

Somerset Waste Board

Friday 10 December 2021

10.00 am The John Meikle Room at
Somerset West and Taunton, Deane
House Belvedere Rd, Taunton TA1 1HE



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- 2 December 2021

For further information about the meeting, please contact Laura Rose- lxrose@somerset.gov.uk
01823 356151 or Julia Jones - jjones@somerset.gov.uk or 01823 359027

This meeting is being webcasted to the public via this link

https://somersetwestandtaunton.public-i.tv/core/portal/webcast_interactive/625854

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?



RNID typetalk

AGENDA

Item Somerset Waste Board - 10.00 am Friday 10 December 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 24 September 2021 (Pages 7 - 14)

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 Financial Performance Update 2021/2022 and Development of the Annual Budget 2022/2023 (Pages 15 - 26)

To consider the report.

6 Performance Report Quarter 2 – July 2021 to September 2021 (Pages 27 - 58)

To consider the report.

7 Recycle More Update (Pages 59 - 68)

To consider the report.

8 Somerset Waste Partnership Business Plan 2022 - 2027 (Pages 69 - 90)

To consider the report.

Item Somerset Waste Board - 10.00 am Friday 10 December 2021

9 **Somerset Waste Board Forward Plan** (Pages 91 - 96)

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

10 **Communications Issued Since the Last Meeting** (Pages 97 - 98)

This is an opportunity for Members to raise matters contained in the following communications issued since the last meeting.

11 **Any other urgent items of business**

The Chair may raise any items of urgent business.

1 Inspection of Papers

Any person wishing to inspect minutes, reports, or the background papers for any item on the agenda should contact Julia Jones on tel. (01823) 359500 or 357628, or email democraticservices@somerset.gov.uk

2 Notes of the Meeting

Details of the issues discussed and decisions taken at the meeting will be set out in the Minutes, which the Board will be asked to approve as a correct record at its next meeting. In the meantime, details of the decisions taken can be obtained from Julia Jones or Scott Wooldridge in the Democratic Services Team on tel. (01823) 359027 or 357628, or email democraticservices@somerset.gov.uk

3 Public Question Time

At the Chair's invitation you may ask questions and/or make statements or comments about **any matter on the Board's agenda**. You may also present a petition on any matter within the Board's remit. **The length of public question time will be no more than 30 minutes in total.**

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

If you wish to speak or submit a petition, **then you will need to submit your statement or question in writing to Julia Jones by 5pm on the Monday prior to the meeting.** You can send an email to democraticservices@somerset.gov.uk or send post for attention of Julia Jones, Democratic Services, County Hall, Taunton, TA1 4DY.

You must direct your questions and comments through the Chair. You may not take direct part in the debate.

The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair may adjourn the meeting to allow views to be expressed more freely.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting.

Remember that the amount of time you speak will be restricted normally to three minutes only.

4 **Emergency Evacuation Procedure**

In the event of the fire alarm sounding, members of the public are requested to leave the building via the signposted emergency exit, and proceed to the collection area outside. Officers and Members will be on hand to assist.

5 **Somerset Waste Board Forward Plan**

The latest published version of the Forward Plan is available for public inspection at County Hall or on the County Council web site at:

<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPIId=196&RD=0>

Alternatively, copies can be obtained by telephoning (01823) 359500 or 357628.

6 **Excluding the Press and Public for part of the meeting**

There may occasionally be items on the agenda that cannot be debated in public for legal reasons (such as those involving confidential and exempt information) and these will be highlighted in the Forward Plan. In those circumstances, the public and press will be asked to leave the room while the Board goes into Private Session.

7 **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 it 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 and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will 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.

The Council will be undertaking audio recording of some of its meetings as part of its investigation into a business case for the recording and potential webcasting of meetings in the future.

A copy of the Council's Recording of Meetings Protocol should be on display at the meeting for inspection, alternatively contact the Committee Administrator for the meeting in advance.

Somerset Waste Board

Minutes of a Meeting of the Somerset Waste Board held in Luttrell Room, County Hall on Friday 24th September at 10am

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:

95 Apologies for Absence:

Apologies were received by Cllr A Sully and Cllr Darch is substituting

96 Declarations of Interest - Agenda Item 2

Cllr A Gilling declared an interest in Axe brew internal drainage board

None further declared.

97 Minutes from the Previous Meeting on 25th June 2021 –Agenda Item 3

The Panel agreed and the chair signed the minutes as an accurate record.

98 Public Question Time - Agenda Item 4

There were no public questions.

Feedback from Joint Scrutiny Panel of Somerset Waste Board

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

- There was a long and constructive discussion on the finance update and the development of the annual budget, and the panel look forward to the draft budget in December's meeting.
- In the performance report members asked for extra information about the tonnages and about the materials that are shipped overseas, members were informed that it is reused for packaging for industries such as Amazon.
- Members were supported the recommendations in relation to the fees and charges.
- A discussion in regard to increasing reuse and repair in Somerset took place and it was highlighted the need to link to other facilities currently in operation around the County. Members were very supportive of the options put forward and looked forward to hearing about the outcome of the funding bid for these.
- The Panel supported the draft business plan, and it was highlighted the sensible approach to consolidate the work already underway.

(Joint Scrutiny Panel of Somerset Waste Board- Friday 24th September 2021)

- The Panel would like to personally thank the hard work of officers at SWP year on year especially after the previous year of tackling the problems due to COVID and the introduction of Recycle More. It was noted that employees in public sector continued the work during this time with a much-increased workload.

The Chair invited Strategic Finance Manager Christian Evans to provide a verbal update on the financial performance. The report set out 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.

The following was highlighted:

- Somerset Waste Partnership budget is forecast to be overspent by £627,000. Estimated figures for the collection indicate a potential combined £351,000 overspend across the 4 District partners.
- Somerset County Council forecast is for an overspend of £277,000. This relates to increased waste volumes at the Household Waste Recycling Centres.
- The indicative budget requirements for 2022/2023. The inflation and growth assumptions are as listed in the table in point 3 of the report
- 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.
- 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.
- 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.
- Breakeven point is anticipated to be in Quarter 3 of 2022/23. Savings included in the report are reflected in the breakeven point. Once breakeven point is reached, contract savings will be shared on the basis currently stated in the Inter Authority Agreement.

The Panel asked a few questions including on the table, noting that some of the budget lines have been underspend has this been factored into the overspend to balance them out.

