial, legal or HR implications.
Equalities Implications:	No equalities implications
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.
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1. Background

1.1. As part of the Somerset Waste Partnership's drive for continuous improvement, this report ensures that each quarter, Board Members receive an update on progress in delivering the Business Plan 2021-26, General Data Protection Regulation Audit, Key Risks, Health & Safety, Waste Minimisation, Energy Recovery, Recycling Metrics (for kerbside collections and recycling sites, including tonnage, percentage and national indicator suite), End Use of Materials, Missed Collections, Fly-Tipping, Financial Performance (noting that a separate finance report is still provided), Customer Interaction and Communications. Subject to the views of the board, we will continue to improve how we report performance to the board. In June SWP reported on Energy From Waste environmental metrics for the first time, and have taken on board feedback from the discussion at the Board to incrementally improve the transparency of this reporting.

2. Summary

2.1. Key headlines are:

- **Business Plan:** Roll-out of Phase 3 of Recycle More is due to start in the late Autumn in Somerset West and Taunton (old Taunton Deane area), with planning already underway for this phase. The Recycle More report provides more details on the readiness for and risks to roll-out
- **Waste Minimisation:** Overall household arisings were up by just over 13,600 tonnes, or 23.33% compared to Q1 in 2020-21. However, the comparator was quite low compared to normal, due to the suspension of some collection services and the closure of recycling sites in Q1 of last year. This doesn't indicate a large increase in waste arisings, just a return to the expected levels.
- **Recycling:** Our recycling rate improved compared to Q1 last year (up 8.07% to 56.47% from 48.40%), as well as showing an increase over Q1 2019-20 (up 1.50% from 54.97%), used as a comparator unaffected by the pandemic. This continues to show the benefit of Recycle More in Mendip and bodes well for continued improvements as Recycle More rolls out across the County. Due the effects of the Pandemic over Q1 2020-21 comparisons have been made against 2019-20 to indicate movements in material weights. This shows there were increases in cardboard (up 1,503 tonnes), food waste (up 1,168 tonnes), mixed glass (up 1,095 tonnes) and mixed plastics (up 414 tonnes), along with a decrease in paper (down 921 tonnes), all from kerbside collections. At recycling sites, we saw increases in wood to recycling (up 687 tonnes), scrap metal (up 148 tonnes) and mixed paper & cardboard (up 110 tonnes), along with reductions in garden waste (down 1,227 tonnes) and WEEE (down 190 tonnes). With the residual waste we saw a drop in kerbside collected waste (down 291 tonnes), however this was offset with a big jump at

recycling sites (up 1,127 tonnes).

- **End use:** Somerset Waste Partnership continues to see strong demand from UK based reprocessors for the high-quality materials we collect. For Q1 2021-22 just over 97.0% of materials stayed in the UK, with the amount that was reprocessed in Somerset also remaining high at over 53.0%. This meant that just over 1,100 tonnes of recyclate were reprocessed outside of the EU, with all this material being mixed paper & cardboard sent to Thailand, Turkey and Vietnam from Recycling Centres and Schools.
We have reviewed and redesigned the infographic for the end destinations for 2020-21. We have moved away from calling it 'Beyond the Kerb' and have renamed it the 'Recycling Tracker'. The new infographic provides a clear visual about what happens to the material we collect and enables people to see tonnages and our recycling rate at a glance. The infographic and updated Recycling Tracker are on our website <https://www.somersetwaste.gov.uk/recycling-tracker/> and it was circulated to all residents in the latest edition of Your Somerset. Copies of the main infographic and the mini versions can be found at the end of this report.
- **Missed collections:** We saw an increase in missed collections in Q1, compared to Q4 (1.548 per 1,000 collections against 0.902 in Q4). This measure only records reported missed collections where collections should have been made and do not include, 'dropped' or 'incompleted' rounds. More detail can be found on the Missed Collections page of the appendices. The high levels of missed collections continue to be our main area of focus with SUEZ at present. With a large amount of time and resources being devoted to ensuring this significant service failure by SUEZ improves in the short term and over the coming months, continues back to a satisfactory level. As the Board are aware, SWP have issued SUEZ with a Service Breakdown Warning Notice and remain in contractual/commercial conversations with them – though our focus has been on working in partnership with them in order to stabilise services (as set out in paragraph 2.2)
- **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 those largely relating to the impacts of the national driver shortage. Additionally, the risk of recyclate being dumped inappropriately has decreased as we are now exporting very little, and no plastic waste.

2.2 Progress in stabilising collection services

Steps taken by SUEZ and SWP to resolve the issues arising from the national driver shortage (and compounded by Covid) include:

- Temporary redeployment of staff into Somerset from SUEZ nationally, incl. drivers (only contract in UK to have this).
- Senior HR manager seconded to Somerset + two full-time recruiters.
- Approaches to employers where staff are at risk of redundancy, armed forces veteran's associations etc.
- Upskilling staff - training 23 loaders as drivers (12-week programme): expect c60-65% success. A further 15 applications currently being taken. Risks due to backlogs in testing.
- An employee referral scheme (£500 incentive – over 20 successful referrals).
- Improved Saturday overtime + weekly performance incentive payments + crew & employee of the week/month/year + smiley terminals at depots.
- 'Temp to perm' scheme (converting agency staff to permanent staff).
- Advertising – social media, Your Somerset, banners at depots and on vehicles.
- Employee engagement forum launched, crew performance awards.
- £1200 driver retention bonus and £1000 new driver welcome bonus.
- Enhanced agency pay rates.
- Temporary extra customer service staff (plus additional call centre: Agilysis).
- Suspended garden waste service for 6 weeks to protect refuse and recycling collections.
- Twice daily sit rep/action meetings with SUEZ, daily cross partnership Customer Service and Comms meetings, twice weekly meetings with Senior managers, fortnightly with CEOs.
- Daily member updates and weekly round-ups, rolling website content (shared with radio stations), social media posting into community groups/pages, proactively seeking TV, radio and media coverage.
- Lobbying government to recognise the challenges facing the waste sector.

By early September these measures had started to have the desired impact, with more robust driver staffing levels forecast as below (noting that these do not include interviews or expected joiners/new trained drivers, only 'bums on seats' to be prudent):

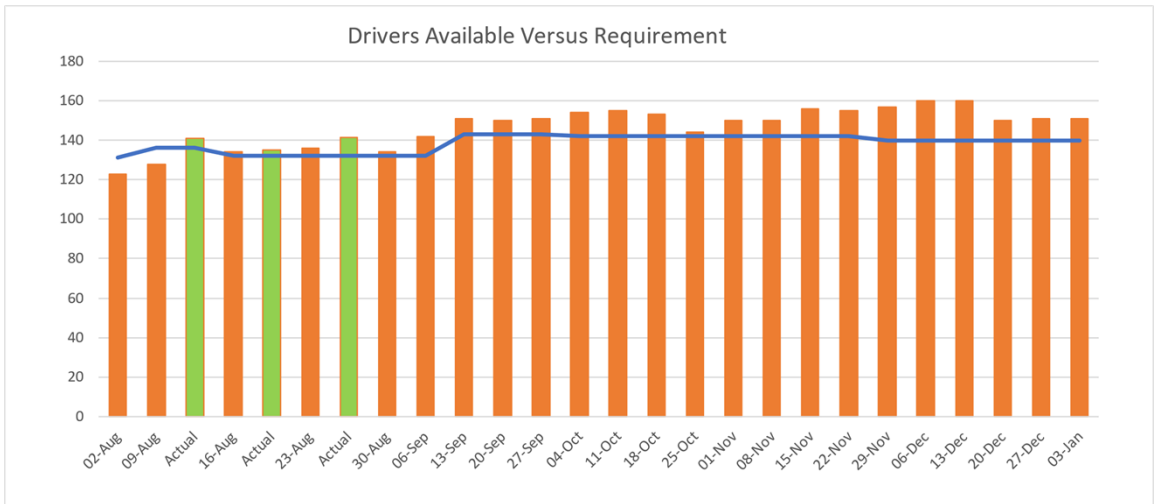


Figure 1: Driver availability (orange = forecast and green = actual) vs requirement (blue line)

This saw an improvement in missed collections as follows (with a verbal update to be provided to the board on progress since this report was written), noting that whilst the national driver shortage is ongoing, SWP (and indeed anyone else that relies on drivers) will face a substantially increased risk:

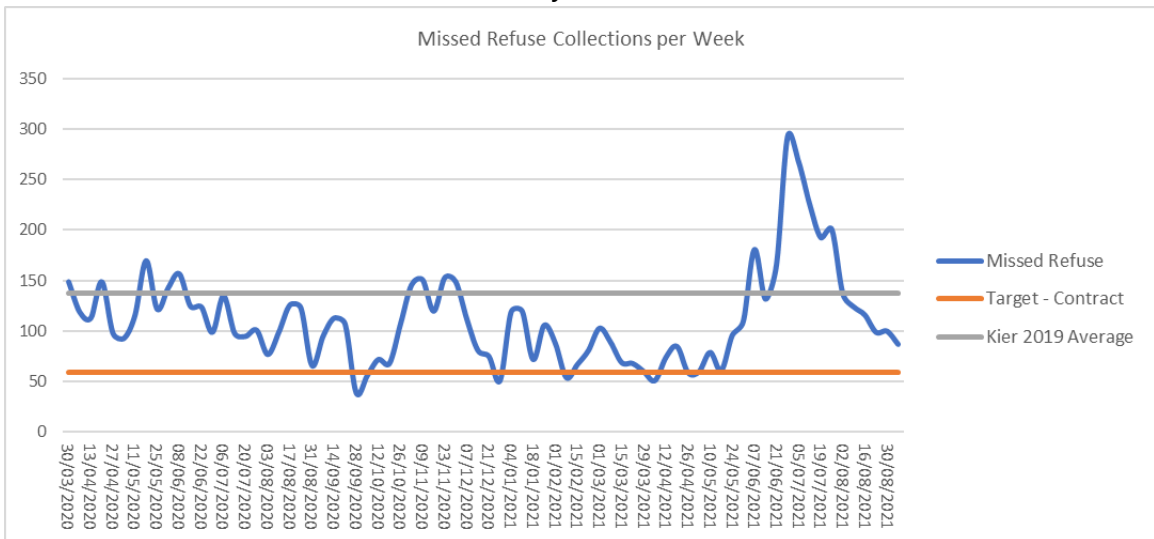


Figure 2: Summary of missed refuse collections over contract life

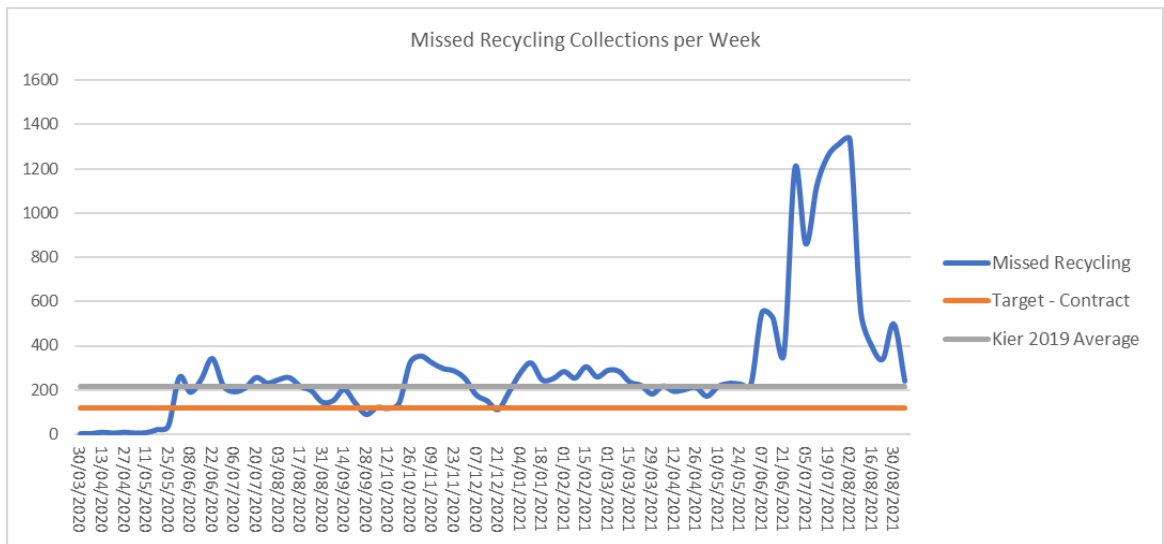


Figure 3: Summary of missed recycling collections over contract life

A key impact of the service pressures over the Summer was dropped rounds (where processes were put in place to try and ensure no area was affected twice in a row and repeat impact was minimised) and incomplete rounds. Due to the way SUEZ capture data this is not reflect in the missed collection data (figure 2 and 3), but the improvement is shown below in Figure 4.

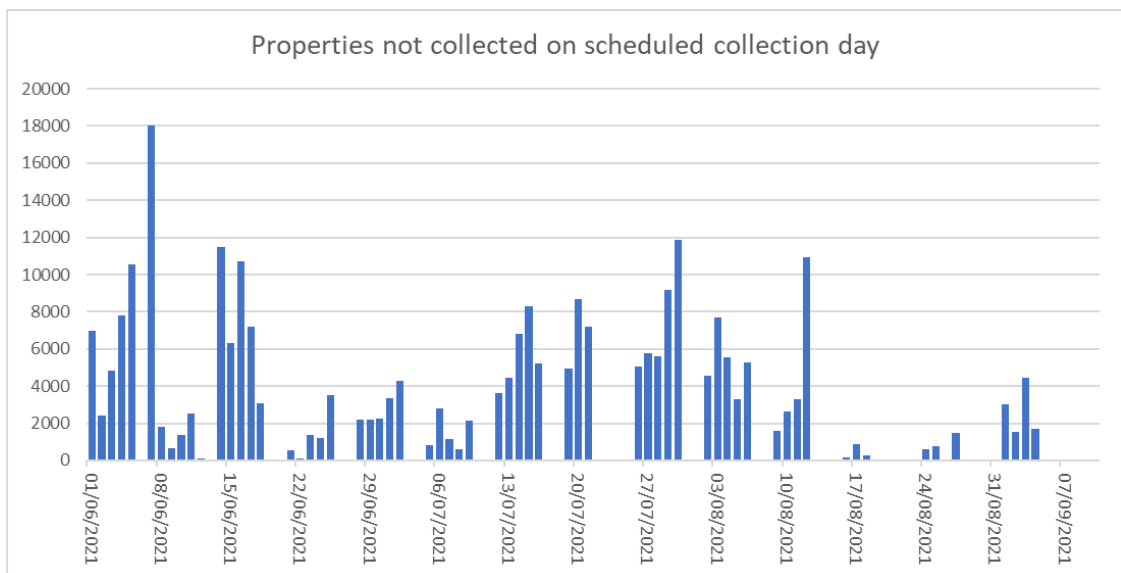


Figure 4: Dropped and incomplete rounds

2.3 Corporate changes to our contractors

Viridor: As highlighted to the Board in June it was announced on the 21 May 2021, that part of Viridor’s business was to be sold to Biffa. This reflected the conclusion of a strategic review by KKR (the global investment company that acquired Viridor for £4.2 billion in July 2020), which culminated in Viridor’s decision to focus on Energy from Waste rather than the wider waste sector.

Viridor accordingly 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 provided through the Core Services Contract (Recycling Sites, Compost Sites, Walpole Anaerobic Digester & closed landfill management) was expected to transfer to Biffa. In early July the proposed sale completed review by the Competition and Markets Authority.

Viridor's sale to Biffa does not involve the sale of any SWP assets, nor does it change the service levels required under the contract or have any cost implications. Our contract with Viridor allows only very limited discretion over whether to agree to the sale, subject to Biffa passing due diligence checks - that Biffa is an entity that has sound financial footing and provides no relevant financial, criminal or environmental concern, it will be accepted by the Council as a replacement to Viridor as party to the Core Services Contract for its remaining term to 2031.

Our due diligence checks on Biffa have thus far identified the recent conviction for the illegal transfer of waste, which many Board members will be aware of from recent press reports. Whilst SWP understand that this related to co-mingled kerbside material rather than the higher quality source separated material we have at recycling centres, Biffa have provided SWP with a plan to address the issue that led to their recent convictions and have publicly stated that *"We take our responsibility for environmental stewardship very seriously and we accept the court's judgement. We no longer export wastepaper outside the OECD and will carefully review our processes to ensure they fully meet the implications of this judgement."*

In addition to the plan provided by Biffa SWP intend to negotiate a contract amendment which addresses the risk and aligns the Biffa contract with our SUEZ contract in that it places on a formal contractual footing that:

- The contractor will ensure that all recyclables are sorted and no unsorted materials will be exported from the UK.
- Transfer of sorted material streams elsewhere within the EU will only occur if reprocessing is not viable within the UK and only in non-EU nations when viable options in the UK and EU have been exhausted.
- Recognises that sometimes (e.g. if there is insufficient reprocessing capacity in the UK) it might be necessary to recycle material outside of the UK, but requires Biffa to pre-notify SWP and seek our agreement (not to be unreasonably withheld).
- Ensures that Biffa provide us with monthly data on exactly what happens to all SWP's recycle.

Viridor's and Biffa's corporate transaction of Syracuse did not unfold as originally described to us presenting potential issues. Options and resolutions are being formulated by SWP's lawyers. These are by nature privileged and the situation is likely to have moved on by the time of the Board meeting. A verbal update will be provided to the Board with the opportunity to discuss further in an informal

(confidential) board meeting. The planned timescales of change are:

- TUPE – no Somerset County Council or Somerset Waste Partnership staff impacted, with Viridor Core Services staff transferring to Biffa – from 1st September 2021
- New signage & bin livery at the Recycling Sites – 1 to 3 months
- New vehicle livery – 1 to 3 months

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. Progress continues to appear on track with hopes that a merger of the global business will be completed by the end of 2021. However, it is unlikely the merger of the UK business will happen until sometime in 2022, hence it is too early to understand any potential implications until this happens.

3. Consultations Undertaken

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

4. Implications

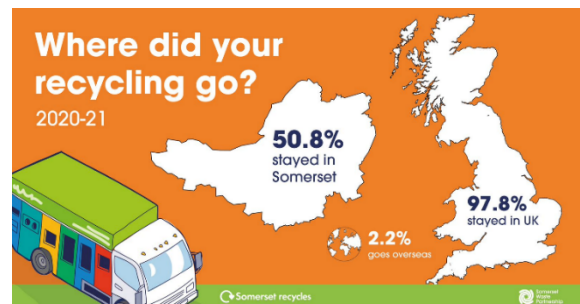
- 4.1.** Key implications of the performance data are:
- Ongoing work with SUEZ to manage service quality during the second quarter of 2021-22 and ensure service levels are significantly improved to a satisfactory level and enable us to deliver the remaining phases of Recycle More. The commercial pressures on SUEZ from responding to the issues also place them under financial stress on this contract and contractual discussions are ongoing between SWP and SUEZ.
 - Continued forward planning with SUEZ to mobilise for Phases 3 and 4, including focussing on communications and engagement.
 - Continued further development of 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 national policy on resources and waste, maintaining Somerset Waste Partnership's influence at this level, and implementing the actions we have agreed through the joint County-wide Climate Emergency Strategy/Plan (where funding permits us to do so).
 - Robustly managing our new relationships with Viridor and Biffa to ensure that there is no degradation in service or other adverse impact on SWP.
 - Continue to understand progress with the SUEZ/Veolia transaction, noting that

until it concludes its review by the Competition and Markets Authority there is limited opportunity for SWP to understand any potential implications for Somerset.