Mickey Green provided an update about Somerset Waste Partnership currently trialling a refurbished electric refuse vehicle – a Dennis Eagle e-Collect built on a refurbished chassis. This vehicle will be present for members to view after the the

board meeting on Friday 24th September. A full business case has been developed for the installation of Photovoltaic (PV) panels at the two depots SWP have sorting and baling facilities at a cost of £110k (inc 5% contingency). SWP have been discussing with partner s151s the possible funding routes for this vehicle and 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 in line with weighted household numbers.

That Somerset Waste Board:

- 1. Note the summary financial performance for 2021/2022 to the end of month 4 (April – July) and the potential outturn position for each partner authority.**
- 2. Consider the draft budget for 2022/2023 and the key factors that will influence the budget setting process.**
- 3. Note 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.**

The Chair invited Somerset Waste Contracts Manager, Colin Mercer to provide a verbal update on the performance report key performance indicators for the period from April 2021 to June 2021 compared to the same period last year.

The following was highlighted:

- 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.
- 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.
- Recycling rates had 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.
- 97.0% of materials stayed in the UK, with the amount that was reprocessed in Somerset also remaining high at over 53.0%
- There was an increase in missed collections in Q1, compared to Q4 (1.548 per 1,000 collections against 0.902 in Q4).
- The high levels of missed collections continue to be the main area of focus with SUEZ at present.

Further information was provided a presentation which highlighted the following:

- Collection service disruption was caused by a number of factors including the national driver shortage, lockdown easing, and staff exhaustion and low morale were also among the regional pressures. Progress in improving the service since the end of Q1 was noted.
- Upskilling staff was currently happening- including training c.23 loaders as drivers and a further 15 applications taken. An employee referral scheme also formed part of the ongoing service recovery.

The Board asked a few questions including the driver requirement increasing; the energy from waste plant diagram does not include the carbon dioxide, whilst this is not a required test for EfW plants, SWP will discuss future reporting possibilities with Viridor. It was noted that the employees have worked extremely hard through the pandemic. The level of complaints is on page 21 of the report and has shown an increase reflecting the service pressures.

That Somerset Waste Board:

1. Notes the performance results in the First Quarter 2021-22 Performance Report.

101 Recycle More update- Agenda Item 7

The Chair invited Colin Mercer to provide a verbal update on Recycle More. As highlighted to the Board in June the ongoing Covid19 pandemic adds to the risks of the roll-out programme, as does the driver shortage and associated pressures on service stability, and this did impact on the smoothness of the South Somerset roll-out.

The following was highlighted:

- 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.
- Mendip customer survey response totalling 1829 online responses.
- 84% of residents agreed that the new service is an improvement.
- Leaflets for residents in the Somerset West and Taunton area have been slightly to reflect learning from the survey response.
- Areas to develop and to include more information about were plastics, controlling litter and reminders about the 3-week collection days.
- The recycle more impact and the tonnages over 44 weeks in Mendip area and additional amount of recycling is being collected at the kerbside.
- Phase 3 will cover the former Taunton Deane area and phase 4 will cover Sedgemoor and former West Somerset.

The Panel asked a few questions including any plans to have a survey after rolling out Recycle More in South Somerset; is soft plastic being considered in the future.

Mickey informed the board there will be a survey after the Recycle More roll-out has been completed in all areas, and that aspirations on soft plastics are reflected in the Business Plan.

That Somerset Waste Board:

1. Notes the progress made in implementing Recycle More and the risks to the programme.

102 **Fees and Charges 2022/2023-** Agenda Item 8

The Chair invited Colin Mercer to provide a verbal update on Fees and Charges.

The following was highlighted:

- 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 this year is 1.37%. As these transactions are between Viridor and the customer, these services are cost neutral to the Council.
- 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.
- Primarily because of the level of service disruption suffered by garden waste customers in the last year, and partly because 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.

The Panel asked a few questions including has there been any audit of fly tipping in relation to what is being charged at the recycle centre; Concerns about the cost of bulky waste collection and for potential customers could cause an issue; more information about how close the charges are to the cost of the service to partnerships.

Colin informed the board that there was an agreement that Somerset County Council when they made changes to the recycling centre, they would pay a contribution to the district council towards fly tipping. It appeared from the data changes to charges and changes to opening times at the Recycling Centres were not a significant factor in fly tipping incidents and this arrangement has been ceased. Fly tipping this year has gone up which is still being analysed. A number of factors such as closure of Recycling Sites, disruption to collection services and the withdrawal of commercial services during the pandemic would make it very difficult to attribute any one factor to this increase. Mickey informed the board

that a national report had recently been published by the Government which showed there was no correlation between charges at HWRCs and fly-tipping.

That Somerset Waste Board:

- 1. Agrees to recommend the proposed Charges for introduction from April 2022**

103 **Increasing reuse and repair in Somerset-** Agenda Item 9

The Chair invited Mickey Green to provide an update which included the results of a report commissioned to look into how reuse and repair can be increased across Somerset.

The following was highlighted:

- 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, the hope was that models will be self-sustaining in the future, allowing for minimal ongoing costs. SWP's focus is on working with and supporting community groups, not taking over from them.
- The funding bid has been submitted and SWP 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. Officers are looking for a steer from the Panel and Board as to the preferred approach, and this will be incorporated into the budget setting process and the business plan.

The Panel asked a few questions including to be provided with more information on reuse shops; Clarification on when someone takes something to the recycling centre who then owns that, the contractors or themselves. Colin informed to the board that the contractors then own the waste however Somerset Waste Partnership approve what they will do with it.

Mickey informed the board if SWP are not successful they would look at alternatives options there is a lot of reuse happening without SWP being involved and may this continue.

That Somerset Waste Board:

- 1. Comments on and approves the broad approach and proposed models for increasing reuse and repair.**
- 2. Discuss and provide a steer as to preferred options taking into account the indicative costs and budget setting process.**

104 Somerset Waste Partnership Outline Business Plan 2022-2027-Agenda Item 10

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide an update on the Somerset Waste Partnership Draft Business Plan for the period 2022 to 2027. This will be 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 following was highlighted:

- 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.
- Areas of the business plan will be fleshed out (particularly the approach to reuse, the subject of a separate paper to the Board), and an amendment to the timetable with the focus on customer service and a stable transition to a unitary authority
- Further national consultations were undertaken in Spring 2021 on Deposit Return Schemes, Extended Producer Responsibility and collection consistency (including free garden waste and possible minimum service standards).

That Somerset Waste Board:

- 1. 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.**
- 2. 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**

105 Somerset Waste Board Forward Plan– Agenda Item 11

The Panel agreed the current Somerset Waste Board Forward Work Plan

106 Information Sheets Issued since the last meeting- Agenda Item 12

There were none.

107 **Any Other Urgent Items of Business** - Agenda Item 13

There was none.

(The meeting ended at 12.00pm)

CHAIR

Somerset Waste Board meeting
 10th December 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 Manager Finance

Author: Christian Evans, Strategic Manager Finance

Contact Details: cevans@somerset.gov.uk

<p>Forward Plan Reference:</p>	<p>23/11/2021</p>
<p>Summary:</p>	<p>The report sets out the financial performance against the approved Annual Budget for the first 7 months of the current financial year (April to the end of October), 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> <p>Appendix 1 shows the detailed draft 2022/23 budget.</p>
<p>Recommendations:</p>	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board: -</p> <ul style="list-style-type: none"> i) Notes the summary financial performance for 2021/2022 to the end of month 7 (October) 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, the final budget will be submitted to the February Waste Board.

<p>Reasons for recommendations:</p>	<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 to consider their individual contributions to the Board budget, and to progress their own financial planning processes.</p>
<p>Links to Priorities and Impact on Annual Business Plan:</p>	<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>
<p>Financial, Legal and HR Implications:</p>	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end. However, during Recycle More roll out any 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, though the national driver shortage (and cost of measures SUEZ have put in place to mitigate this) are the subject of ongoing commercial dialogue</p>

	with SUEZ.
Equalities Implications:	None.

Risk Assessment:	<p>Members will be aware from previous reports and presentations that the waste budget and actual costs, particularly disposal volumes and recycling credits, remain highly volatile, which has also been further impacted by Covid-19.</p> <p>Members will be aware that SWP and SUEZ interpret Force Majeure and Qualifying Change in Law clauses differently in how they apply to the impacts of Covid and the national driver shortage. SWP and SUEZ are currently in an informal dialogue to seek a commercial resolution that avoids a formal dispute. SWP expect to have further commercial dialogue with SUEZ in 2022 informed by clarity on national legislative change and greater clarity on the longer-term changes in behaviour that have resulted from Covid-19, and once the roll-out of Recycle More has been completed and the medium-term impacts of the driver shortage are clearer. All these issues have potential financial consequences.</p>
-------------------------	---

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 7 (excluding Recycle More fund)

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	(1)	(0)	(0)	(0)	(0)	(1)
Disposal Costs	157	0	0	0	0	157
Collection Costs	0	(2)	(2)	(3)	(3)	(10)
Covid - 19	0	139	139	207	190	675
Collection Contract						
Indexation	0	70	70	104	96	340
Other - includes E-RCV*	(15)	8	9	12	11	25
	141	215	216	320	294	1,186

E-RCV = Electric Refuse Collection Vehicle

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.

Overall, the end of October position shows that the Somerset Waste Partnership budget is forecast to be **overspent by £1.186m** (2.5% 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.

2.1. Waste Collection

Estimated figures for the collection indicate a predicted combined **£1.045m overspend** across the 4 District partners at this stage.

There are still additional Suez collection covid related contract costs which fall to District partners (£675k for 2021/22). The current agreement with Suez, is that payments for direct costs related to Covid (safe staggered starts, extra vehicle cleansing, staggered debriefs, cover for covid absence) will continue. This is considered prudent in order to maintain service stability and has been discussed and agreed with SMG and partner s151 officers. SWP continue to negotiate this position with SUEZ.

The collection contract has been reviewed and an additional estimated cost of £340,000 has been added in 2021/22, relating to an incorrect allocation of inflation since the commencement of the collection contract. Indexation relates to the correction of an error in the application of indexation (whether figures used are those published in October or for October) since the commencement of the contract (related to the precise timing of the figures used) and whilst this is still the subject of negotiation with SUEZ, it is expected to be resolved by the time of the Board meeting. SMG and partner s151 officers are aware of the issue.

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. Any significant movements may affect the breakeven position which is currently the final quarter of 2022/23.

2.2. Waste Disposal

Waste disposal costs are forecast to overspend by £141,000. This relates to increased waste volumes (predominantly residual waste) at the Household Waste Recycling Centres.

2.3. 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 still anticipated this will be in quarter 3 of 2022/23 (i.e., no change from previous forecasts and hence part year savings expected for partners in 2022/23).

There are a number of potential significant variables which may affect the breakeven point, including the ongoing dispute with Kier (A verbal update will be provided to the Board), commercial negotiations with Suez as well as tonnages (significantly affected by Covid-19 induced behaviour/lifestyle change) and recycle income (affected by market prices and tonnages). The breakeven point is continually being reviewed and any resolution of outstanding issues may affect the breakeven point and value of savings achievable.

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 disposal 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 Draft Annual Budget for 2022/2023

		SCC	MDC	SDC	SSDC	SWaT
21/22 Base Budget		31,443,997	3,208,321	3,236,920	4,803,484	4,352,935
Correct Base Indexation		0	34,928	35,790	52,292	48,200
Inflation - Collection	6.11%	0	257,539	263,748	385,355	355,208
Inflation - Disposal	-1.41%	(383,217)	0	0	0	0
Landfill Tax	2.95%	34,900	0	0	0	0
Household Growth	0.93%	0	29,006	39,401	66,809	39,895
Garden Waste	11.9%	0	63,912	73,699	128,091	105,148
Volume Growth	0.79%	185,000	0	0	0	0
Recycling Credits		103,940	(21,912)	(21,743)	(33,454)	(26,840)
Salaries	2.00%	11,440	2,744	2,914	4,084	3,818
Transfer Station & Other		10,520	1,642	(843)	3,041	71
Garden & Bulky Income	12.0%	0	(65,909)	(73,535)	(131,839)	(103,257)
Financing - PV & E-RCV		0	8,227	8,241	12,295	11,237
Covid-19 Costs		0	125,867	126,086	188,119	171,927
Proposed Savings		(715,300)	(123,799)	(123,961)	(169,573)	(157,667)
22/23 Draft Budget		30,691,280	3,520,566	3,566,716	5,308,703	4,800,676
Increase / (Decrease)		(752,717)	312,245	329,797	505,219	447,740
Percentage		-2.4%	9.7%	10.2%	10.5%	10.3%

3.1 Collection Factors

The table above shows the draft indicative budget requirements for 2022/2023. The inflation and growth assumptions are as listed.