- Continue to closely monitor budgets and spend, seek opportunities for external funding (especially for our climate emergency projects).

5. Background papers

5.1. Performance Monitoring Report Q1 2021-22 (Appendix 1)



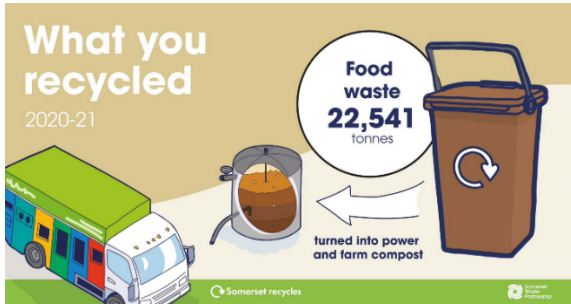
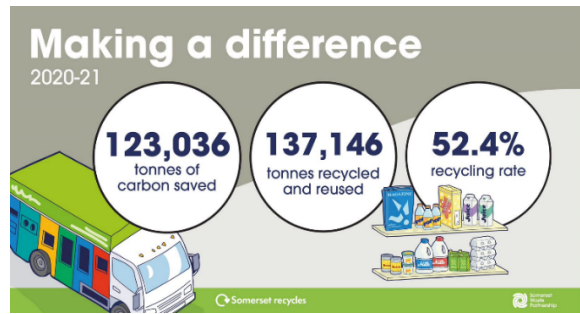


Figure 5: Recycling Tracker infographics 2020-21

Somerset Waste Board First Quarter 2021-22

PERFORMANCE REPORT



Our Vision

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

What we do:

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

What we are aiming to become:

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

Our Values

- **Insight:** Working with our partners to understand how and why people behave as they do and use this knowledge to shape our service.
- **Collaboration:** Treating everyone we work with as 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 resources we collect.

Business Plan

Our Business Plan explains how we will work towards our Vision over the next five years, with a particular focus on current year actions. The Business Plan contains ten 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, 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 services are in turn contracted to SUEZ (collection services) and Viridor Plc (recycling sites and waste treatment and 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

1. Waste Reduction

- 1.1 Food waste reduction
- 1.2 Refill campaign
- 1.3 Pledge against preventable plastic
- 1.4 Signpost to zero waste shops
- 1.5 Reusable nappies
- 1.6 Waste prevention campaigns

2. Promoting Reuse

- 2.1 Develop a reuse strategy
- 2.2 Implementing reuse strategy
- 2.3 Monitor effectiveness of reuse
- 2.4 Reuse campaigns

3. Increasing Recycling

- 3.1 Recycle More roll-out (all households)
- 3.2 Ensuring homes are built with recycling in mind
- 3.3 Food waste in communal properties
- 3.4 Rolling year garden waste subscriptions
- 3.5 Tackling hard to treat waste streams
- 3.6 HWRCs
- 3.7 Waste composition and recycling participation analysis
- 3.8 Recycling A-Z guide
- 3.9 Targeted campaigns

4. Decarbonising Residual Waste

- 4.1 Heat offtake from Avonmouth
- 4.2 Carbon capture and storage
- 4.3 Educating the public about energy from waste

5. Decarbonising Our Operations

- 5.1 Roll-out electric supervisors vans
- 5.2 Implement green infrastructure improvements to depots
- 5.3 Pilot alternative fuels in our fleet
- 5.4 Drive down carbon intensity of day-to-day operations
- 5.5 Partial re-fleet of refuse vehicles

6. Tackling Non-Household Waste

- 6.1 Schools
- 6.2 Public sector estate
- 6.3 Business waste

7. Working With Others

- 7.1 Parish Councils
- 7.2 Local data and engagement
- 7.3 Developing partnerships
- 7.4 Community action groups
- 7.5 Engagement with front-line staff

8. Improving the Customer Experience

- 8.1 Fully utilise in-cab technology
- 8.2 Growing our channels
- 8.3 Website review
- 8.4 CRM system procurement
- 8.5 Processes and Policy
- 8.6 Assisted collection review
- 8.7 Improve processes around occupation of new homes
- 8.8 Enforcement and householder support
- 8.9 Supporting out most vulnerable

9. Supporting Wider Goals in Somerset

- 9.1 Tackling waste on-the-go
- 9.2 Tackling fly-tipping
- 9.3 Supporting local businesses and those far from the labour market

10. Enabling Activities





- 10.1 Depot infrastructure improvements
- 10.2 Contract reviews
- 10.3 Health & safety
- 10.4 Contract management
- 10.5 Influencing national policy
- 10.6 Developing a long-term strategy
- 10.7 Embedding behavioural insights
- 10.8 Business continuity planning

Purpose of the Report

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

This report also 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 on how the Somerset Waste Partnership monitors and reports on performance can be found on the SWP website www.somersetwaste.gov.uk







Business Plan Item (RAG)	
	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
	Project suspended or not yet started

RAG Applies to Business Plan Items Only

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.

Performance Direction	
	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

Performance Rating & Direction for Individual Measures

Executive Summary - First Quarter 2021-22 (Submitted to the Somerset Waste Board on 24 September 2021)

Measure	Headlines	Performance Direction	Performance Rating
Business Plan 2021-2026	Collection service pressures (and the ownership changes at Viridor) have placed SWP under considerable pressure in Q1, which is likely to continue into Q2. This has resulted in delays to a number of other workstreams. Other key areas of work (decarbonising our operations) are at considerable risk because – despite very strong business cases - they depend upon partner funding availability.		
GDPR Audit	Work has commenced on this project, with progress continuing in various key areas. Completed so far are identification of data entry points, revisions to the Inter Authority Agreement, a process for reporting Data Breaches, along with starting to look at retention periods for data held electronically. Competing pressures on the Data Protection Officer continue to be a risk to the timeline.		
Key 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) Driver shortages. 2) Coping with the ongoing impacts of Covid-19, especially given the more virulent variant and rising cases in Somerset.		
Health & Safety	Injuries to the public on Recycling Sites up to 7 from the previous 2 - all classed as minor. Single injury to staff member reported under RIDDOR. Hazard spot reporting aimed at addressing and preventing future injury or accidents up by 22 (seen as a positive). No Environmental Incidents recorded or reported. There were 11.3 per 100,000 hours worked to SUEZ staff (30 accidents), up 15 from 15 in Q4, with the increase in reports due to improved staff training.		
Waste Minimisation	Compared to Q1 2020-21 we have seen an increase in total arisings of 13,623 tonnes of household waste – with an increase seen from both kerbside and HWRC sources, albeit compared to a low baseline last year. Total household arisings per household were up 23.33% compared to Q1 2020-21 (to 276kg/hh), up 7.44kg/hh at the kerbside & up 44.85kg/hh at recycling sites.		
Energy Recovery	During Q1, the Avonmouth plant had an urgent close down caused by damage to the welds in both burning lines - this meant that some residual waste had to be directed to landfill for a short period. We also experienced a fire at the Dimmer Transfer Station. This resulted in the use of a third party contingency facility to transfer waste for a period of time.		
All Recycling	Our recycling rate (NI192) increased by 8.07% to 56.47% compared to Q1 2020-21, with garden waste up 4,905 tonnes, wood to recycling up 2,212 tonnes and mixed paper & cardboard up 1,118 tonnes. It should be noted that last year was a low comparator, as recycling sites were closed & garden waste collections were suspended for part of Q1.		
Recycling Sites	Visitors to recycling centres in Q1 2021-22 increased by 79.43%, up from 167,234 in 2020-21 to 300,073 in 2021-22, an increase of 132,839. This low baseline was mainly due to closure of the sites in April 2020, with restricted opening following in May. However, visits remained lower in Q1 2020-21 when compared to the last normal comparator, Q1 2019-20, so are still not at a normal level.		
End Use of Materials	We continue to see demand from the UK for our materials. Excluding residual waste, in Q1 97.27% was recycled within the UK, with 53.44% staying in Somerset and only 2.73% being exported, which was mixed paper and cardboard from Recycling Sites and Schools. All kerbside material was reprocessed within the UK.		
Missed Collections	The number of missed collections in Q1 2021-22 were 1.548 per 1,000 collections, significantly higher than the target set for our new collection contractor. It should be noted that these figures do not include rescheduled and suspended services and only cover standard missed collections as reported outside those areas. 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	There was a decrease in Q1 2021-22 of 162 fly-tips, down from 1,280 in 2020-21 to 1,118 in 2021-22. These reductions were waste types: 'Black bags - household' (down 109), 'Green waste' (down 30), 'Tyres' (down 22) and 'Other (unidentified)' (down 22). The areas that have seen the biggest increases in the numbers reported were 'Other household waste' (up 20), 'Black bags - commercial' (up 15) and 'Other commercial waste' (up 10).		
Financial Performance	Collection Budget: The forecast position for all collection partners is an overspend of £189k. Disposal Budget: The forecast for the year is an overspend of £193k. This is a very early forecast using only 2 months of data, from April and May and could return to nearer the budget as the year progresses, depending on Covid related issues and tonnages recycled and treated.		
Customer Interaction	Collection complaints peaked in June at 388, with a low of 277 in May, while April produced 299. Recycling Centre complaints remained relatively low, with a peak of 9 in April and lows of 3 across both May and June.		
Communications	Over 741,000 hits on our website in Q1, almost 16,000 Facebook followers and nearly 10,000 'Sorted' e-zine's sent. A Facebook post on 'Order your recycling containers' reached over 5,400 people.		



Why do we measure and report this?

The 2021-2026 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 and that people recognise waste is a resource and fully play their part in reducing, reusing and recycling. It is structured under ten areas of activity (each reported against in this performance report) which together contribute to our three outcomes: Delivering excellent services, changing behaviours and tackling climate change.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
1. Waste Reduction			
1.1 Food waste reduction	Yellow	Slim My Waste campaign remains paused, but continued to be included in Schools Against Waste programme. Food waste reduction regularly promoted through social media, using assets from established campaigns (e.g. Love Food, Hate Waste).	Continue to use social media and other channels to promote, and look for opportunities to work with partners on relevant initiatives (e.g. community larders). Capacity challenging due to ongoing collection issues.
1.2 Refill campaign	Red	No specific action on this due to other priorities.	Seek opportunities to promote through existing channels. Capacity challenging due to ongoing collection issues.
1.3 Pledge against preventable plastic	Red	No specific work on this, though reduction of single-use plastics remains part of messaging where appropriate.	Continue to reflect this in ongoing communications through established channels. (Capacity dependent - seek to review/refresh the pledge). Capacity challenging due to ongoing collection issues.
1.4 Signpost to zero waste shops	Yellow	Some work through social media channels, looking to make sure sign-posting is incorporated in the Recycling A-Z work. Identified potential opportunity to make use of mapping software highlighted through the Reuse project to map zero-waste shops.	Seek opportunities to sign-post and promote through existing channels, explore the potential for mapping and incorporate in the development of the Recycling A-Z.
1.5 Reusable nappies	Green	Reusable Nappy Week social media campaign and webpage refresh in April. SWP funded nappy pack now stocked by Share: Frome, currently out on hire. All SWP funded reusable nappy packs in circulation now include request to complete online survey to provide valuable feedback. Data pending.	Review returning data from survey and continue to seek opportunities to promote through social media and other channels.
1.6 Waste prevention campaigns	Yellow	Social media and PR around National Pet Month in April, ongoing support for various national campaigns through social media.	Continue to support national campaigns through existing channels, especially social media. Capacity challenging due to ongoing collection issues.
2. Promoting Reuse			
2.1 Develop a reuse strategy	Green	Resource Futures produced a report which proposed 3 models to increase reuse which could work in Somerset. SWP is working with RF on a bid from Ecosurety Fund to support the Repair Bus option. SWP has compiled a list of reuse/repair organisations around Somerset. This will be used to map groups and has potential to be developed into a public map with permissions from organisations.	Conduct further work looking into the 3 options proposed by Resource Futures. Ecosurety Bid submitted 24 August with decisions made in December 2021. Arrange meetings with SUEZ and Viridor to discuss options.
2.2 Implementing reuse strategy	Grey	TBC once strategy and plan complete and once funding is agreed.	TBC once strategy and plan complete.
2.3 Monitor effectiveness of reuse	Grey	TBC once strategy and plan complete.	TBC once strategy and plan complete.
2.4 Reuse campaigns	Green	The promotion of Reusable nappies continues (see 1.5) and social media is used to promote the wider reuse agenda. Support national and local reuse initiative through social media.	Ensure that behaviour change communications and campaigning are integral to the Reuse strategy. Support national and local reuse initiative through social media (depending on capacity).
3. Increasing Recycling			
3.1 Recycle More roll-out (all households)	Green	Roll-out of Recycle More Phase 2 to households in South Somerset and improved communal collections across Mendip and South Somerset.	Continue to plan roll-out of Recycle More Phase 3 to properties in Somerset West and Taunton (old Taunton Deane area).
3.2 Ensuring homes are built with recycling in mind	Green	This has now been updated and redesigned with SWP branding and published on our website. The guidance is directly referred to in the SCC Waste Core Strategy and has also been added to	Further meeting arranged with District Planning Teams. Work with Districts to standardise pre-application guidance, including developing case studies.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
3.2 Cont..	Green	the local list in MDC. SWT are proposing to include reference in their Design Guide.	
3.3 Food waste in communal properties	Green	Introduced to communal properties where possible to those areas receiving the Recycle More collection model.	Continue to develop collections across the County in conjunction with the continued roll-out of Recycle More service developments.
3.4 Rolling year garden waste subscriptions	Green	The facility for garden waste rolling year subscriptions was provided to those customers subscribing after 11 May 2021 in all District Authorities. After 11 May the subscription date starts for all customers on their date of renewing or joining the service.	SWP is investigating suitable technology to allow automatic renewals of garden waste subscriptions, that will streamline the process and reduce interaction with Customer Service Teams.
3.5 Tackling hard to treat waste streams	Yellow	Investigations continued in to the development of sustainable recycling routes for mattresses and UPVC window frames from the Recycling Sites. Plans to commence a trial for the UPVC window frames was developed and is expected to be implemented in Q2.	Mattress recycling options are on hold, pending the expected Core Services Contract novation from Viridor to Biffa. Option discussions will commence with Biffa once the contract novation is completed. The UPVC recycling trial is expected to commence at the Highbridge & Taunton Recycling Sites during Q2.
3.6 HWRCs	Yellow	Maintenance works continued on a number of the Recycling Sites to ensure they remain fit for purpose and development of new Energy from Waste signs continued. Noise attenuation issues at the Frome Recycling Site were reported and further development of plans to re-route the traffic flow at the Yeovil Recycling Site continued - the latter to reduce offsite queuing.	A Recycling Site Dilapidation report is being constructed as part of the planned Contract Novation works - this will inform future maintenance requirements for the incoming contractor. The Yeovil traffic re-routing scheme is on hold pending the arrival of the new contractor. Plans to help attenuate the noise emanating from the Frome site have been developed and will be carried out during Q3.
3.7 Waste composition and recycling participation analysis	Green	The last study was conducted in 2018. Waste composition analysis helps us understand what Somerset residents are throwing away that could be reused or recycled, and recycling participation analysis helps understand more about people's recycling behaviours and hence what we can do to improve that.	Whilst sampling will help us understand the impact of Recycle More, it makes more sense to do a full survey once this has been fully implemented.
3.8 Recycling A-Z guide	Yellow	Work is progressing, but delayed by other priorities (e.g. Reuse project, Recycle More, support for Customer Service Team).	Progress, seeking to have first tranche of data in place before the end of September. Start work with SCC corporate ICT, including a Chatbot element to the Recycling A-Z.
3.9 Targeted campaigns	Green	Recycle More has dominated the SWP campaign capacity and will continue to until the end of roll-out. Significant preparation undertaken to prepare for Phase 2 roll-out in South Somerset, including two mailings to 78k households, online engagement, PR. (Note positive feedback on communications in the Mendip customer survey).	Continued support for disrupted services likely to be needed, including for suspension of garden waste collections. Also preparation for phase 3 of Recycle More. Will also issue other seasonal communications, as and when capacity allows.
4. Decarbonising Residual Waste			
4.1 Heat off-take from Avonmouth	Yellow	The construction of the Polymer Plant at Avonmouth continues, with the expectation that hot commissioning will commence during Q2. This plant is expected to be a significant heat offtaker from the Energy from Waste facility.	Hot commissioning of the Avonmouth Polymer Plant is expected to commence toward the latter part of Q2.
4.2 Carbon capture and storage	Green	Viridor announced that it had become the first in its sector to join the Carbon Capture and Storage Association (CCSA), emphasising the company's commitment to pursuing net zero goals. The CCSA was established to ensure that carbon capture, utilisation and storage (CCUS) is recognised as an essential solution to deliver net zero emissions across the economy.	Viridor have laid out their roadmap to reach a position of net zero (by 2040) and net negative (by 2045) emissions from their operations. This will include, but not be restricted to, a carbon capture and storage plan. The exact role that the Avonmouth facility will play in this ambition is still to be confirmed.
4.3 Educating the public about EfW	Green	Viridor launched their on-line Virtual Visitor Centre.	Further online support provided via the SWP website with regards the use of the appropriate