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 6.1%, this is a basket of indices which includes labour, fuel, and CPI. This percentage is the government published figures in October 2021.

Household growth figures are provided by each individual District partner. The current average of these figures is growth of 0.93%. The actuals applied to the 2022/23 budget will be known in January. The figures will relate to the December household numbers provided by HMRC (Valuation office agency).

SUEZ have claimed that they are collecting from a larger number of households than they are being paid for through the contract. SUEZ have not yet provided any detail to evidence this claim and SWP are already working with Districts to understand and reconcile any differences. There is therefore much work needed before any financial risk could be quantified, and it is highlighted here for information only.

Garden waste is based on current subscriber numbers with growth of 0.93% across all District Partners as with household growth. With the 8 week service extension (due to the disruption over the Summer) the vast majority of subscribers will start their subscription on 4th July. This means that most income will be received in the 2022/23 financial year. National Government have still not confirmed whether they intend to impose free garden waste collections on local authorities (despite consensus from the sector that this is not the right direction) and clarity is expected in 2022, and this is not expected to impact on 2022/23 income or costs.

Tonnages for recycling credits reflect the 0.93% 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.

Funding costs have been included for Photovoltaic Panels (PV) at our two main depots and the new electric refuse vehicle (e-RCV); this includes a contract saving on diesel fuel costs against the lower cost of electric charging.

The current monthly Covid direct cost allocation to Suez for their additional processes has been extended for budgeting purposes in 2022/23, as this is deemed prudent given that we cannot predict with any confidence when we can safely take away these important measures to keep our workforce safe. Covid costs are the subject of ongoing review with SUEZ.

£450,000 has been included for part year 2022/23 District Council Recycle More savings. This is based on the latest modelling 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 as agreed by the Board in the September fees and charges paper. The additional predicted income represents an increase in number of garden waste subscribers.

Disposal Factors

Estimating the disposal figures for the 2022/23 budget is a challenge at this stage. Volumes and mix have remained volatile for some time (weather, Covid-

3.2 19 etc). The roll out of the Recycle More programme will have an inevitable impact on tonnage levels across the different waste streams.

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 currently an average of 0.79%. This will be updated for the final budget.
- Landfill tax percentage is based on estimated RPI which the government releases during the year. There remains an ongoing risk that government may decide to introduce a tax on Energy from Waste, but this risk is not quantifiable at this point.
- 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 £752,717. 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	1,546,282
Contract v Continuation Budget	-	1,210,652	2,414,768	539,266
Materials Income	-	(1,023,424)	(1,652,897)	(1,505,285)
Reduced Kerbside Costs	-	(202,804)	(728,102)	(1,280,263)
Roll Out Costs	-	218,925	343,823	-
Contract Mobilisation (including ongoing legal / consultant costs)	1,241,035	620,866	204,479	-
Closing Balance	139,995	964,210	1,546,282	(700,000)

- Contract v Continuation Budget is the variance between the actual cost paid to Suez for the collection service against the value of the continuation budget. The collection service is more expensive until we have fully rolled out Recycle More. All overspends during the initial start of the roll out program are held in the Recycle More fund and then as roll progresses and we start to see reduced expenditure which also feed into the Recycle More fund until breakeven point is reached.
- Materials Income is the income received for selling dry recyclate to the market. The rate received fluctuates on daily basis depending on the market demand.
- Reduced Kerbside Costs relates to the decrease in residual tonnages and the increase in recyclate materials as a result of Recycle More's three weekly collections. Residual waste is the most expensive disposal waste stream so diverting waste from the black bin to recycling reduces costs.
- Roll Out Costs includes the cost of staff time, communications, and other associated cost to ensure all households know how to use the new service and to enable the smooth roll out of the programme.

- Contract Mobilisation includes the costs of closing out the old contract and progressing through the new contract.

Current potential variables which may affect the breakeven point:

- Potential contractor costs due to covid and national driver shortage
- Resolution of dispute with previous collection contractor (Kier)
- Material income & yields
- Any future delays in the roll-out of Recycle More
- The future of garden waste funding and food waste funding
- Potential future government changes to charging companies for packaging responsibilities and the impact of a Deposit Return Scheme

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 and their associated infrastructure) 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 Somerset. Until we have clarity on future national legislation (and hence tonnages) it will be challenging to finalise the exact vehicle requirements.

As part of SWPs Business Plan priority to decarbonise our operations funding has been agreed for 2 projects. The purchase of an electric refuse vehicle and the purchase and installation of photo voltaic panels at Evercreech Depot.

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).

Appendix 1

Draft SWP Budget 2022/23		SCC	MDC	SDC	SSDC	SWAT
Expenditure						
Single Client Group						
Salaries & on-costs	1,045,230	478,297	114,514	121,948	171,152	159,319
Salaries pension deficit	84,500	38,667	9,258	9,859	13,836	12,880
MDC customer services impact	7,230		7,230			
Travel & Subsistence	53,064	24,282	5,814	6,191	8,689	8,088
Admin, training, meetings & IT	87,556	40,065	9,592	10,215	14,337	13,346
Advertising & campaigns	48,175	22,045	5,278	5,621	7,888	7,343
Office rent & accommodation	72,140	33,011	7,904	8,417	11,813	10,996
Support Services						
Legal	10,660	4,878	1,168	1,244	1,746	1,625
Insurance	5,412	2,477	593	631	886	825
Finance	83,527	38,222	9,151	9,745	13,677	12,732
Internal Audit	11,193	5,122	1,226	1,306	1,833	1,706
Human Resources	5,330	2,439	584	622	873	812
ICT	5,494	2,514	602	641	900	837
Democratic Services	16,330		3,298	3,513	4,930	4,589
Direct Services						
Waste Disposal						
Disposal - Landfill includes clinical disposal	15,072,070	15,072,070				
Disposal - HWRCs	8,018,900	8,018,900				
Disposal - food waste	1,612,890	1,612,890				
Disposal - Hazardous waste	231,280	231,280				
Composting	1,837,260	1,837,260				
Kerbside Recycling						
Sort it+ SP5 all districts	10,650,620		2,190,461	2,194,278	3,273,835	2,992,047
Communal Recycling SP5	93,370		15,499	21,547	25,894	30,430
Garden	3,453,000		650,035	757,850	1,063,426	981,689
Garden sticker admin	18,000		3,399	3,966	5,561	5,074
Household Refuse						
Fortnightly	6,768,770		1,392,100	1,394,525	2,080,614	1,901,530
Refuse - Communal SP5	329,520		66,303	66,747	88,478	107,992
Assisted Collections	112,150		23,065	23,106	34,473	31,506
Assisted Collection Review	10,000		2,057	2,060	3,074	2,809
Clinical Waste	140,850		28,450	30,297	42,521	39,582
Bulky Waste Collections	98,980		22,470	17,735	28,555	30,220
SWB Directed Collections	3,680		743	792	1,111	1,034
Day Works	9,500		1,919	2,043	2,868	2,670
Container Maintenance	67,820		13,699	14,588	20,474	19,059
Container Delivery	200,940		46,578	42,238	62,633	49,492
Container Supply	528,180		112,819	125,971	163,630	125,760
Admitted Body Pension Costs						
Base pension cost	60,380				60,380	
Incremental pension cost	8,620		1,741	1,854	2,602	2,422
Depot Costs	209,440		42,305	45,051	63,228	58,857
Village Halls	5,500			5,500		
Inter Authority Transfers						
Transfer Station Offset Cost	361,340	361,340				
Payment in lieu of Recycling Credits	2,833,690	2,833,690				
Third party Recycling Credits	31,830	31,830				
Advance Payment Saving	- 31,900		- 6,443	- 6,862	- 9,630	- 8,965
Lease Repayments - Sort It Plus Vehicles	262,430		58,580	47,800	87,160	68,890
Financing PV and E-RCV	40,000		8,227	8,241	12,295	11,237
Fleet maintenance - one off cost	-		-	-	-	-
Covid costs	612,000		125,867	126,086	188,119	171,927
Recycle More Saving	- 450,000		- 92,549	- 92,711	- 138,323	- 126,417
Total direct expenditure	54,736,951	30,691,280	4,883,536	5,012,654	7,415,539	6,733,942
Income						
Kier Discount all Districts on SP5	- 80,000		- 16,159	- 17,208	- 24,151	- 22,482
Williton Transfer Offset	- 361,340		- 72,987	- 77,725	- 109,085	- 101,543
Garden Income	- 3,479,230		- 654,973	- 763,607	- 1,071,504	- 989,147
Bulky Income	- 94,750		- 21,510	- 16,978	- 27,335	- 28,928
District Recycling Credits	- 2,833,690		- 597,342	- 570,422	- 874,760	- 791,166
Total income	- 6,849,010	-	- 1,362,970	- 1,445,939	- 2,106,835	- 1,933,266
Total net expenditure	47,887,941	30,691,280	3,520,566	3,566,716	5,308,703	4,800,677

Somerset Waste Board meeting
 December 2021
 Report for information



Performance Report Quarter 2 – July 2021 to September 2021

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

Forward Plan Reference:	23/11/2021
Summary:	This report summarises the key performance indicators for the period from July 2021 to September 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:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board:</p> <ul style="list-style-type: none"> • Notes the performance results in the Second 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.
-------------------------	--

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 and on all key aspects of what SWP does and hence how well it is delivering its vision and outcomes. 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 began on 1st November in Somerset West and Taunton (old Taunton Deane area), with planning already underway for Phase 4 (Sedgemoor and West Somerset). The Recycle More report provides more details on the readiness for and risks to roll-out
- **Waste Minimisation:** Overall household arisings were up by over 7,800 tonnes, or 4.16% compared to Q2 in 2019-20. However, we did have service issues affecting Q2 this year, as well as the suspension of garden waste collections, so this may not indicate the continuing trend for the remainder of the year.
- **Recycling:** Our recycling rate continues to improve compared to last year (up 4.90% to 57.34% from 52.44%), as well as showing an increase over Q2 2019-20 (up 2.15% from 55.19%), used as a comparator unaffected by the pandemic. This continues to show the benefit of Recycle More in Mendip and South Somerset and will continue to increase as Recycle More rolls out across the County.

End use: Somerset Waste Partnership continues to see strong demand from UK based reprocessors for the high-quality materials we collect. For Q2 2021-22 just almost 99.0% of materials stayed in the UK, with the amount that was reprocessed in Somerset also remaining high at over 56.0%. This meant that just over 500 tonnes of recyclate were reprocessed outside of the EU, with all this material being mixed paper & cardboard sent to Thailand from Recycling Centres and Schools. We have redesigned the infographic for the end destinations for 2020-21 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. Copies of the main infographic and the mini versions can be found at the end of this report. The infographic and updated Recycling Tracker are on our website: <https://www.somersetwaste.gov.uk/recycling-tracker/>

- **Missed collections:** We saw a significant increase in missed collections in Q2, compared to Q1 (2.430 per 1,000 collections against 1.548 in Q1). 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 continued to be our main area of focus with SUEZ during Q2. 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. Improvements were seen across the Quarter, with numbers reducing by around 66% by the end of the period. 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 recycle being dumped inappropriately has decreased as we are now exporting very little, and no plastic waste.

2.2 Progress in stabilising collection services

As reported to the Board in September, SUEZ and SWP worked together closely to resolve the issues arising from the national driver shortage (and compounded by Covid) including:

- Directly addressing staff shortages through the temporary redeployment of staff into Somerset from SUEZ nationally, incl. drivers (only contract in UK to have this), training loaders up as drivers
- Senior HR manager seconded to Somerset + two full-time recruiters to significantly enhance recruitment, including an employee referral scheme, much more advertising, a £1000 new driver welcome bonus, approaches to employers where staff are at risk of redundancy, armed forces veteran's associations etc, temporary enhanced agency pay rates.
- Focusing on staff retention and morale through the launch of an employee engagement forum, crew performance awards, weekly performance incentive payments, smiley terminals at depots, £1200 driver retention bonus
- Suspended garden waste service for 6 weeks to protect refuse and recycling collections, and temporary extra customer service staff (plus additional call centre: Agilysis) to help manage customer contact.
- 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. A formal debrief (facilitated by the Civil Contingencies Unit) will be undertaken of the Business Continuity approach taken in order to identify lessons learned.