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
4.3 Cont..			residual waste bins at the Recycling Sites (EfW & Landfill), with affiliated on site signage to follow.
5. Decarbonising our Operations			
5.1 Roll-out electric supervisor vans		Service pressures delayed the procurement of the charging infrastructure and the electric vans themselves. Note that supply chain pressures have lengthened the lead time for ordering vehicles. Other than the charging infrastructure this project will be cost neutral to SWP.	Procure charging infrastructure, review choice of electric vans based on market availability, further performance feedback. Given much longer lead times the vehicles may not be in-situ in this quarter, but if they are monitor effectiveness of trial vehicles once operating and analyse opportunities and best fit.
5.2 Implement green infrastructure improvements to depots		Business case for photovoltaic (PV) panels for installation into two collection depots (Evercreech and Walford Cross) was finalised. Optimisation of PV for our use (rather than export) has reduced costs to £50k per site and improved payback to 5 years.	Capital bid to be submitted to all partners and steer from partners (inc. s151 officers) needed as to likelihood of funding being available so that SWP/SUEZ can programme in installation in 2022-23. If capital bids are not succesful then this project will be ceased, despite the very positive payback and cost per tonne of carbon saved.
5.3 Pilot alternative fuels in our fleet		Hydrogenated Vegetable Oil is being trialled at our Evercreech Depot and appears to be optating as expected.	Continue HVO trial and ensure usage/carbon saving is as expected, and that evidence of source of fuel continues to be satisfactory. Continue exploration of whether photovoltaic panels on our existing fleet of RCVs delivers sufficient environmental benefit - consider trial if so.
5.4 Drive down carbon intensity of day-to-day fleet operations		Carry out both round and vehicle use optimisations across collections contract.	Continue to monitor and roll-out reduced carbon fleet and optimisation of collection rounds.
5.5 Partial refleet of refuse vehicles		Trial of electric RCV currently taking place in Somerset, to assess suitable round types for these vehicles. Given collection service disruption the trial has been more limited that we hoped, but it is performing very well - environmentally, operationally and driver feedback.	First refleet not due until 2024-25, when 2016 plate vehicles due for renewal. Unless funding is secured to purchase the trial e-RCV our ability to plan for further electric vehicles will be seriously impaired. Long lead times on fleet are also a risk - timeline being reviewed.
6. Tackling Non-Household Waste			
6.1 Schools		Transition to Schools RM delayed due to Covid, likely to commence Q1-Q2 2022-23. SAW completed 28 virtual visits, incl. 5 not previously engaged, reaching around 2,500 children. Since September 2020, 92% rated the SAW visits excellent & 8% good. Schools MWS went live at the end of June and SUEZ now also record bin levels in CORE. Schools Officer now conducting visits to schools, with 16 taking place in Q1.	Plan roll-out of Schools RM. Family sessions at Carymoor & SAW visits to promote RM in autumn term, focus on Taunton Deane. Engaging with Viridor education team at Avonmouth to aid secondary engagement & school visits. Working with SUEZ to improve data & planning started for the schools annual survey. A "How to" document to be issued. Continue visits & promote email communications, develop resources & information packs. Draft application guidance for Eco-schools.
6.2 Public sector estate		SCC procurement have expressed an interest in conducting the procurement on behalf of all partners and have developed a draft specification.	Procure technical support from consultants to assist with the project. Finalise specification. Consider integrating this project with relevant unitary workstream on property.
6.3 Business waste		SSDC are interested in conducting a collaborative procurement project in their area. Initial scoping meeting held to discuss. SSDC to explore funding opportunities. SWP to assist with designing a survey for businesses and develop guidance on choosing packaging options. Chard TC were awarded funding from Somerset Climate Fund to survey and audit businesses in their area. Chard TC have agreed to share results with SWP, so the project can be used as a pilot.	Catch up with SSDC and Chard TC to see how projects are progressing. Start thinking about the survey design.
7. Working with Others			
7.1 Parish Councils		Reviewing SWP's community waste prevention engagement tools in preparation for artwork revamp. These are to be part of a downloadable resources available to support community action.	Curry Rivel Parish to collect 12 litter picking kits to equip their volunteers. Equipment procured by SUEZ, part of their social value commitment. Artwork development ongoing for community resources.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
7.1 Cont..	Green		Seek update on Parish compost pilot.
7.2 Local data and engagement	Yellow	Work continues on rebuilding our data so that it can be accountable to more local areas (i.e. Local Community Networks) but has been slowed by other pressures of work.	Reprofile work to reflect priorities of moving to a Unitary authority.
7.3 Developing partnerships	Green	Limited focus on this area due to the pressures of collection services, but commissioning of Resource Futures and work with a local company that refurbishes ICT equipment is helping build new partnerships. Significant new partnerships have been built to support HR initiatives to address driver shortage.	Continue with focus on reuse and HR partnerships. Building relationship with careers advisory service re school leavers.
7.4 Community action groups	Green	Relatively limited due to continued Covid restrictions.	Commissioned Reuse Report by Resource Futures recommends Community Action Groups as a successful way to boost reuse/repair in Somerset. The report outlines indicative costs. Report recommendations to be reviewed by SWP and SUEZ to explore how this can be linked with their social value commitment for 2023-24.
7.5 Engagement with front-line staff	Red	Relatively limited due to continued Covid restrictions. SWP MD has written to all collection staff and all Viridor staff.	Potentially more opportunities as restrictions lift. Aiming to use SUEZ staff in support of recruitment drive.
8. Improving the Customer Experience			
8.1 Fully utilise in-cab technology	Yellow	In conjunction with SUEZ, technical amendments to the Core system have been made and tested, so communications can be sent to householders that are struggling to comply with service rules. This process has not been deployed yet, due to recent heavy demand across the collection service.	SWP hope to begin to utilise this during the next quarter on a test basis, to assess the impact and scalability.
8.2 Growing our channels	Green	Facebook following continues to increase (now almost 16,000) and around 200,000 monthly hits on our website.	Continue with current approach to build following even further.
8.3 Website review	Grey	No significant progress to date due to other priorities.	Will seek to prioritise, but likely to be difficult due to current workload.
8.4 CRM system procurement	Green	SWP has been in contact with SCC Procurement and developing options for the contract renewal process.	Develop and commit to a renewal option.
8.5 Processes and Policy	Green	The following elements of the project have been completed so far: Identification of data entry points, Data Protection Impact Assessments and review of non-SCC IT systems.	These items are expected to be completed during this period: Review and update Privacy Notices, share and implement Data Subject Access Request processors and provide guidance on retention periods.
8.6 Assisted collection review	Grey	SWP aims to commit to an assisted collection review every three years. Due to the impact surrounding the roll out of Recycle More, SWP will review Assisted Collections during Q2 2022.	None.
8.7 Improve process around occupation of new homes	Yellow	SWP have developed and commissioned work to enable update of CRM system with new properties more than weekly. This is currently utilised in both SSSC and SWT.	SWP will deploy the enhanced functionality to MDC and SDC. SWP will also carry out a review to ascertain what value can be added to the process. For example, householder welcome packs etc.
8.8 Enforcement and householder support	Yellow	Comments received from some partners meant that the policy could not be taken to September SWB as originally planned.	Meeting arranged with SWT, MDC and SCC Legal Teams to address issues and allow the project to progress. This is likely to be aligned with work to prepare for a Unitary authority, rather than continue as a standalone project.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
8.9 Supporting our most vulnerable	Yellow	Twelve members of staff from SUEZ have done Alzheimer's awareness training. It is planned that the wider SUEZ workforce will receive slimmer training.	To roll out a tool box talk to the wider workforce to aid crews to identify vulnerable persons and report through the in-cab technology. To build relationships with SEND/PRU schools, build relationships with prisons and proactively explore employment options for any Afghan refugees placed in Somerset.
9. Supporting Wider Goals in Somerset			
9.1 Tackling waste on-the-go	Green	SWT are leading on this project and have commissioned a litter bin waste composition analysis for three areas. The results have been received and are being analysed.	Determine type and quantity of bins required, and which materials should be targeted.
9.2 Tackling fly-tipping	Green	SDDC and SDC agreed to jointly lead. Contact made with Hampshire and other authorities to learn from them. Initial scoping meeting held with all Districts in May. All willing to take further and identified similar issues.	Arrange another meeting to progress this project.
9.3 Supporting local businesses and those far from the labour market	Green	Working closely with SCC Economic Development to create a pilot Green Business Support project. Significant HR activity with SUEZ to win-win by addressing the driver shortage by reaching those far from the labour market.	Continue activity from previous quarter.
10. Enabling Activities			
10.1 Depot infrastructure improvements	Yellow	Evercreech Depot completed, with Walford Cross (Taunton Depot) expected to be completed in November for the start of Recycle More Phase 3.	Smaller depot developments at Colley Lane (Bridgwater) and Williton planned to take place and we will continue to monitor progress.
10.2 Contract reviews	Grey	Monitoring dates built into contracts and proposed legislative changes from central Government.	Unlikely to have clarity on any legislative changes in the short term, with any changes not expected to take place until 2022-23 at the earliest. Seek SUEZ agreement to undertake a contract review post Recycle More and hopefully, post Covid.
10.3 Health & safety	Green	We are now gathering more information on this aspect of the contract.	We will look to encapsulate and provide this extended detail into our next quarterly report.
10.4 Contract management	Yellow	Viridor announced on the 21 May that part of their business was to be sold to Biffa. Whilst Viridor will retain those services provided under the NWTF2 contract the rest of the service (Core Services Contract) is expected to transfer to Biffa.	SWP & SCC (Legal & Procurement Teams) are undertaking a due diligence to ensure that Biffa are an appropriate entity to provide the Core Services Contract to termination in March 2031. The target date for completion is 1 September 2021. Understand more about potential Suez/Veolia combination.
10.5 Influencing national policy	Green	Influence has focussed on national driver shortage/covid (inc national TV appearances) and representing Adept at various environmental partnerships.	Continue activity from previous quarter.
10.6 Developing a long-term strategy	Grey	As the board have previously noted, this cannot be meaningfully developed until the national policy landscape is clearer.	Explore implications of unitary for our future
10.7 Embedding behavioural insights	Grey	No significant progress to report.	Not expected to be a priority for action due to other pressures.
10.8 Business continuity planning	Green	Collection service issues have been managed as a business continuity incident	Continue activity from previous quarter.



Why do we measure and report this?

Implement the Action Plan that resulted from the General Data Protection Regulation (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 Inter Authority Agreement (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	In progress	31/10/2021
Reviewing Consent	In progress	30/09/2021
In-house DPO training	In progress	31/12/2021
Review of non-SCC IT systems	In progress	30/09/2021
Inter Authority Agreement Revision	In progress	31/12/2021
Enforcement of retention periods	In progress	31/12/2021
Contract review	Not yet started	31/12/2021
Data Breach Process	In progress	31/12/2021

What progress has been made in this quarter?

- 1) Identification of data entry points completed to enable work to start on developing procedures for Data Rights Rectification Process.
- 2) Inter Authority Agreement (IAA) revisions have been made.
- 3) Review of non-SCC IT systems has taken place.
- 4) A process has been put in place for reporting Data Breaches.
- 5) Work has started to look at retention periods for data held electronically.

What tasks will we look to complete in the next quarter?

- 1) Review and update Privacy Notices to ensure those in place are satisfactory and identify any gaps.
- 2) Carry out Data Protection Impact Assessments - identify any activities which meet the criteria e.g. Images taken by collection crews and 360 degree vehicle cameras.
- 3) Share and implement Data Subject Access Request processes to cover requests from residents for images taken of their property.
- 4) Provide guidance on retention periods for SWP staff for all data held on outlook and My Waste Services (MWS).

Key Risks



Why do we measure and report this?

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

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

Our top 10 'red' risks are:

- 1) Driver shortages.
- 2) Impacts of Covid-19.
- 3) Health and Safety of staff and public at kerbside and recycling sites.
- 4) Resource requirements for Recycle More.
- 5) Financial pressures on partners.
- 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) Changes in demand and value of recycle.

Recycle More: Key risks are around driver shortages, delays to the depot build and roll out plan resulting in savings not being achieved when expected, data issues, 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.

We have a number of increased risks this quarter, largely relating to the impacts of the national driver shortage and Covid-19. The risk of recycle being dumped inappropriately has decreased as we are now exporting very little, and no plastic waste.

What are we doing to ensure these risks are managed?

- 1) Increased recruitment, retention bonus, internal training to upskill loaders.
- 2) As (1), and temporary suspension of garden waste service to maintain key services.
- 3) Regular monitoring, supporting Suez in liaison with police to ensure dangerous driving from the public is robustly addressed. H&S management review.
- 4) Ongoing discussions with Suez & increased scrutiny of data. Recruitment of additional resource. Contingency planning.
- 5) Close liaison between SWP MD and partners to understand impact on SWP (incl. sequence of s151 meetings).
- 6) Regular monitoring through operational meetings and senior manager meetings.
- 7) Regular monitoring through operational meetings and senior manager meetings.
- 8 - 9) Review and respond to future Resources and Waste Strategy Consultations. Continue engagement with national bodies and directly with Defra.
- 10) Monitor price indexes, maintain emphasis on quality and UK recycling.

Recycle More: Increase recruitment, temporary suspension of garden waste to stabilise services. 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 has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks & Opportunities:	7	Ongoing service issues result in a breakdown of relationships between SWP and teams within partners	9 (-)
Increased Risks & Opportunities:	Op 5	Capitalise on attitudes to plastic by highlighting new plastic film collection points offered by Supermarkets	12 (9)
	5	Loss of staff and recruitment issues	12 (9)
	16	Potential increase in material in refuse bins as a result of temporary garden waste suspension	16 (9)
	32	Driver/Loader shortages	16 (12)
	36	Service disruption due to Covid-19	20 (15)
	RM 1	Incorrect round data for roll out of Recycle More	16 (9)
	RM 3	Cost of mobilisation and external support exceeds budget	16 (12)
	RM 5	Depot works not completed on time	20 (16)
	RM 6	Increased costs due to depot works	16 (12)
	RM 10	Highways works impacting on operations	16 (9)
	RM 13	Existing service issues not resolved ahead of roll out	16 (12)
	RM 17	Availability of additional contractor support for roll out	16 (4)
	RM 19	Driver recruitment	20 (6)
Reduced Risks:	20	Risk that recycle is dumped inappropriately reduces as all kerbside material currently recycled in the UK	6 (8)

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) Staff shortages are minimised and full permanent employment reached to reduce agency reliance.
- 2) Minimal disruption to services.
- 3) The issues inherent with the service are well managed, and Avon & Somerset Police take our concerns seriously.
- 4) A smooth roll out of Recycle More with high levels of customer engagement.
- 5) 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.
- 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 - 9) SWP's concerns are reflected in national policy.
- 10) SWP continues to produce quality recycle that fetches a good price and is in demand within the UK.

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 -3rd 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

7 accidents reported for the public and site users on Somerset HWRC's for Q1 of 2021-22. All 7 were classed as minor injuries and after investigation, no contributory factor was found on site at the time. A breakdown of the injury types and body areas affected are as follows:

- 3 head injuries - 2 for cuts after falls and 1 for head contact with a stationary object.
- 1 scratch to a person's eye caused by contact with waste being carried by another person.
- 1 cut to leg caused by contact with a fixed sharp object.
- 1 puncture wound to foot after standing on own dropped object brought to site.

There were 300,073 site visits recorded over the period, which calculated against the number of injuries (as is standard for this report) gives an accident rate of 2.33 injuries per 100,000 visits.

There was just a single staff injury during the period - a broken wrist following a stumble. This level of injury is reportable under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) and when calculated against hours worked, translates to 3.3 accidents per 100,000 hours.

31 reports for an unsafe act, hazard spot or near miss. These are aimed at identifying and preventing accidents going forward, allowing further control measures to be identified and implemented.

There were no Environmental Incidents on sites during this reporting period.

SUEZ - H&S Performance and Initiatives

Following delays due to Covid restrictions and the gradual reintroduction and development of on-line training packages the emphasis on SUEZ 'Safety in Mind' policy, 'See It, Report It' has been incorporated into day-to-day operations. During Q1 we have seen more accidents reported along with a corresponding increase in near miss reporting. Although this is an increase from last month, we have seen similar numbers in previous quarters' figures.

The number of reported accidents to Suez operational staff stands at 30 for Q1.

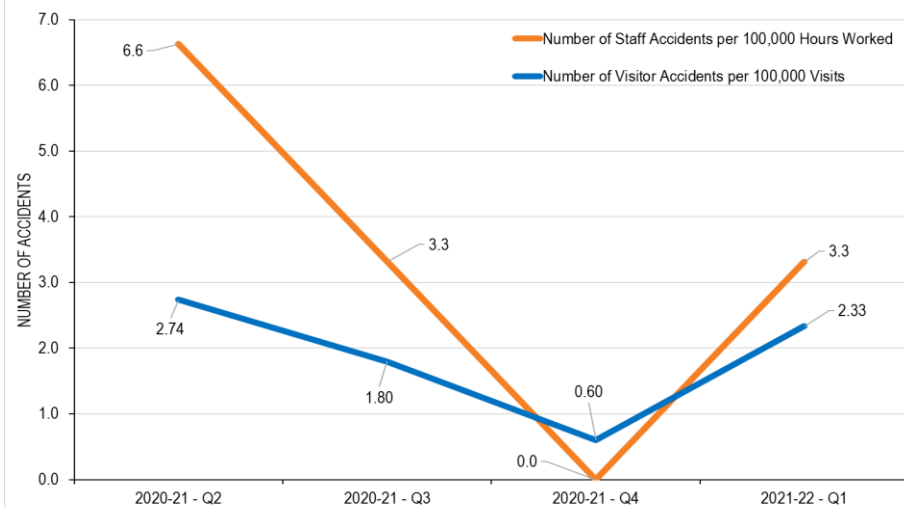
Accidents are measured per 100,000 hours worked across the contract and in this quarter has resulted in a score of 11.3.

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

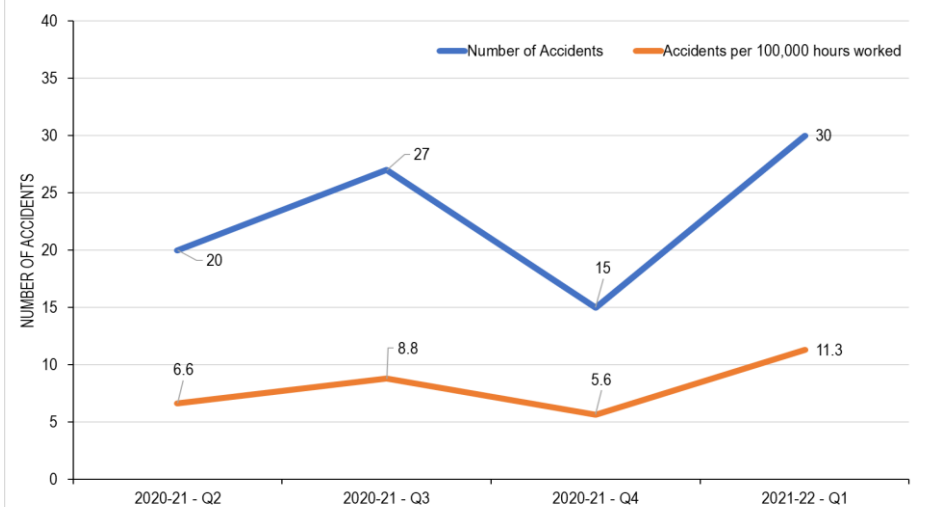
We are currently reviewing how we report these statistics and will likely expand the number and type of incidents reported to give a broader view of the overall performance of this element of the contract.

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



SUEZ - H&S performance figures for SUEZ employees





Why do we measure and report this?

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

What tonnage have we had to handle this quarter?

The amount of waste generated across Somerset during Q1 2021-22 showed the following changes:

The total household arisings in Q1 2021-22 increased by 13,623 tonnes to a total of 72,017 tonnes. This equates to 276.46kg/hh, an increase of 52.29kg/hh (made up by 7.44kg/hh at the kerbside and 44.85kg/hh at recycling sites).