- 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. This saw an improvement in missed collections as shown in figure 1. However, the underlying risks (national driver shortage and Covid impacts) haven't gone away and hence SWP is operating in a much higher risk environment. SWP remain in contractual discussions with SUEZ about the costs and impacts of the service disruption over the Summer.

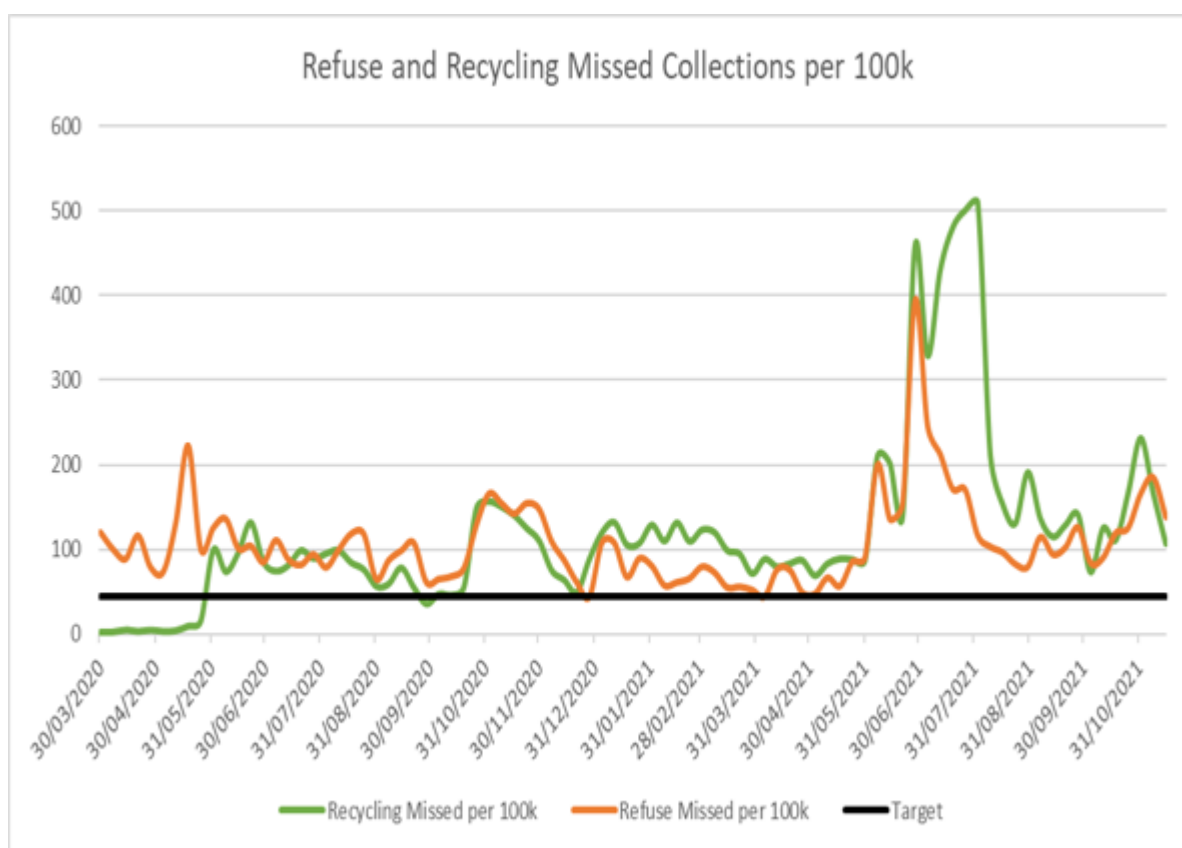


Figure 1: Summary of missed refuse and recycling collections over contract life

2.3 Corporate changes to our contractors

Viridor/Biffa: As highlighted to the Board in June and September it was announced on the 21 May 2021, that part of Viridor's business is 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 propose to retain those services provided under the New Waste Treatment Facility Contract (NWTF2) including the provision of Avonmouth Energy from Waste plant (EfW), the two in county Waste Transfer Stations (Dimmer & Walpole) & Walpole Landfill. The rest of the service currently provided through the Core Services Contract (Recycling Sites, Compost Sites, Walpole Anaerobic Digester & closed landfill management) is expected to transfer to Biffa.

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. SWP have taken on external legal advisors to support us in the process and ensure that the process does not expose SWP to any undue risk. At the time of writing this report SWP were still working with Viridor to finalise a deed of novation. It is likely that further due diligence on Biffa will be required (it is expected that this will include more stringent contractual wording on control of what happens to our recyclate), a VEAT notice will be issued and SWP will seek to ensure we obtain appropriate indemnities from Viridor.

Suez/Veolia: 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 on the global/international transaction continues to be on track with hopes that a merger of the global business will be completed by the end of 2021. are awaiting confirmation from the UK Competition and Markets Authority as to whether its review needs to enter a second (more detailed) phase. This decision is due imminently. If this 2nd phase is required (and we think this is likely), then CMA approval will not be granted until mid-2022. It remains 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 continue to improve service quality, with a particular focus on how they reduce repeat missed collections and improve their complaint handling. A Local Government Ombudsman complaint was upheld against SWP due to repeated failures by SUEZ to address service failure to a resident, and robust measures have been put in place to address this, including a review of the processes and a SWAP audit.

- 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 Phase 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 Q2 2021-22 (Appendix 1)

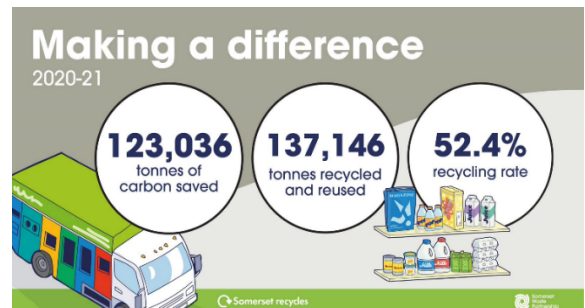
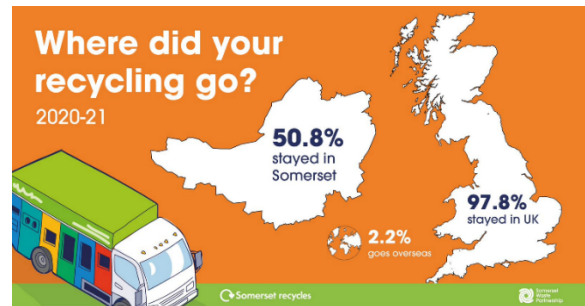


Figure 5: Recycling Tracker infographics 2020-21

This page is intentionally left blank

Somerset Waste Board
Second 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 - Second Quarter 2021-22 (Submitted to the Somerset Waste Board on 10th December 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 continued 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 activities identified which meet Data Impact Assessment criteria, the Inter Authority Agreement (IAA) revisions have been made and sign off received from District partners & retention periods identified for SharePoint and Outlook activities. 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	6 injuries to the public with one reported under RIDDOR. Single minor injury to staff member. Accident ratio per 100,000 visits dropped slightly, mainly due to the high number of summer visitors and accidents reducing by 1. Staff accidents per 100,000 hours worked remained constant. The SUEZ accident ratio was 11.7 per 100,000 hours worked (36 accidents), up from 11.3 (30 accidents) in Q1. We continue to closely monitor this metric.		
Waste Minimisation	Compared to Q2 2020-21 we have seen an increase in total arisings of 7,843 tonnes of household waste – with an increase seen at the kerbside of 8.57kg/hh and Recycling Sites an increase of 13.21, compared to 2019-20 and were up 4.16% compared to 2019-20 (to 546kg/hh). Residual Household Waste per Household also reduced by 1.93kg/hh to 232.77kg/hh.		
Energy Recovery	During Q2, the Avonmouth plant has operated well since the repairs carried out in Q1. We started to partially use the Dimmer Transfer Station again after the fire and now only use the third party contingency facility for bulky recycling site items. Repairs to the Dimmer site are expected to conclude during Q3.		
All Recycling	Our recycling rate (NI192) increased by 4.90% to 57.34% compared to Q1 2020-21, with garden waste up 5,437 tonnes, wood to recycling up 2,406 tonnes and mixed paper & cardboard up 2,396 tonnes from all sources. It should be noted that last year was a low comparator, due to the affects of the Pandemic and lockdown restrictions.		
Recycling Sites	Total arisings reduced by 1,529 tonnes compared to 2020-21, except for garden waste that increased by 2,164 tonnes. Visitors to recycling centres in Q2 2021-22 decreased by 0.30%, down from 444,168 in 2020-21 to 442,831 in 2021-22, a decrease of 1,337. Total visitor numbers across the year for 2021-22 also remain below the last normal comparator, 2019-20, so are still not yet at a 'normal' level.		
End Use of Materials	We continue to see demand from the UK for our materials. Excluding residual waste, in Q2 98.62% was recycled within the UK, with 56.24% staying in Somerset and only 1.38% being exported, which was mixed paper and cardboard from Recycling Sites and Schools. A small quantity of plastic bottles were exported for recycling within Europe.		
Missed Collections	The number of missed collections in Q2 2021-22 continued to be disappointing but the measures introduced to improve this element of the service were always expected to take some time to have an effect. Despite the poor level of performance rolling from the Quarter into this, it is encouraging to see this decline turn the corner and measures introduced appear to be having the desired effect with these numbers beginning to reduce.		
Fly-Tipping	There was a decrease in Q2 2021-22 of 164 fly-tips, down from 1,225 in 2020-21 to 1,061 in 2021-22. These reductions were waste types: 'Other household waste' (down 98), 'Construction / demolition / excavation' (down 27), 'Black bags - household' (down 26). The areas that have seen the biggest increases in the numbers reported were 'Other commercial waste' (up 21) and 'Black bags - commercial' (up 11).		
Financial Performance	Collection Budget: The forecast position for all collection partners is an overspend of £1,045k. Disposal Budget: The forecast for the year is an overspend of £141k. This is based on 6 months of actual data, and includes forecasts for known contractual costs and Covid related costs projected forward for a full year.		
Customer Interaction	Collection complaints peaked in July at 601, with a low of 276 in September, while August produced 445. Recycling Centre complaints remained relatively low, with a peak of 8 in September and a low of 2 in August.		
Communications	Over 789,000 hits on our website in Q2, almost 17,000 Facebook followers and over 10,000 'Sorted' e-zine's sent. A Facebook post on 'Garden Waste suspended' reached 6,100 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	Green	Slim My Waste campaign now 'finished'. Remaining materials will be used to support food waste related content at future events. Food waste is a frequent subject of social media postings and engagement (using recognised assets and campaigns e.g. Love Food, Hate Waste) and the successful Schools Against Waste programme.	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). Include consideration of how to promote food waste recycling in the post Recycle More world, particularly in communal settings.
1.2 Refill campaign	Red	No specific action on this due to other priorities.	Seek opportunities to promote through existing channels. Will link in with/support the SWT/SCC/Wessex Water refill points in Minehead, Taunton and Wellington.
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).
1.4 Signpost to zero waste shops	Yellow	Some work through social media channels. Progressing use of mapping software to highlight (along with other relevant reduce/reuse services). Will also be incorporated in the A-Z work.	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	First customer survey response positive, supporting the value of the nappy pack range, and importance of trialling nappies to identify which style is favoured by customer. 21 hires reported by Carry Me Kate April - Aug, data pending from other sources.	Request data from all three hire organisations. Continue to review returning data from survey to estimate waste diversion outcomes. Continue to seek opportunities to promote through social media and other channels.
1.6 Waste prevention campaigns	Green	PR and social media re National recycling Week link to Recycling Tracker and its role in tackling climate change, continued support food waste reduction through social media.	Seasonal PR and social media re Halloween and festive period. Including cut down on cardboard promotional work with media. Continue to support other national campaigns through existing channels, especially social media.
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	Social media used to promote reuse agenda, supporting national and local initiatives. Collating/reviewing info re repair cafes for eventual mapping and ensuring.	Ensure that behaviour change communications and campaigning are integral to the Reuse strategy and seasonal messaging. 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 now following adjusted timetable and is back on track to complete roll out to all households in Somerset by the end of this financial year.	Following the completion of Recycle More being introduced in Mendip and South Somerset, continue to plan roll-out of Recycle More to properties in Somerset West and Taunton (old Taunton Deane area). With planning for Phase 4 for the remaining households in Somerset to be continued for introduction in February next year.
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	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 have now included a reference in their Design Guide.	
3.3 Food waste in communal properties	Green	Ongoing introduction where requested and where practically possible through Recycle More (i.e. enabling people to access the kerbside service).	Eagerly await clarity from gov't on requirements and funding around food waste, and start planning for communal food waste (noting that this will impact on fleet and so may be a substantial lead time).
3.4 Rolling year garden waste subscriptions	Green	In place and delivered. Commenced work to explore introduction auto-renewals.	Bring approach to SMG for review on practicality of implementation in 2022.
3.5 Tackling hard to treat waste streams	Yellow	Plans to commence a trial for the uPVC window frames has been developed and discussions with off-takers have progressed.	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 a number of sites during Q3.
3.6 HWRCs	Yellow	Maintenance works continued on a number of the Recycling Sites (including Frome & Wells) to ensure they remain fit for purpose and development of new Energy from Waste signs continued.	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	Yellow	Not planned to undertake until roll-out of Recycle More complete.	Start early planning work in readiness for post-RM rollout work. Initial scoping plans to include HWRCs too so that we have a full picture of householder behaviour in Somerset.
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).	Work is progressing, but delayed by other priorities (e.g. Reuse project, Recycle More, support for Customer Service Team).
3.9 Targeted campaigns	Green	Recycle More continues to dominate capacity and will continue to until the end of roll-out. Significant preparation undertaken to prepare for Phase 3 roll-out in Taunton Deane including two mailings to 55k households, online engagement, PR.	Delivery of phase 3 of Recycle More communication, other seasonal communications, as and when capacity allows, including cut down on cardboard pre-Christmas comms. Targeted comms to schools re Eco-School grants.
4. Decarbonising Residual Waste			
4.1 Heat off-take from Avonmouth	Yellow	The Polymer Plant at Avonmouth continued to be built out with hot commissioning having commenced during Q2. This plant is expected to be a significant heat offtaker from the Energy from Waste facility.	Hot commissioning of the polymer plant is expected to continue during Q3.
4.2 Carbon capture and storage	Green	Viridor laid out their roadmap to reach a position of net zero (by 2040) and net negative (by 2045) for emissions from their operations. This included, but was not 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.	Viridor will continue work to develop their Carbon capture plans, and recently announced that the Avonmouth facility is one of five plants to benefit from additional Government funding to help resource the ambitious plans.
4.3 Educating the public about EfW	Green	Viridor's on line Virtual Visitor Centre is working well and providing a valuable resource reference.	Further on line support provided via the SWP website with regards the use of the appropriate residual