The total amount Reused, Recycled & Composted increased overall by 47.62kg/hh, with an increase of 15.75kg/hh at the kerbside and 31.87kg/hh at recycling sites. Of these amounts, garden waste from the kerbside improved by 8.40kg/hh, as did dry recycling at 6.43 kg/hh, although food waste appears to have plateaued, with only a slight increase of 0.28kg/hh. At the recycling sites, increases were seen for dry recycling of 21.07kg/hh and 18.83kg/hh for garden waste, all compared to Q1 2020-21.

Residual Household Waste per Household for Q1 2021-22 was 120.34kg/hh, up 4.67kg/hh from 115.67kg/hh (a decrease of 8.31kg/hh from the kerbside and an increase of 12.98kg/hh from recycling sites). There was also a continued reduction in local authority collected waste (LACW) landfilled, down 8.53% from 16.79% to 8.26%, as a result of even more of our residual waste now being sent for energy recovery, rather than to 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 Q1 2021-22, for all residual waste streams this equates to 71.61% going to energy recovery and only 18.39% of waste unsuitable for energy recovery, going to landfill.

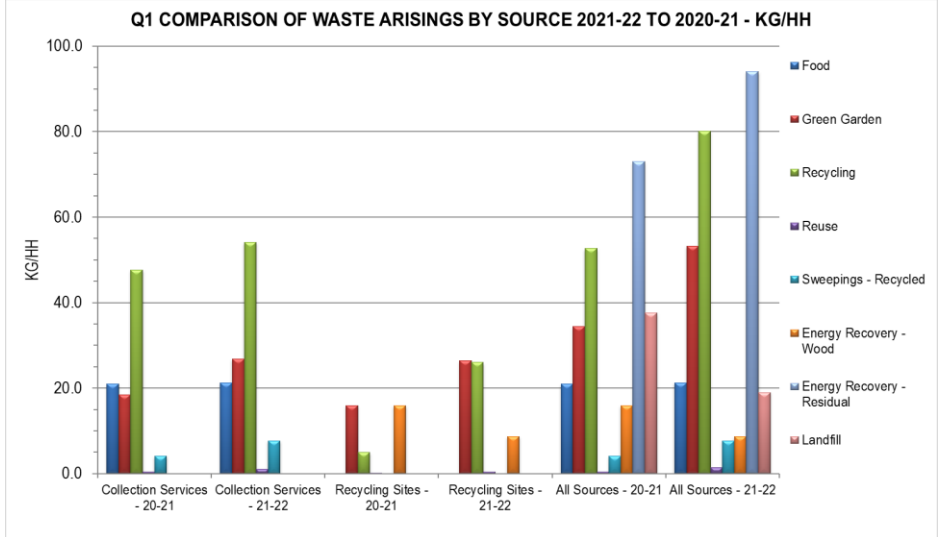
What are we doing to ensure we continue to improve?

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

- 1) Schools education programme; Schools Against Waste
- 2) Recycle More, which will include the introduction of PTT, cartons, battery collections and increasing the capture of small electricals, Phase 2 roll-out commenced in South Somerset at the end of June 2021, with part of Somerset West and Taunton (old Taunton Deane area), due in Q3 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.

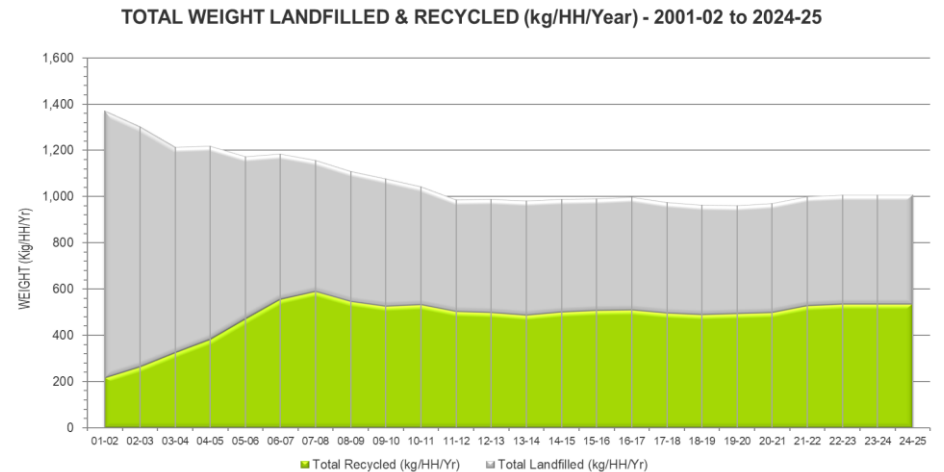
For more detail on the above initiatives, see the SWP 2021-2026 Business Plan.

What has happened and what has changed since last year?



What will future success look like?

A reduction in the amount of household waste we handle, with more used as a resource - tackling the stagnation that has been seen in Somerset (and nationally) in driving down waste.





Why do we measure and report this?

Under the New Waste Treatment Facility (NWF2) 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 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 & Walpole Waste Transfer Stations & Avonmouth Energy from Waste Plant (Walpole Landfill remains as a contingency site). We include this section within the Performance Report to ensure public transparency for operational & emission purposes.

Avonmouth EFW, Waste Transfer Stations & Walpole Landfill - Progress & Latest Developments

Avonmouth EFW

- 1) Within the first quarter challenges associated with commissioning/manufacturing faults with process equipment resulted in a number of planned and unplanned outages in order to complete remedial works on the equipment. This impacted the availability of the plant, however in each case, the equipment failings had no impact on the aspects associated within the Environmental Permit.
- 2) Due to challenges associated with manufacturing faults of the economisers, availability of each combustion line in early April was affected. A temporary change was put in place to enable running until the annual outage. The annual outage of Line 1 began 19 June and ended 7 August. The annual outage on Line 2 will start in late July which will also enable a period of common outage. The planned outage is expected to conclude in late August. Any plant outage will impact the waste composition and therefore emissions.
- 3) The unplanned outage in April caused some waste diversion to landfill for a short period of time (landfill for the quarter accounting for 16% of the total residual waste). During the planned outage, no operational or financial impacts have been experienced.

Avonmouth Polymer Plant

- 1) The polymer plant is nearing completion and hot commissioning is expected to commence during August.

Dimmer Waste Transfer Station

- 1) A fire within the facility in June caused the temporary closure of the transfer station and use of a third party contingency facility.
- 2) No operational or financial impact to the SWP has resulted from the fire.
- 3) Two of the four tipping bays will be operational during Q2, whilst repairs continue on the fire damaged part of the building.

Walpole Waste Transfer Station

- 1) A new piece of plant was installed in Q1 to break down the quantity of 'bulky' waste, to make it suitable for energy recovery.

Walpole Landfill

- 1) No issues during Q1.

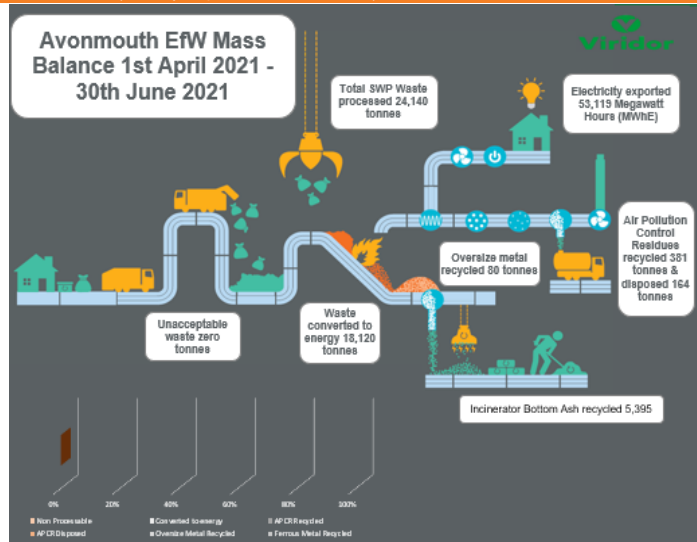
Somerset's Total Residual Waste & Avonmouth's EFW Plant Performance (Q1 only - April 2021 to June 2021)

SWP Residual Waste Destinations Qtr1 2021/22					
Avonmouth EFW Plant	24,140	82.45%			
Other Viridor EFW Plants	355	1.21%			
Landfill	4,785	16.34%			
Total Residual Waste	29,280	100.00%			

Total SWP Avonmouth Tonnage		Between 1st April 2021 - 30th June 2021			
Month		Percentage	Tonnes	Site	
Avonmouth Energy from Waste Plant	Incinerator Bottom Ash	Recycling	22.35%	5,395	Avonmouth, Bristol, BS11 9BT (Permit Number EPR/DR3332JX)
	Metal	Recycling	0.33%	80	Doncaster, South Yorkshire, DN11 0PS (Permit Number EPR/BB3394CL)
	Energy Recovery	Recovery	75.06%	18,120	Avonmouth EFW, Avonmouth, Bristol, BS11 0YU (Permit Number EPR/GP3834HY)
	Air Pollution Control Residues	Recycling	1.58%	381	Ilkeston, Derbys, DE7 4BG (Permit Number AP33375J)
	Air Pollution Control Residues	Disposed	0.68%	164	Ilkeston, Derbys, DE7 4BG (Permit Number AP33375J)
	Unprocessed	Disposed	0.00%	0	Zero as SWP waste is pre sorted at the 2 Somerset Transfer Stations

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Avonmouth EFW Plant Performance (Q1 only - April 2021 to June 2021)



Avonmouth EFW Emission Results (Q1 only - April 2021 to June 2021)

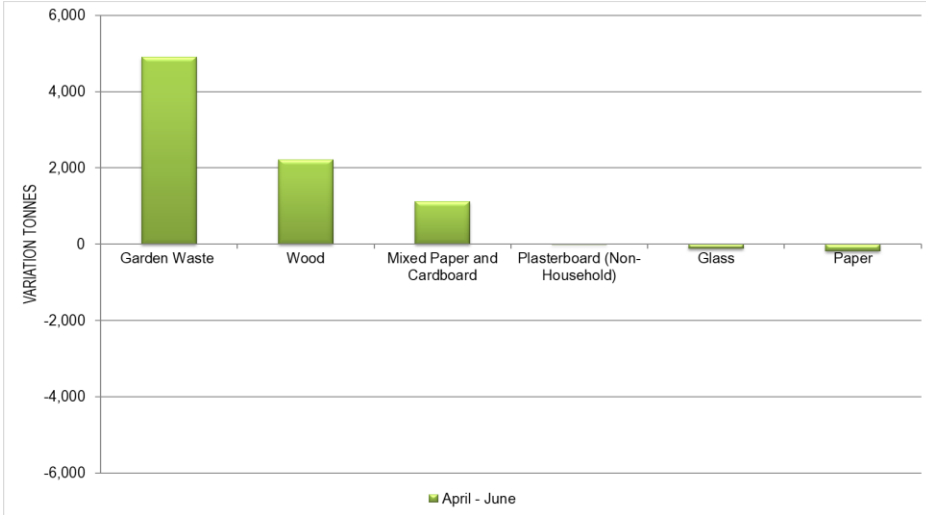
Substance	Reference Period	Emission Limit Value	Burning Line 1		Burning Line 2	
			Maximum	Mean	Maximum	Mean
Oxides of Nitrogen	Daily Mean	200 mg/m ³	180.80	160.68	174.28	159.98
	1/2 Hourly Mean	400 mg/m ³	327.70	160.77	252.58	159.97
Particulates	Daily Mean	10 mg/m ³	0.15	0.13	0.16	0.13
	1/2 Hourly Mean	30 mg/m ³	0.37	0.13	0.88	0.13
Total Organic Carbon	Daily Mean	10 mg/m ³	0.42	0.11	0.84	0.16
	1/2 Hourly Mean	20 mg/m ³	8.32	0.11	6.67	0.15
Hydrogen Chloride	Daily Mean	10 mg/m ³	6.04	2.62	6.32	3.56
	1/2 Hourly Mean	60 mg/m ³	35.51	2.62	13.91	3.57
Sulphur Dioxide	Daily Mean	50 mg/m ³	39.69	6.00	21.23	7.46
	1/2 Hourly Mean	200 mg/m ³	130.20	6.09	44.80	7.50
Carbon Monoxide	Daily Mean	50 mg/m ³	20.05	1.70	10.96	1.29
	95th Percentile 10 Minute Mean	150 mg/m ³	42.84	2.14	17.81	1.33
Ammonia	Daily Mean	No Set Limit	2.69	0.62	1.90	0.49
Dioxins & Furans (Toxic Equivalency)	6-8hrs	0.1 ng/m ³	N/A	0.0037	N/A	0.00272



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 recycling rate in Q1 2021-22 of 56.47% is considerably higher when compared to last year (an increase of 8.07%). This was due to a lower than normal recycling rate in Q1 last year, as a result of the first lockdown of the pandemic, mainly affecting HWRCs and the second quarter of Recycle More, in Mendip. This uplift consisted of an increase of 6.24% in the recycling rate at the kerbside to 52.25% (46.01% in 2020-21) and an increase of 5.27% for recycling sites to 67.06% (61.79% in 2020-21). The main changes were, an increase in garden waste (up 2,188 tonnes), cardboard (up 853 tonnes) and mixed plastics (up 242 tonnes), along with a decrease in mixed glass (down 266 tonnes) and the continued drop in paper (down 236 tonnes), all across kerbside collections. At recycling sites we saw increases in garden waste (up 2,717 tonnes), wood (up 2,212 tonnes), scrap metal (up 1,103 tonnes) and mixed paper & cardboard (up 1,042 tonnes). There were a few very minor reductions in the weight of some materials, however, generally all materials saw an increase over last year, due to sites having been closed for part of Q1 2020-21. Other sources that contributed to the overall increase included recycled street cleaning residues (up 461 tonnes) & schools recycling (up 171 tonnes).

The large increase in garden waste, a total of 4,905 tonnes was as a result of the recycling centre closures and kerbside garden waste collections being suspended during part of Q1 2020-21, therefore reducing the quantities collected and lowering the base line comparator.

Q1 recycling rate (NI192) for Apr-Jun 2021-22: 56.47% (an increase of 8.07% on 2020-21)

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 beginning at the end of June 2021.
- 2) In September we started collecting wearable clothes and shoes - because there is only demand for reuse and not for the recycling of textiles. We are still seeking to secure a viable outlet for other (i.e. non 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. One contingency has included our collections contractor, SUEZ, engaging a third party delivery company to support container deliveries.
- 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?

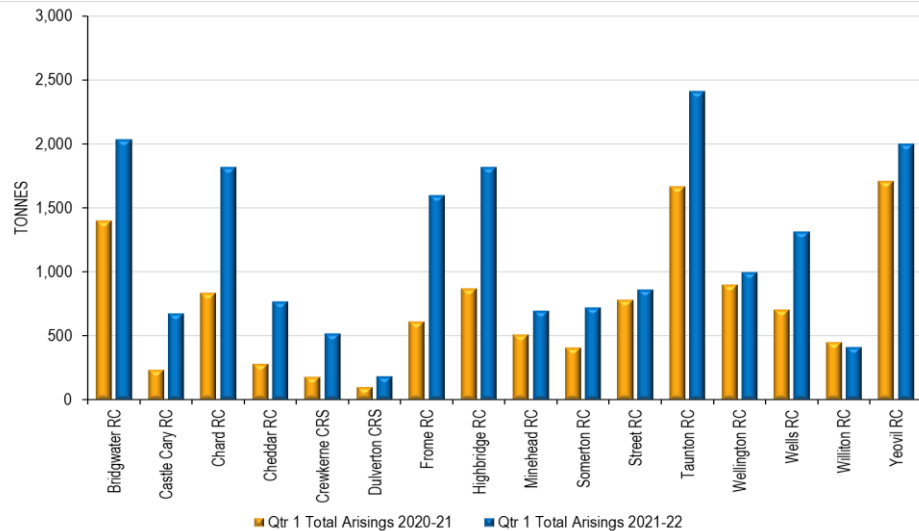
- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing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

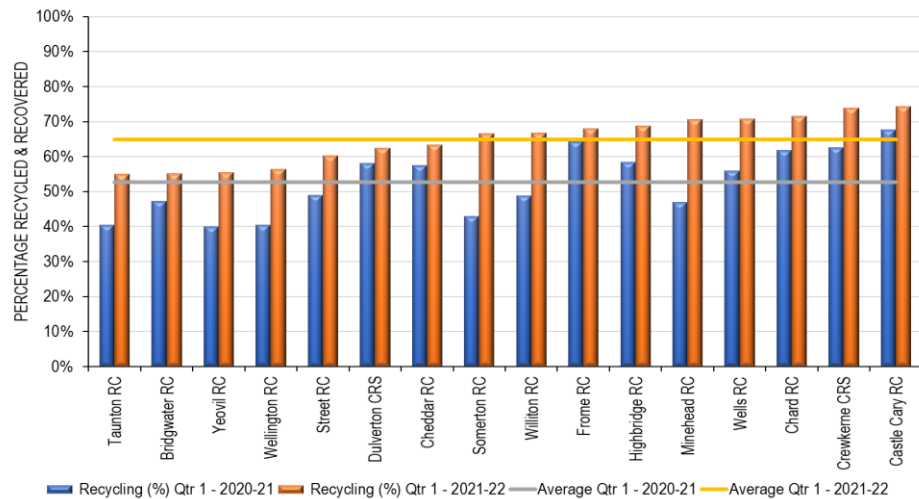
What has happened and what has changed in this quarter?



Recycling Site	Q1 Total Visitor Numbers		Difference	% Change
	2020-21	2021-22		
Bridgwater RC	21,877	30,286	8,409	38.44%
Castle Cary RC	4,199	9,714	5,515	131.34%
Chard RC	14,773	26,967	12,194	82.54%
Cheddar RC	5,643	14,572	8,929	158.23%
Crewkerne CRS	2,473	6,828	4,355	176.10%
Dulverton CRS	1,031	672	-359	-34.82%
Frome RC	9,993	16,884	6,891	68.96%
Highbridge RC	14,971	29,116	14,145	94.48%
Minehead RC	7,591	21,934	14,343	188.95%
Somerton RC	4,090	13,815	9,725	237.78%
Street RC	7,220	12,214	4,994	69.17%
Taunton RC	26,410	26,249	-161	-0.61%
Wellington RC	10,593	23,554	12,961	122.35%
Wells RC	13,022	22,803	9,781	75.11%
Williton RC	4,339	8,614	4,275	98.53%
Yeovil RC	19,009	35,851	16,842	88.60%
All Sites	167,234	300,073	132,839	79.43%

Note: Table shows Q1 only.

RECYCLING SITE RECYCLING RATE % - 2021-22 COMPARED TO 2020-21



In Q1 2021-22, total arisings are up by 12,582 tonnes compared to last year. This total comprised increases of 5,538 tonnes of dry recycling and reuse, 2,717 tonnes of garden waste, 1,056 tonnes of hardcore & soil and 4,609 tonnes of residual waste to recovery, along with a decrease of 1,339 tonnes sent to landfill. The latter two, showing a continued increase in the amount of residual waste now being sent primarily to energy recovery, rather than to landfill, as this change in how we treat this waste stream continues to be refined.

The best performing recycling sites during Q1 2021-22 were, Castle Cary (74.40%) and Crewkerne (73.91%), with the worst performing being Yeovil (53.86%) and Bridgwater (54.31%). There were 4 sites with rates over 70%, 4 sites at between 62% - 68%. This shows considerable improvements over 2020-21 for the majority of the sites, as can be seen from the graph. Although it should be noted that last year was lower than normal due to the affects of the pandemic.

The number of visits during Q1 were significantly higher when compared to 2020-21, up from 167,234 in 2020-21 to 300,073 in 2021-22, an increase of 132,839 (79.43%), mainly due to the closure of the sites during the first lockdown of the pandemic producing a low comparator.

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 to upgrade the CCTV and Automatic Number Plate Recognition (ANPR) at Recycling Centres. This was identified following a review of functionality and efficiency of the existing system, measured against more modern alternatives. Some testing of alternative equipment is currently taking place, with a view to further equipment replacements, as budgets allow.

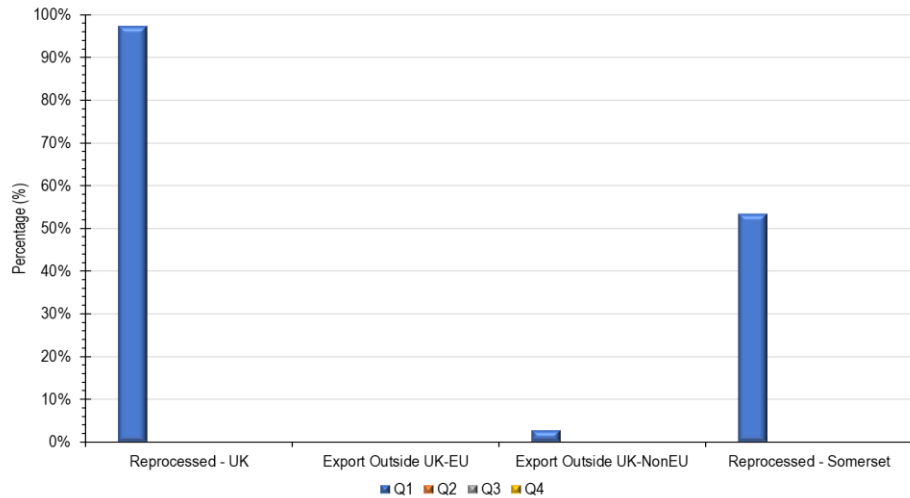


Why do we measure and report this?

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. As we roll-out 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 (%) - 2021-22



Have there been any significant changes since the last report?

In Q1, we recycled 97.27% of our waste in the UK. Just 2.73% of the total was exported and this was mixed paper and cardboard which went to Thailand, Vietnam and Turkey. The mixed paper and cardboard was from recycling sites and schools. This reflects both market demands and our commitment with the new collections contract to recycle within the UK where possible.

Food and garden waste continue to be processed in Somerset, along with some electrical items, scrap metal and automotive batteries. In Q1, 53.44% of the material from the kerbside and recycling centres was reprocessed in Somerset.

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 20% of residual waste.

We have reviewed and redesigned the infographic for the end destinations for 2020-21. We have moved away from calling it 'Beyond the Kerb' and have renamed it the 'Recycling Tracker'. The new infographic provides a clear visual about what happens to the material we collect, and enables people to see tonnages and our recycling rate at a glance. The infographic and updated Recycling Tracker can be found on our website <https://www.somersetwaste.gov.uk/recycling-tracker/> and it was circulated to all residents in the latest edition of Your Somerset.

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

The work on Walford Cross depot continues, and as a result some material is still being sent to an external MRF. Suez have confirmed that all of Somerset's material is still recycled within the UK.

We hope to continue to see increased tonnages as the roll out of Recycle More continues and beds in within South Somerset. There may be a fall in garden waste as a result of the suspension of the garden waste collections. This may be partially offset by increased tonnages at recycling sites, but there may be a loss of tonnage if residents choose to compost at home or deal with garden waste another way instead.

SWP have signed up to work with INCPEN (The Industry Council for Packaging and the Environment) and a number of local authorities to work on a project to improve public confidence in recycling nationally. This builds on the previous Recycling Charter from a number of years ago of which SWP was also a signatory. SWP was invited to take part as we have been a leader in transparency and providing clear and accurate information about what happens to the materials we collect for recycling. A national survey will be conducted over the summer to establish a baseline understanding the factors that affect public confidence. This will include a local survey as well, so we will have some information on the perceptions of a sample of Somerset residents.

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).

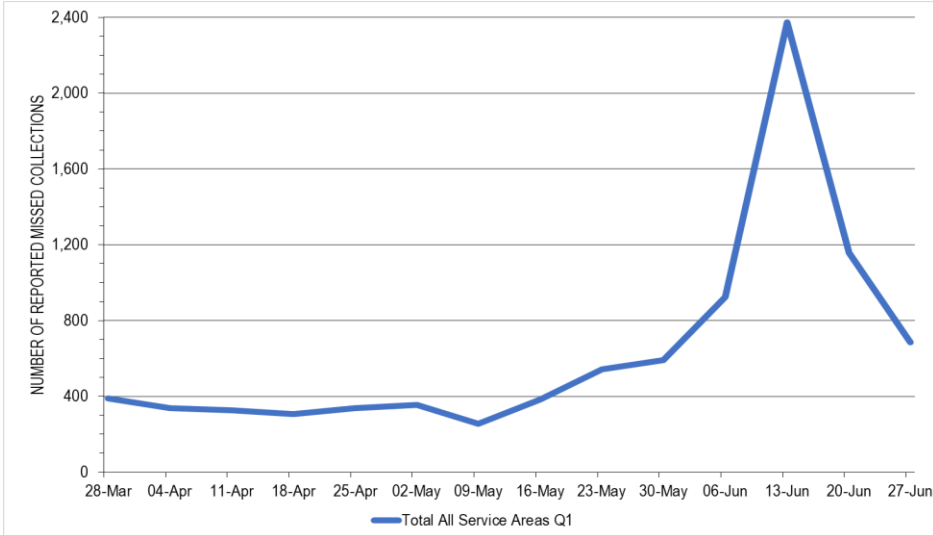
Due to ongoing volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful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

Towards the end of Q1 we saw the biggest impact on our services from the pandemic, with staff shortages and the cumulative effect from increased tonnages, coupled with fatigue and some direct Covid related issues. In order to manage these issues it became necessary to reschedule and suspend some of our services. These are not included in this performance metric which only cover standard missed collections as reported outside those areas where exceptional steps were required to manage the pressures.



Q4 - 2020-21



Q1 - 2021-22

What are we doing about it?

- 1) Performance this Quarter has reflected the continuing pressures of the pandemic exacerbated by the difficulty in recruiting and retaining staff.
- 2) Service recovery plans are constantly being updated and monitored to identify mitigations against these pressures, but some will take time to bed in and it is expected the current level of performance is likely to drift into our next reporting period.
- 3) We continue to focus on missed collections as a measure of our contractors performance but understand the current situation is not a normal one and some of the measures will require time to reverse the current pressures within the service.

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

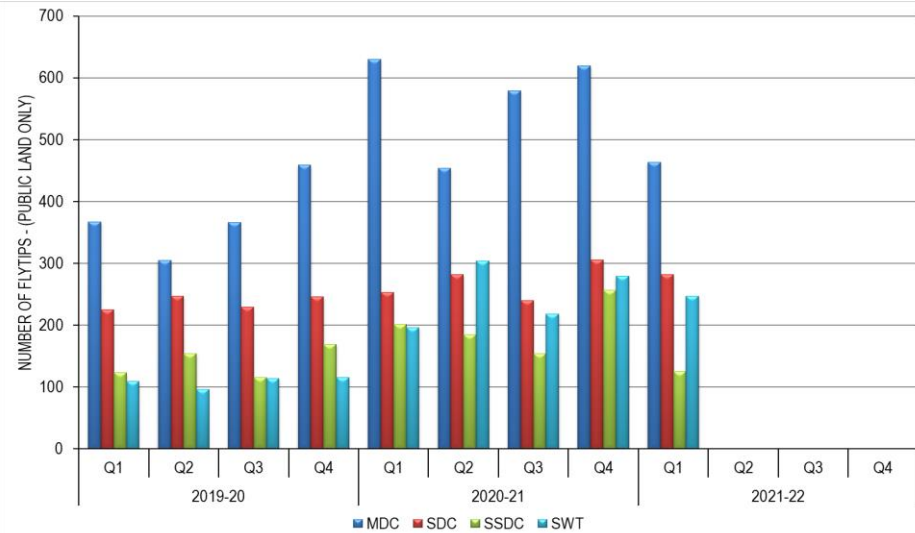
- 1) We expect SUEZ to continue efforts to improve this element of the contract and hope as we see restrictions ease and our communities return to 'normality', this aspect of the service will be able to return to expected levels. However, we continue to examine what the new normal is likely to be and its long-term affects on the service.
- 2) Plan the continued roll out of Recycle More to the rest of the County whilst continuing to identify and highlight risks and put in place mitigations and resources to tackle them.
- 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 and measure levels of risk to both organisations and a partnering approach to resolving issues where possible.



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 Somerset 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 District partner authorities.

What are the headline numbers?



Have there been any significant changes in what's being fly tipped?

The overall number of fly-tipping incidents is starting to show a downward trend in Q1 2021-22 compared to each of the four quarters in 2020-21. However, two of the Districts, SDC and SWT, have seen an increase compared to Q1 last year.

The number of fly-tips in Q1 2021-22 decreased by a total of 162 incidents, from 1,280 in 2020-21 to 1,118 in 2021-22. The number of fly-tipping incidents in Mendip saw the biggest drop, down by 166 to 464, with South Somerset also reducing, down 76 to 125. Both Sedgemoor and Somerset West and Taunton increasing by 29 to 282 and 51 to 247 respectively. There is no evidence that any of the SWP's activities have contributed to any changes in the number of fly-tipping incidents.

Overall across the Partnership the main decreases were 'Black bags - household' (down 109 to 243), 'Green waste' (down 30 to 56), 'Tyres' (down 22 to 78) and 'Other (unidentified)' (down 22 to 2). The areas that have seen the biggest increases in the numbers reported were 'Other household waste' (up 20 to 461), 'Black bags - commercial' (up 15 to 22) and 'Other commercial waste' (up 10 to 33).

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.

There is no additional progress to report on this project at this time, hopefully there should be further news from our District partners in the next quarter, once further meetings have taken place.

What will future success look like?

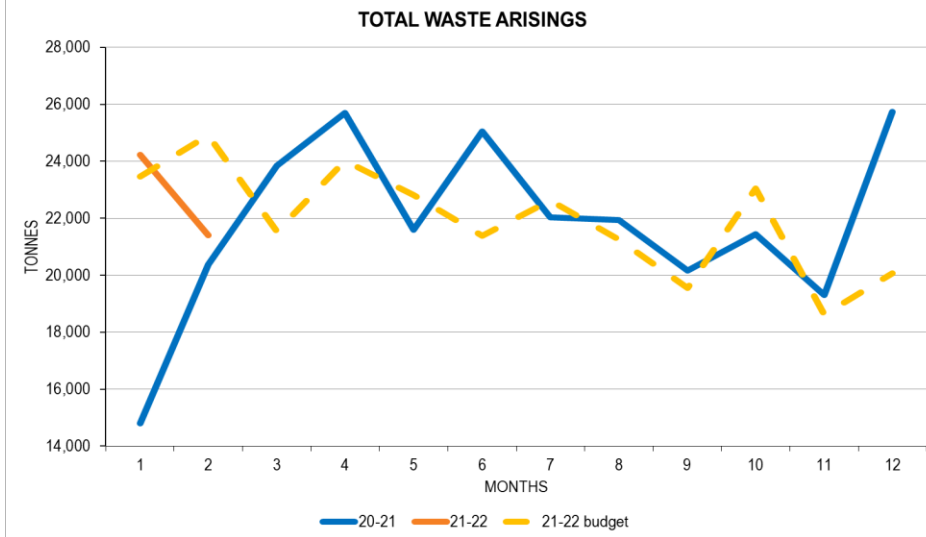
- 1) Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 2) The successful development and adoption of a suitable scheme to help combat and therefore reduce fly tipping across Somerset.
- 3) As a result of this project year on 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 Q1 2021-22. It compares the budget (set in Dec 2020) to the actual spend for 2021-22.

1) Collection Budget: The forecast position for all collection partners is an overspend of £189k. 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. This forecast includes the additional cost of £199k which covers the period to July 2021 being funded by Districts. It has since been agreed this will continue until October 21, so this will be reflected in the next report. The second roll out phase of Recycle More commenced on the 26 June and all additional costs relating to the implementation of the new service will be funded through the Recycle More Fund, until such time as the breakeven point is reached. Driver shortages continue to impact significantly on the delivery of the contract and it has been agreed to suspend the garden waste service from 2 August, to free up drivers for the refuse and recycling services. The cost to the SWP of this intervention is still to be finalised with the contractor.

2) Disposal Budget: The forecast for the year is an overspend of £193k. This forecast includes actual data for the period April - May and budgeted forecast until the end of the year. Costs at the recycling centres are currently forecast to be above budget due to increased tonnages for April and May. The tonnages for March were also higher than estimated for the 2020-21 end of year closedown, so this additional cost has to be picked up in this financial year. The results of the second roll out phase of Recycle More will not be measurable for a few months, but early indications are encouraging. The garden waste suspension will impact the mix and presentation of waste across the different waste streams, the impact of which will be shown in the next quarterly report.

What have we achieved during the year?

- 1) The budget has been set to include provision for an increase in tonnages as a result of the ongoing impact of Covid-19. This includes additional tonnage growth of 1.5% across the board to cover increased costs, though the actual increases will vary for the different waste streams.
- 2) Work with contractors continues to ensure staff are deployed to support the most essential elements of the waste service whilst minimising additional costs. The driver shortage is not going to be a quick fix, so this will be an ongoing requirement.
- 3) Continued use of our external waste consultant to challenge and minimise the Covid-19 claim from our collection contractor for additional resources.
- 4) All Recycle More costs have been modelled within the breakeven model, enabling the project to be tracked from a financial basis, with the breakeven point updated on a regular basis for partner financial planning.
- 5) Capital borrowing arrangements with each partner are being legalised and loans drawdown as the works on depots progress and funding is required.

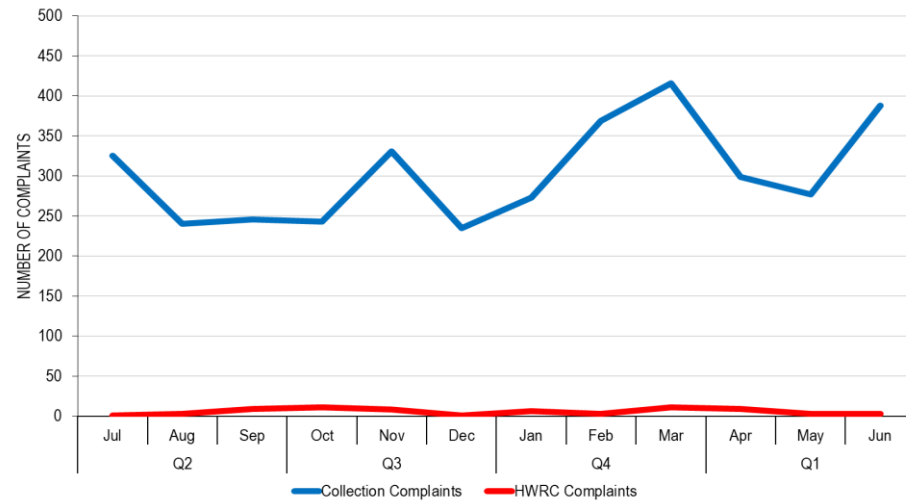


Why do we measure and report this?

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 Q1 2021-22



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. The interface worked well, significantly reducing the failure demand from the pre-existing process, as well as streamlining the accounting process.

With the introduction of the new garden waste season a significant garden waste re-routing was undertaken to make the service more robust. The scale of the failure demand from the route change was slightly above our expectations.

SWP geared up and resourced for the introduction of Recycle More in South Somerset during June 21. The implementation of recycle more has been extremely challenging with the staffing shortfalls as a consequence of pressures on the Agency Driver Market due to Brexit as well as the "Pingdemic" causing severe disruption to the availability of key contractor staff.

SWP remained resilient through the period and ensured that the necessary technical & IT developments and changes were delivered on time as well as training delivered to facilitate the service transition.

Recycle More was also introduced to over 200 flats and apartment sites across the South Somerset District Council area during June.

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

- 1) Garden waste will have been suspended to support the mainline recycling and refuse services. All Garden Waste customers will be notified of the suspension.
- 2) A third party call centre will be sourced, geared and trained to assist the District Councils with the suspension of the garden services.
- 3) Data and systems review ahead of Somerset West and Taunton Phase 3, during November 21.

What will future success look like?

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



Present actions

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

Delivered various communications in the run-up to and launch of Recycle More in South Somerset (Phase 2)
 Distributed the warm-up postcards and detailed residents letters to approx. 3.5k residents.
 Distribution of refreshed warm-up leaflet to approx. 78,000 residents.
 Distribution of pre-launch leaflets to approx. 78,000 residents.
 Two Parish briefing meetings.
 Display materials distributed to 10 locations.
 3 Facebook Q&A session and 3 Talking Cafes
 PR and extensive social media activity.
 Begin review of materials ahead of Taunton Deane, Phase 3 of Recycle More.

2) Wider Communications and Engagement

Reviewed and improved the Recycling Tracker infographic, to focus more on specific areas of progress and success e.g. % of recycling that stayed in the UK.
 Support for service disruption/incompletion issues - social media group posting, alerting stakeholders.
 Promoting garden waste renewals through traditional and social media, ahead of deadline.
 PR and social media promotions around National Pet Month, 6am starts, Reusable Nappy Week.
 Progressing Somerset Recycling A-Z, exploring adding a Chatbot element, built new landing page for My Waste Services for schools.
 Developing more digital content to promote good recycling practice.

Key figures

Social Media

Facebook followers:	14,711	Start April	15,929	End June
Twitter followers:	2,941		3,004	

Website Hits

April	246,303	Page Views	196,336	Unique
May	213,988		173,404	Page Views
June	281,242		217,611	

Sorted e-zine

April	9,895	Delivered	6,335	Opened
May	NA		NA	
June	NA		NA	

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

Highlights

Facebook

21/04/2021 Order your recycling containers
 05/05/2021 Hot ashes cause truck fire
 03/05/2021 What to do with waste in windy weather
 21/05/2021 Poor parking delays collections
 17/06/2021 South Somerset - Bright Blue Bags on the way

Engagement

5.4k
 4.1k
 3.2k
 2.4k
 2.3k

Future actions

- 1) Support for service disruption - updating public information and informing stakeholders.
- 2) Finalising materials and content for Recycle More in Taunton Deane.
- 3) Detailed planning for communications & engagement for Recycle More Phase 3, including procurement for printing distribution.
- 4) Continue development of a Somerset Recycling A-Z of materials (exploring potential chatbot element).
- 5) Move to new distribution software for distributing the Sorted e-newsletter.
- 6) Finalise and promote new Recycling Tracker (formerly End Use Register) to raise awareness of 2020-21 progress (and therefore encourage behaviour change).
- 7) Begin detailed work on signage review.
- 8) Scope the 'eco-schools grants', plan promotion with schools for autumn term.

Twitter Topics

21/05/2021 Parking/access issues
 28/06/2021 Recycle More starts in South Somerset
 21/04/2021 Recycle More: Have you got your containers?
 01/04/2021 How to recycle Covid LFT kits
 05/04/2021 The cost of fashion

Engagement

72
 57
 48
 40
 37



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
24 September 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:	03/08/2021
Summary:	<p>On 28 June the second phase of Recycle More rolled out in South Somerset. As highlighted to the Board in June 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, and this unfortunately did impact on the success of the South Somerset roll-out. This paper updates on progress with bedding in the service change in South Somerset and the plans to roll-out Recycle More in Taunton Deane on 1 November 2021. A verbal update will be given to the board on the risks associated with the roll-out. A go/no-go review was taken at the end of August and all partners and an informal meeting of the Board. The paper also provides the final results of the Mendip Recycle More Customer Satisfaction Survey.</p>
Recommendations:	<p>That the Somerset Waste Board: -</p> <p>I. notes the progress made in implementing Recycle More and the risks to the programme.</p>
Reasons for recommendations:	<p>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.</p>
Links to Priorities and Impact on Annual Business Plan:	<p>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</p>

	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 affected the pace with which Suez can embed the behind the scenes changes to meet our high expectations (not least in terms of customer service). This remains a risk we closely manage with Suez. A repeat of recent poor service quality, primarily due to driver shortages, would also put our ability to roll-out Recycle More at risk. When this paper was written (early September) the comprehensive range of mitigations had meant SUEZ were at full deployment, however the underlying risks have not gone away.

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 and is rolling out our new Recycle More collection service model 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 and 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-plus households recycling and waste collection services at one time. We need to phase work to allow depots upgrades (while 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. We successfully rolled out in Mendip (kerbside on 26 October 2020, communals on 8 March 2021), South Somerset at the end of June 2020, 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.

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.

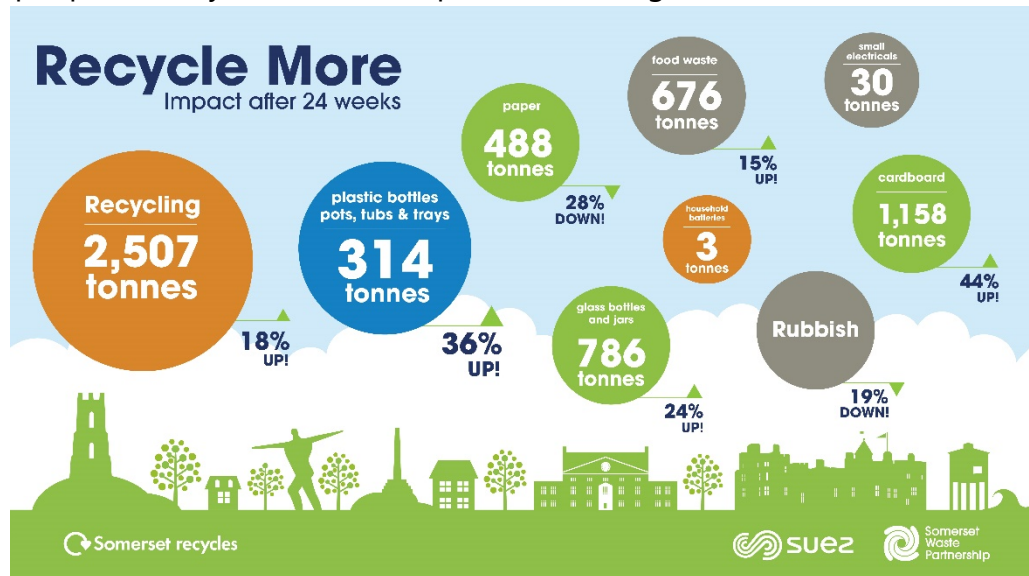


Figure 1: Recycle More 6 month tonnage in Mendip

- During March waste services for properties for Communal locations (properties that have a shared recycling collections) changed. Initial changes of bins and categorisation of different requirements across sites went well and implementation of plans did complete on time. The change has been successfully implemented with regular collections and good customer utilisation of the improved scheme. An early issue was identified with the vehicle accessibility of some of these locations and was resolved by Suez quickly
- 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). As part of the roll-out of Recycle More in South Somerset a number of additional rounds were 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 were 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. These changes have helped to improve the robustness of the recycling and communal refuse services within MDC.
- A verbal update was provided to the Board in June of a customer survey undertaken of residents in Mendip (sharing results from c1500 online responses). The survey aimed 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. It was backed up a hard copy of the survey being sent to a representative sample of Mendip residents. The combined online and hard copy results are summarised below:

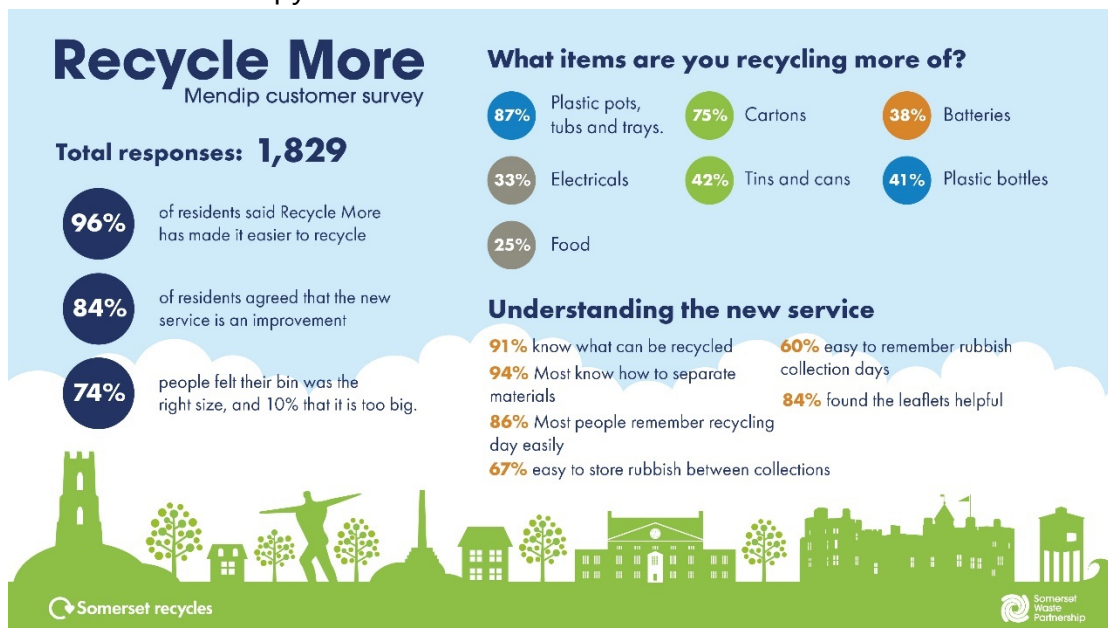


Figure 2: Final results from Mendip post RM customer survey

The figures show significant support for the new, very similar to the levels of support seen following initial trials more than six years ago. Further analysis of the results is being undertaken to identify any demographics trends behind the headline figures.

1.4. Service stability and its impact on Recycle More Phase 2 (South Somerset)

Board members will be aware of the severe service disruption experienced over the summer primarily driven by the national driver shortage. It is estimated that the UK is approx. 100,000 drivers short, with SUEZ in Somerset short by around 25 drivers out of c180 required. Whilst driver shortages have been a long-term issue with an ageing workforce profile (which SUEZ's plans to have full employment/no agency staff and to train up loaders recognised), this was exacerbated by:

- the pandemic (delays to driver training and testing – 25,000 fewer LGV tests than normal) and Brexit (loss of some EU drivers).
- **Somerset specifics:** High employment, many logistics and distribution companies = hard to recruit drivers and loaders and agency staff sometimes not available either.
- **Lockdown easing:** Quickly exposed the worsened position. Alternative opportunities for drivers and other would-be crews, supply of agency staff unreliable
- **Staff exhaustion and morale:** Loads 20% heavier (more people at home through pandemic), long period of long hours, temporary depot and transfer stations, extra travel time. Sickness and annual leave higher than expected, with occasional spikes.

Members will be aware that SWP was not the only waste authority affected, nor that the waste sector was alone in this – with many headlines focusing on the impact on pubs, supermarkets, restaurants and other sectors. The impact on the South Somerset roll-out was acute. The issue hit us very suddenly 2 weeks before planned roll-out in South Somerset (i.e. after all leaflets had hit doorsteps) and an informal board meeting reconsidered go/no-go. A roll-out always places us under pressure, and the combined effect of a roll-out with the driver shortage did lead to problems with the service for which SWP apologise. The performance report sets out the steps taken to recover service stability and a verbal update will be provided to the meeting. Particular impacts on South Somerset (and the progress in recovering from these issues) were:

- Shortfall of blue bag agency delivery staff affected the smoothness of distribution. Although 98% of the 80,265 blue bags were delivered before the start of Recycle More (an improvement on Mendip), some residents had to wait too long to get their bag and we were not able to respond quickly enough where residents request bags and other recycling containers. SUEZ used Transporting Somerset to support on Saturdays, brought in support from around SUEZ nationally, and contracted with a third party delivery company called Jet to get deliveries back on track. Learning for phase 3 includes plans to have small stocks of bags in the community so that people who are missed can easily collect one. With an improving labour market the risk currently appears lower, but SUEZ are also working on a contingency plan (a third party delivery company) for phase 3.
- With the pressures on the service levels of missed collections were too high and not brought down quickly enough. The tables below compare progress week-by-week with Mendip. SUEZ are still working to address key issues, including repeated round incompleteness on Tuesdays in Yeovil, issues with narrow access, elevated levels of missed assisted collections (e.g. due to crews unfamiliar with a round) and insufficiently effective closure of repeat missed collections.

Week	Missed Recycling per 100,000 collections	
	South Somerset	Mendip
1	1,338	316
2	833	253
3	972	434
4	1,133	396
5	1,985	277
6	822	170
7	408	158
8	302	153
9	178	181

Table 1: missed recycling collections in phase 2 compared to phase 1

Week	Missed Refuse per 100,000 collections	
	South Somerset	Mendip
1	933	526
2	679	548
3	507	405
4	355	293
5	433	558
6	302	521
7	226	320
8	206	227
9	174	307

Table 2: Missed refuse collections in phase 2 compared to phase 1

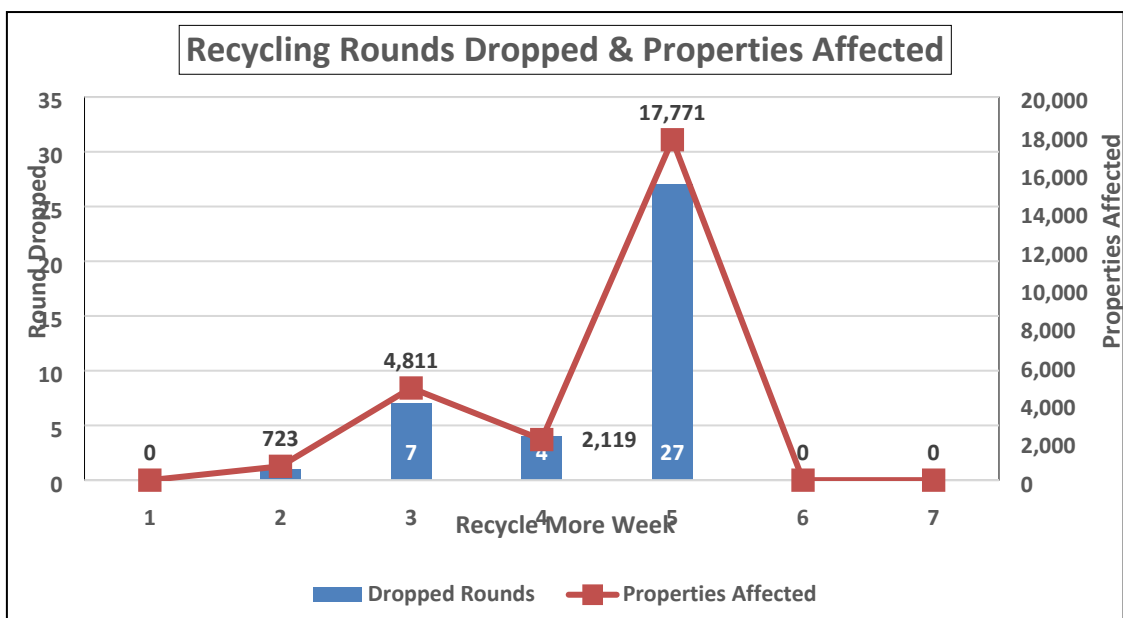


Figure 3: Dropped rounds in South Somerset

- The levels of missed collections, dropped rounds and incomplete rounds (which has been too high but gradually falling as services stabilised) led to severe pressure on SSDC customer services. SWP have funded additional resource and used a third party call centre (Agilysis) to support SSDC. As services have stabilised this pressure has reduced.

Despite these issues, the environmental performance from south Somerset is very encouraging, though it remains early days. Figures for the first 5 weeks are (with an update to be provided to the board at their meeting):

- Overall increase in recycling = 588 tonnes, 100+ extra tonnes a week and a 10% rise (11% in Mendip after five weeks)
- 88 tonnes of extra plastic. 22% up (was 23% in Mendip)
- 649 tonnes of extra cardboard. 45% (was 19% in Mendip)
- 150 tonnes of extra food waste. 8% (was 15% in Mendip)
- 11.6 tonnes of small electricals (was 6.4 tonnes in Mendip)
- It is looking like just under 98% of recycling is in the right place at the right

time (94% in Mendip). In reality this is likely to be slightly lower (i.e. more people doing the wrong thing) as it relies on crew reporting and crews have been under severe pressure. However, this is still very positive.

- At this stage, due to the timing of waste flows and reporting, we do not have reliable waste reduction figures yet

1.5. Update on planning for phase 3 and 4 roll-outs

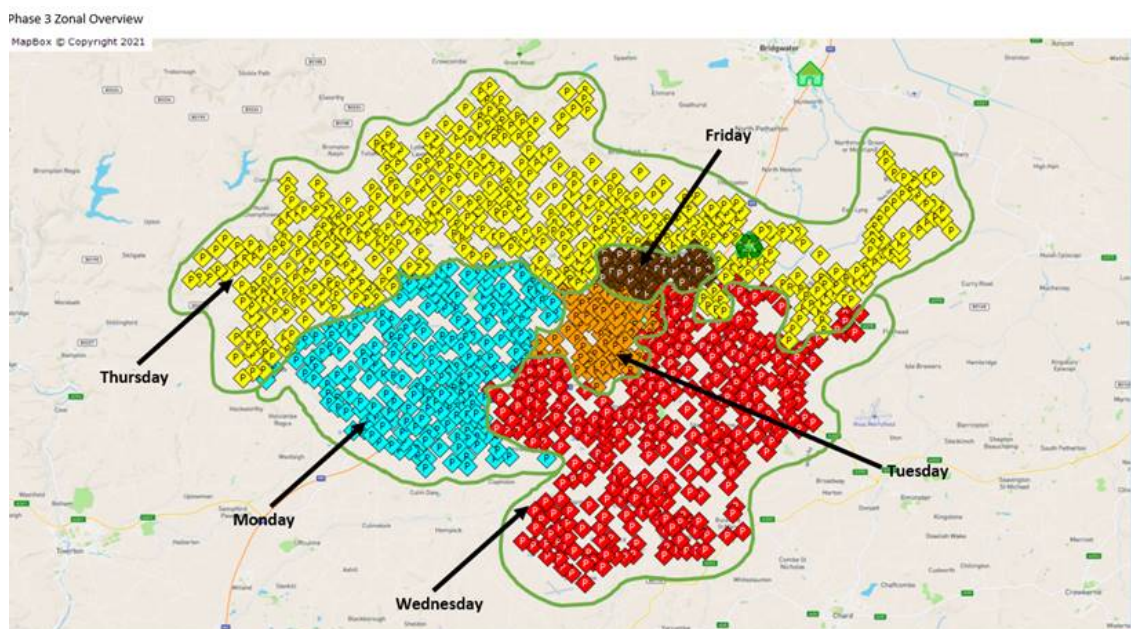
An informal board meeting was held at the end of August (following a meeting with partner officers) to review the go/no go decision for phase 3 (Taunton Deane). It concluded that the risk profile has undeniably increased, both for a smooth roll-out and service stability across the County but that the risks to the roll-out were being adequately managed and the risks and impacts of delay to the roll-out were greater than proceeding as planned.

A verbal update will be provided to the meeting, but at the time of writing this report, progress in preparing for the roll-out in Taunton Deane on 1 November was as follows:

- Plans for blue bag delivery have learnt lessons from MDC and SSDC rollout and contingency plans are being developed
- The Walford Cross Depot should broadly be completed on time/only slightly late – mitigation plan in place and power issues being resolved (baling equipment will be ran on a generator initially)
- Missed collections for Taunton are reducing and broadly on track to meet target dates as projected, though this remains a key risk SWP and partners will monitor closely.
- Taunton depot now has enough drivers, loaders and supervisory staff to stabilise service and prognosis is good, but remains a major risk (Covid and labour market impacts). Morale and exhaustion remain a risk requiring ongoing review and mitigation. Improved staffing levels should mitigate this and SWP and SUEZ will continue with meetings of a workforce cell to address these issues.
- Call centre resourcing appears adequate, with suitable contingency plans in place to secure additional resources. Communication plans are on track. An additional parish council briefing is being scheduled as attendance at events held earlier was disappointing.
- Suez is reasonably confident that it will have sufficient additional staff to support the service mobilisation but cannot guarantee this – key risk for ongoing mitigation.
- Route optimisation data has been received and has been reviewed by SWP. Initial findings are that the routing appears to be robust with lessons learnt from both phase one and two. Whilst the number of properties served by each round is broadly comparable to phases one and two there is significantly less travel time than in MDC and SSDC. Around 100 properties in Burrowbridge and Athelney will not be transitioned as part of phase 3, but will be transitioned with phase 4 in early 2022. The reason for this is that these

properties are serviced from Bridgwater and to change this would introduce undue risk. Specific communications to the affected residents, parishes and local members will explain this.

- Around 60% of households in Taunton will have a change of collection day. Whilst this is higher than the circa. one-third in Mendip and South Somerset, SWP is reassured by the apparent robustness of the routing and the high levels of public understanding of day changes in previous phases. Map 1 shows at a high level what parts of Taunton will be served on what day.



Map 1: Zonal pattern for Taunton area from 1 November

Since September 2020, the Schools Against Waste team has visited 30 schools in Mendip and 34 in South Somerset to support the introduction of Recycle More. They have 2 confirmed bookings for September – one for South Somerset and one for Taunton and are speaking with a Mendip school. This represents completing 60.0% of targeted schools in Mendip and 69.4% in South Somerset. The team continue to provide school visits in these areas, although priority will now be given to Taunton Deane area to support phase 3.

The team did contact Taunton Deane schools at the end of last term to book for the autumn term, but most preferred to wait until the new school year to think about such things. They will be doing another phone around in w/c 13 September and a verbal update will be provided to the board on take-up.

The virtual family sessions on the 3Rs offered over the summer were cancelled due to poor response. Following the success of the family day at Carymoor around the 3Rs including visit to the waste tunnel, the cancelled virtual sessions were replaced by physical sessions offered at Carymoor Education Centre over the summer.

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 have dissipated has previously been rejected due to the environmental and financial cost and the acceptance that there is no guarantee as to when those pressures will be gone. Rolling out a new service through a pandemic remains a significant challenge for SWP and Suez - paragraph 1.5 sets out the risks. This will be the case for any significant change being introduced by any authority or organisation in the current uncertain times..

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. Business Continuity arrangements in place mean there are frequent meetings with all partners (including customer services and comms). Project meetings are being held with SSDC and SWAT officers (now weekly with SWAT). SDC are shadowing the SWAT meetings to learn ahead of phase 4 roll-out. SWAT District and parish council briefings were held in the summer, and an all-member briefing for SSDC members was held in August to update on the roll-out and service stabilisation. An informal board meeting (with the chair of Joint waste scrutiny and leaders invited) was held in late August to review go/no-go for phase 3.

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
24th September 2021
Report for decision



Fees and Charges 2022/2023

Lead Officer: Colin Mercer Contracts Manager

Author: Colin Mercer

Contact Details: 01823 635700

Forward Plan Reference:	04/08/2021
Summary:	The purpose of this report is to seek Member approval for fees and charges applied to waste services for which a charge may be made, for the financial year 2022/2023.
Recommendations:	That the Somerset Waste Board agrees to recommend the proposed Charges for introduction from April 2022
Reasons for recommendations:	This is an annual exercise carried out in the Autumn to enable partners to feed fees and charges into the budgeting process for the following financial year.
Links to Priorities and Impact on Annual Business Plan:	To continue to align the cost of the service to the service user and reduce the burden on the general Council Taxpayer. The board have repeatedly endorsed the policy of no subsidising services for which we are allowed to charge.
Financial, Legal and HR Implications:	The increase in some charges at recycling sites are a contractual obligation and are cost neutral to the partnership and partners. The freezing of the collection service costs will reduce the impact on the service user, but it is not predicted to transfer this burden to the general Council tax payer.
Equalities Implications:	Where there has been a change in pricing there are strong mitigating factors in each case and therefore the impact is

	marginal and is unlikely to be prejudicial in accessing waste services in Somerset. In the circumstances it is not deemed necessary to complete an EIA
Risk Assessment:	If the fees and charges are not reviewed there is a risk that costs will not cover provision of the service (as they increase, for example due to contractual inflation indices) and the costs will increase the burden on the general Council Taxpayer.

1. Background

- 1.1.** Waste Collection Authorities (WCAs) are empowered by the Environmental Protection Act 1990 and by regulations to charge for the collection of certain types of household wastes. These include bulky items and household garden wastes. The authorities are also empowered to charge for the provision of waste containers. Waste Disposal Authorities (WDA) are empowered by the Environmental Protection Act 1990 and by regulation to charge for the disposal of certain wastes. These powers have been delegated to the Somerset Waste Board (SWB) through the Appendix 1 of the Constitution.
- 1.2.** Since 2007 it has been the desire of the members to align the cost of those services for which a charge can be made to the service user. The level of subsidy provided across the County varied amongst the partners and required differing levels of price increases over the subsequent years to achieve this. In 2016 the board voted to harmonise charges across the County for all the chargeable services included in this report. It is recommended this continues and the proposed charges are again adopted across the County.

1.3. Recycling Centres

The contractual agreement with Viridor regarding charges at recycling centres allows Viridor to uplift charges for items such as rubble, tyres, gas bottles and commercial waste annually by the (Viridor) contracted inflation rate RPI which this year is 1.37%. As these transactions are between Viridor and the Customer, these services are cost neutral to the Council. It is recommended that the Board notes and applies this uplift as proposed from April 2022 as shown in Table 1.

The current range of charges levied at the Recycling Sites cannot be accurately benchmarked against other authorities as the local circumstances and contractual arrangements make direct comparison difficult. However, in order to place our proposed charges in context, for tyres and plasterboard Somerset remains slightly cheaper than our neighbouring authority average, whereas for asbestos and rubble we continue to be slightly above the average cost. For the latter this is balanced

against offering our residents free disposal for rubble up to the equivalent of a single carrier bag.

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

	Rubble Tonnage	Countywide Fly Tip Incidents
2017/18	2,727	4,629
2018/19	2,958	4,107
2019/20	3,166	3,413
2020/21	2,835	5,158

As we can see fly tipping incidents increased last year and a proportion of this rise has been black bags and other household type material although the source is hard to identify and may be from commercial offices or small businesses who produce similar waste streams.

Whilst it is likely service disruption may have had an impact on the increase in these incidents this would be impossible to accurately reflect whether this is true or indeed the scale relating directly to this issue from the information available. During this period many commercial providers had furloughed staff and were offering limited or nil service, Recycling Centres were closed for a period, and it is not possible to tie the disappointing increase to any single factor.

1.4. Household Collections

The agreement with Suez regarding contract charges for the following financial year is applied from a basket of indices published in October in the year prior to the uplift. Because of this we need to base our increased charges for these services on an estimate based on current financial forecasting and historical data. Estimates using these tools and data has in the past continued to remove any requirement for subsidy and apply the costs directly to the service user. The pandemic and other service pressures such as the difficulty to recruit and retain staff has resulted in the collection services suffering disruption at an unprecedented scale in 21/22. The cost of dealing with these issues has been in part met through relief provided through the Covid funding from Central Government and continues to be subject of negotiation between partners and contract providers. Considering two factors in particular, the level of service disruption suffered by our customers/residents and our estimated inflationary pressures last year did not fully impact as much as predicted, it is recommended all charges relating to collection services are frozen at last year's levels.

1.5. Table 1

Table 1 Fees and Charges		2021-22	2022-23
Item	Unit	Actual Charge	Proposed Charge
Collection Charges (rounded)			
Garden Waste	Garden Bin 1 year	£57.20	no change
	sacks pack of 10	£28.30	no change
Bulky Waste Collection	1 to 3 items	£61.80	no change
	per additional item up to 5	£15.50	no change
Asbestos Collection	maximum 16 sheets or 1 tonne	£255.70	£259.20
Commodity Charges at Recycling Sites (rounded)			
Asbestos	per sheet or sack equivalent	£13.70	£13.90
Plasterboard	per sheet or sack equivalent	£4.60	£4.70
Gas Bottles	>10kg	£7.10	£7.20
	10-20kg	£14.10	£14.30
	Specialist cylinders	£41.50	£42.10
Soil and hardcore	Single carrier bag	No Charge	No Charge
	Rubble sack	£4.00	£4.10
	Small van or Trailer	£20.70	£21.00
	Medium van or trailer	£41.50	£42.10
Tyres	per Un-rimmed tyre	£4.00	£4.10
	per rimmed tyre	£5.30	£5.40
	per large (eg lorry type tyre)	£53.80	£54.50

2. Options Considered and reasons for rejecting them

- 2.1.** To raise the cost of 'collection services' but the level of service disruption in the last year and the lower-than-expected inflationary pressures has allowed us to continue to meet the desire to remove subsidies from the general Council tax

payer in these services without the need to raise prices in the period covered by this paper.

3. Consultations undertaken

3.1. Strategic Management Group

4. Implications

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

5. Background papers (none)

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Somerset Waste Board meeting
 24th September 2021
 Report for information

Increasing reuse and repair in Somerset

Lead Officer: Mickey Green, Managing Director

Author: Julie Searle, Strategy Officer

Contact Details: 01823 625717

Forward Plan Reference:	05/08/2021
Summary:	This report summarises the results of a report commissioned to look into how we can increase reuse and repair across Somerset.
Recommendations:	<p>That Somerset Waste Board: -</p> <p>i) Comments on and approves the broad approach and proposed models for increasing reuse and repair.</p> <p>(ii) Discuss and provide a steer as to preferred options taking into account the indicative costs and budget setting process.</p>
Reasons for recommendations:	<p>Reuse sits at the top of the waste hierarchy with waste prevention and so should be prioritised ahead of recycling, recovery, and disposal. As part of SWP's focus on reducing waste and our work on Somerset's Climate Strategy, we aim to increase our focus on reuse and support Somerset residents and businesses to reuse goods and materials ahead of buying new, recycling or disposing of items.</p> <p>Reusing things that would otherwise become waste is better for the environment than recycling them. Across Somerset there is a vibrant network of organisations that deliver great social outcomes (be it tackling isolation, reskilling those far from the labour market, supporting refugees) as well as environmental ones, and SWP wants to explore how it can best work with that network.</p>
Links to Priorities	

<p>and Impact on Annual Business Plan:</p>	<p>Section 2 of the Business Plan relates to promoting and increasing reuse.</p>
<p>Financial, Legal and HR Implications:</p>	<p>Financial savings: Every item reused instead of recycled or disposed of involves a financial saving, particularly if the item is passed on before it reaches any of SWP’s services.</p> <p>Costs: Three models were proposed by Resource Futures and further work would be needed to determine precise costs. Whilst the initial set up costs may be significant, we hope that models will be self-sustaining in the future, allowing for minimal ongoing costs.</p> <ol style="list-style-type: none"> 1. HWRC on site diversion - £17,000 - £21,000 2. CAG Network - £62,000 3. Repair Bus - £184,000 (though there is a potential funding option for this model). <p>Legal: There are no legal implications associated with this campaign.</p> <p>HR: To progress options 2 and 3 and to ensure successful diversion, it would be recommended to appoint a full-time Reuse Coordinator.</p>
<p>Equalities Implications:</p>	<p>No adverse impacts were identified.</p>
<p>Risk Assessment:</p>	<p>Levels of reuse are notoriously difficult to measure, particularly if the item is not being handled through SWP services. We can mitigate against this risk through using nationally recognised measures and by collecting data on activities and items targeted. Some of the groups we hope to work with already report tonnage data to us for reuse credits, and there is also data available from national groups such as Freegle.</p> <p>Maximising reuse and repair and keeping items out of the waste stream are key steps in moving towards net-zero and a more circular economy.</p>

1. Background

- 1.1.** SWP has identified increasing reuse as a key priority in the Business Plan. Reuse sits at the top of the waste hierarchy with waste prevention and so should be prioritised

ahead of recycling, recovery, and disposal. As part of SWP's focus on reducing waste and our work on Somerset's Climate Strategy, we aim to increase our focus on reuse and support Somerset residents and businesses to reuse goods and materials ahead of buying new, recycling or disposing of items.

Reuse is an integral part of the circular economy in which materials and resources are kept in circulation rather than the linear model of make-use-dispose.

- Reusing an item cuts down on the amount of waste sent to disposal/treatment thereby saving costs and the loss of mineral resources.
- Reuse uses fewer resources and creates less CO₂, water and air pollution than making a new item or recycling.
- It saves residents money by providing a source of affordable, good quality items to buy which is particularly important for more deprived neighbourhoods.
- It offers the potential to create an income for Somerset Waste Partnership

Reuse can have wider social benefits as well including:

- Opportunities for employment, new businesses/start-ups and volunteering, including for disadvantaged communities
- Training opportunities and skills sharing
- Potential opportunity to work with young people Not in Education, Employment or Training (NEET)
- Supporting vulnerable residents
- Providing an income for charities
- Potential for improving social inclusion, such as in repair café skills sharing or reuse/maintenance projects working with specific groups such as Men's/Women's Shed
- Creating a social norm for using and buying second-hand items reduces the stigma for poorer households which may find it difficult to afford new goods.

1.2. SWP commissioned Resource Futures to look at models of reuse around the country and alongside research as to what is already happening in Somerset, produce a report which detailed some models of reuse that may work in Somerset, taking into account the specific geography and demographics of the Somerset area. We also highlighted that there was limited space at Recycling Sites to host reuse shops or similar, and that there are a large number of organisations within Somerset offering reuse and repair options, and our preference would be to support these, and provide opportunities to enhance these rather than compete with them for items. We also requested advice on how any future model would be able to be self-sustaining rather than require large amounts of ongoing funding.

Resource Futures is an employee-owned non-profit distributing environmental consultancy with a 30-year heritage in the waste and resources sector. A certified B Corp, with one of the highest scores among UK environmental consultancies, they take an ethical approach to business to make a positive difference in the world.

They work across a range of areas including evidence gathering, waste services optimisation, circular economy and behaviour change, taking projects through initial design, pilot and delivery, to review. ([Resource Futures Impact Report for 2020-21](#) outlines workstreams create positive change).

Resource Futures was commissioned following the evaluation process of three submissions, and the evaluators noted Resource Future's proposal evidenced

- robust methodology including interviews as well as desktop research,
- demonstrable knowledge of reuse groups in the southwest,
- experience of setting up and supporting reuse projects,
- a workable project plan to achieve the project outcomes by the deadline and
- overall value for money.

Resource Futures conducted research on a number of established national and local reuse initiatives to investigate opportunities, gaps and limiting factors. This was combined with local contextual knowledge to select those most suited to interview. This included the view that most of our local recycling sites do not have sufficient space for an on-site reuse shop, or would pose congestion issues, so selection for in-depth research prioritised off-site options.

Results from the stakeholder engagement piece and desk research were used to build understanding of a suitable model for the SWP context. They conducted in depth interviews with five national examples and eight local organisations. Some key issues were highlighted by groups:

- A number of groups indicated that they experience resource shortages such as skills, transportation and/or space.
- Many organisations operate at maximum capacity and have little additional capacity beyond essential day to day activities.
- Whilst there is a wide range of community groups it is understood there is currently little networking between them with regard to reuse.
- There is a need to support community organisations in their existing work to help prevent further closures.
- Access to transport is a recurring theme, be it public access to vehicles to get items to/from the correct point for reuse, or for community groups to move items around to facilitate reuse and/or repair.

1.3. From this research, Resource Futures proposed three models at varying cost levels:

1. Lower cost - Providing a container at recycling sites to segregate reusable items, with an arrangement for a third-party reuse group to collect suitable items.
2. Medium cost - Developing a Community Action Group network which supports community projects to reduce, reuse, recycle, share, swap, mend and compost.
3. High cost - Developing a mobile Repair Bus which provides a visual focal point to promote reuse whilst increasing access to repair in remote or

disadvantaged communities.

2. The models and indicative costs

2.1. On-site waste diversion

This is the lowest cost option, and is a fairly simple, well-tested option. It involves placing a container at recycling sites with suitable space to segregate items for reuse. We could then partner with one or more third party groups to take away these items for reuse.

Key benefits for this option include:

- Increased diversion of suitable goods for reuse repair
- Reduced disposal costs relative to tonnage of diverted items
- Responsibility and liability for items can be passed to the third party once selected and removed from site
- Provides an ongoing source of items for the third-party groups
- A similar process can be used for items coming through the bulky waste collection service (and this was proposed by Suez as part of their social value method statement).

Some issues with this option are:

- Space at many sites is limited, and congestion is a problem, so an off-site option would be preferred
- Siting of containers needs to be prominent and convenient to ensure people donate rather than skip items
- Contractual arrangements will need to be made addressing ownership and liability
- Who will cover cost and ownership of containers – Biffa, SWP or third party?

Indicative costs

Set up, procurement of third party off-taker, contract review - ~£8,000

Communications activity ~ £3,000

Container purchase ~ £3,000

Container branding and fit out ~ £1,000

Management and staffing ~£6,000

If a third party was to take over management and staffing, ongoing costs would be minimal. Depending on the arrangements made, some of these costs could be covered by the third-party organisation, though this may limit interest from struggling groups.

2.2. Community Action Group (CAG) network

This is a medium cost option and involves hiring a full-time reuse coordinator to

work with groups and develop the network. The aim is to develop a community group network with a designated coordinator that will help groups work more efficiently, collaborate better, strengthen community cohesion, facilitate skills share and maximise existing assets in the region. Resource Futures have successfully set up and managed CAGs in Oxfordshire and Devon.

Key benefits for this option include:

- Provides an opportunity to build internal group capacity and improved resilience.
- Enables skills sharing and skills training across the network.
- Helps to build awareness and connections across the network.
- Could act as a route to facilitate skills and asset share regionally.
- The regional coordinator would provide a focal resource for all groups to utilise and could take responsibility for reuse coordination across the region.
- Creates online presence for the benefit of all groups to advertise events etc.
- Provides insurance cover for all member groups freeing up time and money.
- Reduces waste tonnages for disposal over time with increased activities.
- Provide point of collection for group stats to show wider impact, and provides social value in volunteering opportunities, upskilling, knowledge share.

Some issues with this option are:

- A full-time reuse coordinator will be required (this role, however, could be key to maximising reuse through all options as existing SWP capacity is limited)
- Groups will need to be consulted at an early stage to ensure they are on board and supportive
- CAG network will need ongoing support – this could be through SWP or contracted out

Indicative costs:

Recruitment of a coordinator - ~£2,000

Annual salary of coordinator - ~£30,000

Annual network management (if not internal) - ~£15,000

Annual expenses budget - ~£10,000

Insurance policy costs - ~£3,000

Annual group funding pots (optional) ~£2,000

This option will require ongoing costs, such as the salary of the coordinator and ongoing management costs. There may be some options to obtain an income and offset costs through partnership funding, membership fees, contributions, and funding bids.

2.3. The Repair Bus

This option has a high capital set up cost, and ongoing costs in the future. It

involves purchasing and fitting out a vehicle to become a mobile repair facility. It can travel around the county offering repair facilities to residents, be used as a communications and education tool and support events and community groups. The concept is based on the successful mobile 'Library of Things' operating in Devon.

Key benefits for this option include:

- Could help address transportation issues faced by residents and community groups across the region.
- Provides increased access to repair and reuse and could facilitate skills sharing, asset sharing and skills training across the network.
- Highly visible option to build awareness and connections across the network.
- Provides social value in volunteering opportunities, upskilling, knowledge share.
- Provides an adaptable model either continually touring SWP regions spending a week in each district on a rotation basis or working on an event booking basis.
- Could provide a mobile repair shop, library of things, event advertising, training workshops (simple repair tips, WEEE deconstruction, upholstery, upcycling), etc.
- Activities could be free, donation based or charged for, with flexible pricing based on a case-by-case basis to increase accessibility.

Some issues with this option are:

- A full-time reuse coordinator will be required (this role, however, could be key to maximising reuse through all options as existing SWP capacity is limited)
- Capital costs are high (though there is a potential funding opportunity – see Section 3.)
- The vehicle should ideally be carbon efficient and fitted out using reclaimed/recycled materials where possible, but an electric vehicle is likely to be cost-prohibitive.
- There will be ongoing maintenance and operational costs
- A mobile facility will be limited to repairs on smaller mobile items
- A sufficient level of volunteers will be required to enable repair of a wide range of items.

Indicative costs:

Recruitment of a coordinator - ~£2,000

Annual salary of coordinator - ~£30,000

Procurement costs - ~£3,000

Bus purchase (cost varies on spec or new or second hand) - ~ £5,000 - £100,000

Kit out plus livery wrapping - ~ £3,000-£10,000

Motor fleet insurance - ~£2,000

Running costs - ~£7,000

This option will require ongoing costs, such as the salary of the coordinator and ongoing running costs of the vehicle. There may be some options to obtain an income and offset costs through partnership funding, expanding the range of services, charged activities, and funding bids

3. Potential funding opportunities

Coincident with Resource Futures conducting the research for SWP, a funding opportunity opened through Ecosurety to offer grants for projects relating to increasing reuse or recycling of household waste electrical and electronic items (WEEE). Resource Futures planned to submit a bid to the fund and were looking for a LA partner to join them. As the project was very similar to one of the proposals for SWP, they asked if we would be interested in partnering them. We have agreed to do so.

If the bid is successful, this will give us the opportunity to pilot the repair bus concept for a year at minimal cost or risk to the partners. Converting and fitting a vehicle to become a mobile repair facility is very costly, and the project will cover the cost of doing this. Whilst the initial focus for the funding period will be WEEE, at the end of the year, the bus will be handed to SWP to continue to use as required with potential to expand to a wider range of items. The project also plans to research how to make the bus self-sustaining after the first year.

The Repair Bus concept as highlighted in the bid is as follows.

- Bus will be second-hand and fitted out using reclaimed/recycled materials where possible.
- The Repair Bus provides a mobile venue and tools for repair workshops.
- Vehicle livery ensures high profile to normalise repair and promote council services.
- The initiative includes salaried Driver/Reuse Coordinator
- The Repair Bus initiative includes insurance for its events
- The Repair Bus initiative could provide mobile repair shop, event advertising, training workshops (simple repair tips, Waste Electronic and Electrical Equipment deconstruction, upholstery and upcycling).
- Can be used to provide social value in volunteering, upskilling and knowledge sharing.
- The initiative provides an adaptable model, continually touring and spending a week in each partner district on a rotation basis, as well as working on event booking basis.
- Activities could be free, donation based or charged for, with flexible pricing based on case-by-case basis to increase flexibility.
- Could provide bookable, charged activities: potential target audiences include, but are not limited to private groups, parties, resident associations, parish councils, schools, scouts/guides, youth groups, community groups, council departments.

- Could be ideal for local groups looking to set up community repair café that do not have access to suitable venue or tools.

Indicative costs have been provided for an outline model of The Repair Bus initiative which are shown below.

- Vehicle (purchase, design, customisation, branding, fit out): £81,244
- Recruitment and cost of staff member and ongoing costs (HR, event costs, logistics): £50,965
- Communications, outreach, videos and case study production: £17,482.

Total bid for: £149,690.

SWP have agreed that up to £20,000 will be available if required as a contingency fund. Should this be needed, there may be an opportunity to use the SW:EEP fund or existing budgets.

SWP have not committed financially to anything further than the year of the project. Should we wish to continue with the bus in the future, there will be ongoing costs: fleet insurance; running costs, MOT, servicing, excess, fuel; annual salary for Driver/Reuse Coordinator.

During the year of the project, we will be looking at how to ensure the project is self-sustaining in the future and developing a business case to take to the SWB as part of the standard Business Plan and budget setting process at the end of 2022.

Later funding options to be explored once project launched could include:

- Third party operator: leased out full or part-time to like-minded organisations serving Somerset. Provides continued income stream and sustainable management/coordination.
- Partnership opportunities: Sponsorship with key local and/or UK organisation(s) and businesses. Could be couched in terms of brand placement, increase in their corporate social responsibility and/or awareness of a compatible service offering.
- **Diversified council funding: shared funding across a range of council departments** who could utilise the mobile space to signpost wider council support opportunities.

4. Costs

Indicative costs to each partner if SWP were to fully fund each proposal are shown below. The funding for model three has been bid for, and if this is not successful, we will not progress model 3 in the next financial year. We are therefore seeking approval and budget to progress models 1 and 2.

Indicative costs per partner (subject to further research)						
	Total	SCC	MDC	SDC	SWT	SSDC

Single Client Costs formula	100%	45.76%	10.98%	11.66%	16.33%	15.27%
Model 1: Reuse containers at HWRCs	£21,000.00	£21,000.00				
Model 2: CAG Network	£62,000.00	£28,371.20	£6,807.60	£7,229.20	£10,124.60	£9,467.40
Model 3: Repair Bus	£184,000.00	£84,198.40	£20,203.20	£21,454.40	£30,047.20	£28,096.80

Model 1 is best funded by Somerset County Council as this relates to diverting items at Recycling Sites. Model 2 would be shared across all partners. These costs are largely indicative of set up costs – there will be ongoing costs for each model.

For model 1, ongoing costs are likely to be minimal after the initial set up and purchase of containers. There is potential for the third party to purchase the container reducing capital costs, or for Biffa/SWP to purchase the containers and then lease them to third parties, resulting in an income. If the third-party takes ownership and management, the ongoing costs will be minimal.

For option 2, the ongoing costs will be around £45,000 if managed by SWP. If an external contractor was used to manage the network, an additional £15,000 is estimated in costs.

For option 3, the ongoing costs will be smaller once the bus is purchased and developed and are expected to be in the region of £45,000 for staffing, insurance and running costs.

The table above assumes there are no alternative funding options. In reality, we would like to have discussions with Biffa about potential funding opportunities for Model 1 and with Suez about opportunities from the SW:EEP fund for model 2.

In future years there may be savings available but at this stage these are difficult to determine. We would also seek external funding opportunities as these arise. Having these projects in process will enable us to move quickly on external funding options when they are available at short notice and for limited timescales.

5. Next Steps.

The funding bid has been submitted and we will be notified as to whether it has been successful at the end of the year. If successful, the project will take place in 2022. If it is not successful, option 3 will not proceed, unless identified as a preferred model by partners.

SWP are positive about each option and would like to progress all three. We are looking for a steer from SWB as to the preferred approach, and this will be incorporated into the budget setting process and the business plan. The costs are indicative only and we will do further work and discuss with our contractors about the future possibilities.

We are therefore seeking a steer from the SWB regarding how to progress:

- Model 3 as long as the external bid is successful.
- Models 1 and/or 2 – with agreement to fund as part of the budget process (looking for other funding options as appropriate to reduce costs)
- Models 1 and/or 2 – but only if external funding can be found

- Neither option – continue research into other models (recognising the congestion and space issues that limit on-site solutions).

Somerset Waste Board meeting
24 September 2021
Report for decision



Somerset Waste Partnership – Outline Business Plan 2022 - 27

Lead Officer: Mickey Green / Managing Director

Author: Mickey Green

Contact Details: 01823 625700

Forward Plan Reference:	06/08/2021
Summary:	<p>The Somerset Waste Partnership Draft Business Plan for the period 2022 to 2027 is iterated through a number of meetings, starting in September with a discussion on priority areas and approach, a draft business plan which will be presented to the Board in December 2021, partner consultation in January and February with approval from the Board to the final business plan sought in February 2022. The Business Plan approval timetable is in line with the constitutional requirements on SWP and ensures that business planning and budgeting are considered together. Clearly a customer focus as we recover from the service issues driven by the national driver shortage, the ongoing risks from Covid, the move to a Unitary authority, and the emerging national policy landscape are major impacts on this Business Plan period.</p>
Recommendations:	<p>That Somerset Waste Board: -</p> <p>(i) Comments on and approves the broad approach and proposed priority areas for inclusion in the Business Plan 2022-27 as set out in section 2 of the report.</p> <p>(ii) Discuss and provide further ideas for any particular service changes, projects or programmes for potential inclusion in the Draft Plan to be approved for consultation at the December meeting.</p>
Reasons for recommendations:	<p>The Board is required to approve a draft business plan annually for consultation with, and approval by, the partners. Producing an outline at this stage helps the Board to identify key areas for inclusion and to direct officers to prepare more information on any area it highlights.</p>

<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>The Constitution requires the Board to produce a business plan on an annual basis. The business plan also seeks to align with other partner priorities, such as the joint council climate emergency strategy (SWP led on the waste and resources workstream). This will be the final Business Plan produced before a new unitary authority takes over in Somerset.</p>
<p>Financial, Legal and HR Implications:</p>	<p>The financial framework and default budget position is outlined in a separate report on the agenda. The detailed financial implications of any new areas of work, or any changes to existing services, as requested by the Board, will be provided when the Board is recommended to approve the draft plan in December.</p>
<p>Equalities Implications:</p>	<p>The Board is required to have “due regard” to our equalities duties when taking any formal decision. Equalities implications will be considered and reported for any service changes or relevant projects proposed by the Board.</p>
<p>Risk Assessment:</p>	<p>There is a risk that the Business Plan may be affected by:</p> <ul style="list-style-type: none"> a) The ongoing impact of Covid-19, which has already disrupted progress in achieving the current business plan. The cumulative impact on staff from the intense work required to maintain services cannot be understated. b) Uncertainties due to the takeover by Biffa of some aspects of Viridor’s contract with SWP (inc recycling centres) and Veolia’s potential take-over of SUEZ. c) Central Government policy changes, in particular Extended Producer Responsibility, Deposit Return Scheme, and Collection Consistency. d) Funding available to implement the Climate Emergency Strategy, to deliver SWP’s ambitions on reuse and decarbonisation in particular, and funding that may be necessary once we better understand the post covid and post Brexit landscape. e) The Future of Local Government in Somerset, including resource pressures that this will inevitably bring to senior management in SWP and partners, and the uncertainty it may mean for staff. <p>Risk assessments will be undertaken for any service changes or new programmes as they are developed and the SWP risk register will be updated accordingly as part of the business planning process.</p>

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1. Background

- 1.1. The Board is required to approve a draft business plan annually. The plan is rolling five year plan and therefore the 2022-27 version will include some items already highlighted within the current plan, updated to reflect where we have greater detail (e.g. our ambition on reuse) and also where factors such as Covid have resulted in slippage to the anticipated timescale.
- 1.2. Producing an outline at this stage, along with outlining the default budget position, helps the Board to identify potential service changes or programmes for inclusion and to direct officers to further develop ideas and/or prepare more information on any area it highlights. Feedback from the Board, Joint Waste Scrutiny Panel and other engagement then informs the development of a draft Business Plan. This draft is presented to the Board in December for approval as the basis for partner consultation. Following the period of consultation a final draft of the Business Plan is brought to the February board meeting for approval.
- 1.3. Progress against our current business plan is reported to the board at each quarterly meeting through the Performance Report. The board also receive a report at each meeting updating them on progress with mobilising the new collection contract and implementing Recycle More.

2. Proposed Approach

- 2.1. The priorities set out in the 2021-26 Business Plan are still relevant but will need to be adjusted to reflect the service disruption this year, the ongoing impacts of a national driver shortage, the ongoing pandemic (including how it impacts waste tonnages in the medium term), the pressure this has created on SWP, SUEZ and partner staff, and the move to a unitary authority.

Accordingly, there will be a particular customer focus for SWP, both the recovery of customer confidence following the driver and loader shortages and the impact/opportunity of moving to a single customer service function for Somerset and how SWP prepares for that. It is likely that we will need to review our collection contract in Autumn 2022 as we (hopefully) emerge from Covid, have recovered from the national driver shortage, can see the impact of Recycle More and better understand future legislative change. The transition to unitary will also require us to review our budgeting and governance processes and explore whether there are synergies with aspects of streetscene services. This may involve further benchmarking. It is likely to place pressure on SWP and partner staff and may have an impact on the pace with which we can deliver other priorities – as far as we can predict this it will be reflected in the business plan 2022-27

Areas of the business plan will be fleshed out (particularly our approach to reuse,

the subject of a separate paper to the Board), and others will reflect amendment to the timetable as we focus on customer service and a stable transition to a unitary authority – for example it makes more sense to align our work on enforcement with the move to unitary rather than try and change this before a unitary authority is created.

Tackling the climate emergency remains the top priority for SWP but progress on this will be impacted by the availability of resources – be it capital (for an electric RCV and photovoltaics at our Taunton and Evercreech depots) or staff resources given our priorities around customer focus and readiness for unitary.

2.2. Key issues which will inform the 2022-27 Business Plan are:

Political	The impact of withdrawal from the EU: Brexit is recognised nationally as one of the causes of the national driver shortage and wider supply chain issues. Whilst we cannot foresee any further direct impacts (especially with 98% of our recycling staying in the UK) there may be further indirect impacts.
	National legislative change: Further national consultations were undertaken in Spring 2021 on Deposit Return Schemes, Extended Producer Responsibility and collection consistency (inc free garden waste and possible minimum service standards). SWP are awaiting government clarity on the next steps following these consultations, but they are likely to have profound implications for SWP.
	Future of Local Government in Somerset: A Unitary council for Somerset will be formed in 2023, with a shadow authority ahead of that. Whilst SWP already operates as a virtual unitary, there will be a significant amount of work in developing a single customer service function, a potentially heightened political environment, and impacts on other projects due to a focus by all partners on the unitary transition.
Economic	Financial pressure on partner authorities/contract pressures: The financial environment in which we operate remains very tightly constrained, especially given the impact of Covid-19 on local government finance. National legislative change may significantly impact on SWP’s finances, and may require contract renegotiation.
	National Driver shortage: The national challenges are unlikely to go away overnight and there is a real risk of pay inflation and future shortages.
	Recyclate risk: SWP share risk with its collection contractor on recyclate value. This will directly impact upon the SW:EEP fund and hence the money we have to drive behavioural change
	Risk of recession: The national economic outlook remains uncertain. Periods of recession typically see lower levels of waste as a result of lower consumption, however, the past may not be a reliable guide to the future given the uncertain impact of Covid-19.

Social	Demographic changes: Somerset’s growing and ageing population inform our planning for the future. Somerset has historically benefited from near full employment, which makes recruitment more challenging.
	Covid-19: The ongoing risks are reflected in our day-to-day operations, but we are not yet clear which changes will be permanent and what will revert back more to pre-pandemic conditions e.g. how much home working will remain the norm and what will this do to waste generated at home.
Technological	Social media: Increasing use of social media presents an opportunity to reach more people but raises expectations about speed of response.
	Big data: The ability to manipulate large data sets (be it around people’s behaviour or the life cycle of resources and waste) can be powerful.
	New materials: New materials may emerge onto the market quicker than our ability to manage them at the end of their life.
Environmental	Somerset’s Climate Emergency: This remains at the heart of what SWP is here to do and what motivates all our staff. However, our ability to implement change will be constrained by resources.
	Public Awareness: Many people are much more aware of climate change and keen to do more, and frustrated if they feel they cannot do more. We need to continue to do all we can to ensure people know what happens to their recycling and hence builds trust.

2.3. It is proposed that the vision, values and structure of the 2022– 2027 Business plan remain unchanged from the 2021-26 Business Plan (activities supporting the transition to a unitary authority will be included in ‘enabling activities’):

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

	in Somerset			
10.	Enabling activities			

3. Consultations Undertaken

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

4. Background papers

- 4.1.** SWB Business Plan 2021 – 26 (as agreed by the Board in February 2021)

Somerset County Council Forward Plan of proposed Key Decisions

The County Council is required to set out details of planned key decisions at least 28 calendar days before they are due to be taken. This forward plan sets out key decisions to be taken at Cabinet meetings as well as individual key decisions to be taken by either the Leader, a Cabinet Member or an Officer. The very latest details can always be found on our website at <http://somerset.moderngov.co.uk/mgListPlans.aspx?RPId=134&RD=0&bcr=1>

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

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

The Council has decided that the relevant threshold at or above which the decision is significant will be £500,000 for capital / revenue expenditure or savings. Money delegated to schools as part of the Scheme of Financial Management of Schools exercise is exempt from these thresholds once it is delegated to the school.

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

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

In addition to key decisions, the forward plan shown below lists other business that is scheduled to be considered at a Cabinet meeting during the period of the Plan, which will also include reports for information. The monthly printed plan is updated on an ad hoc basis

during each month. *Where possible the County Council will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light.* Please ensure therefore that you refer to the most up to date plan.

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

Mendip District Council councillors: Peter Goater and Tom Ronan

Sedgemoor District Council councillors: Andrew Gilling and Janet Keen

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

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

Somerset West and Taunton Council councillors: David Mansell and Andy Sully

For general enquiries about the Forward Plan:

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

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

To make representations about proposed decisions:

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

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

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at <http://www.somerset.gov.uk/CabinetForwardPlan>
- You can arrange to inspect it at County Hall (in Taunton).
- Alternatively, copies can be obtained from Scott Wooldridge or Julia Jones in the Community Governance Team by telephoning (01823) 359027 or 357628.

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

To make representations about proposed decisions:

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

The Agenda and Papers for Cabinet meetings and details of planned key decisions to be taken by Cabinet Members or Officers can be found on the County Council's website at:

<http://www1.somerset.gov.uk/council/boards.asp?boardnum=3>

FP Refs / Date proposed decision published in Forward Plan	When decisions due to be taken and by whom (**)	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
3 August 2021	Somerset Waste Board 24 Sep 2021 To consider the report	Issue: Finance Update Q1 2021/2022 and Initial Budget for 2022/2023			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 August 2021	Somerset Waste Board 24 Sep 2021 To consider the report	Issue: Performance Report Q1 2021/2022			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

Weekly version of plan published on 1 September 2021

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3 August 2021	Somerset Waste Board 24 Sep 2021 To consider the report	Issue: Recycle More update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 August 2021	Somerset Waste Board 24 Sep 2021 To consider the report	Issue: Fees and Charges			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 August 2021	Somerset Waste Board 24 Sep 2021	Issue: Reuse Project			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

Weekly version of plan published on 1 September 2021

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3 August 2021	Somerset Waste Board 24 Sep 2021 To consider the report	Issue: Outline of Business Plan 2022-27			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 August 2021	Somerset Waste Board 10 Dec 2021 To consider the report	Issue: Finance Update Q2 2021/2022 and draft budget 2022/23			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 August 2021	Somerset Waste Board 10 Dec 2021 To consider the report	Issue: Performance Report Q2 2021/2022			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

Weekly version of plan published on 1 September 2021

FP Ref / Date proposed decision published in Forward Plan	Date / period when decision due to be taken and by whom (**)	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring a resolution for it to be considered in private and what are the reasons for this?	Contact Officer for any representations to be made ahead of the proposed decision
3 August 2021	Somerset Waste Board 10 Dec 2021 To consider the report	Issue: Business Plan 2022-2027			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
3 August 2021	Somerset Waste Board 10 Dec 2021 To consider the report	Issue: Recycle More update			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
11 December 2020	Somerset Waste Board 10 Dec 2021 To consider the report	Issue: SWP Advice, Support and Enforcement Policy.			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

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