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
4.3 Cont..	Green		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	Green	Initial work to install charging infrastructure at depots has begun and we hope to see this completed and ready for use early next year.	Continue to pursue procurement of vans and electrify this aspect of the fleet as planned .
5.2 Implement green infrastructure improvements to depots	Green	Business case for photovoltaic (PV) panels for installation into two collection depots (Evercreech and Taunton) 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 has been approved and SWP/SUEZ have begun to programme installation for 2022-23.
5.3 Pilot alternative fuels in our fleet	Green	HVO trial ongoing at Evercreech. Results in line with expectation to date.	Continue with trial. Order electric supervisor vans.
5.4 Drive down carbon intensity of day-to-day fleet operations	Green	Ongoing route optimisation through Recycle More to reduce miles driven.	Secure funding for photovoltaic panels at Evercreech and Taunton and plan installation if funding can be secured. Ensure SUEZ robustly reporting on day to day carbon usage (e.g. heavy braking/acceleration).
5.5 Partial refleet of refuse vehicles	Yellow	Finalised business case to purchase refurbished e-RCV (as demonstrated at Board)	Secure funding for e-RCV. Commence early planning for partial refleet in 2024-25
6. Tackling Non-Household Waste			
6.1 Schools	Green	SAW family sessions held at Carymoor Centre over summer holidays. Since Feb 2018 SAW has reached >41,000 children. Eight SAW visits took place in Q2 to support Recycle More, lower than most quarters owing to school holidays. SAW visits in Taunton Deane continue into Autumn. Creating Schools Grant guidance and application to promote participation in Eco-Schools Programme. Commenced working with SUEZ to improve data & planning started for the schools annual survey.	A further 15 SAW sessions are already booked for this quarter. Invitations for West Somerset and Sedgemoor schools to be sent to book for the new year. Launching the Schools Grant to increase participation in Eco-Schools Programme. Planning to commence for rollout of Recycle More to schools. Engaging with Viridor education team at Avonmouth to aid secondary engagement & school visits. Promote email communications, develop resources & information packs.
6.2 Public sector estate	Yellow	Work ongoing to finalise specification. Project will be taken forward as part of the Unitary Assets workstream, though SWP will still be involved.	Discussions with Police and NHS to see whether they wish to be involved for their office-type waste.
6.3 Business waste	Green	SSDC are interested in conducting a collaborative procurement project in their area. Initial scoping meeting held to discuss. SSDC to explore funding opportunities. 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.
7. Working with Others			
7.1 Parish Councils	Green	Curry Rivel Parish received 12 litter picking kits for their volunteers - This was procured by SUEZ as part of their social value commitment. Review of SWP's waste prevention engagement tools ongoing.	Developing/refreshing downloadable promotional resources which can be used by parishes for local events and campaigns. Continuing Town/Parish Council stakeholder engagement for Recycle More.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
7.1 Cont..	Green		
7.2 Local data and engagement	Yellow	Limited progress in reprofiling work to align with unitary as unitary workstreams have not commenced at this level of detail.	Establish project team to progress work.
7.3 Developing partnerships	Green	Engagement with reuse groups was priority in order to inform development of reuse strategy.	Continue with engagement with reuse groups as this remains a priority area.
7.4 Community action groups	Yellow	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	Green	SUEZ have established an employee engagement forum and regular feedback from staff is now reported through to SWP.	Continue to refocus time on depot and crew visits as other work pressures (and Covid) allows.
8. Improving the Customer Experience			
8.1 Fully utilise in-cab technology	Yellow	Planned progress in using data form in-cab technology to send letters out targeting residential behaviour was not progressed due to pressures on the service.	Progress actions intended for last quarter.
8.2 Growing our channels	Green	Use of Facebook continued to grow ahead of Taunton roll-out. Increased use of 'Next Door' platform.	Continue with current approach.
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 extended the contract of our ICT provider on 2+1+1 year basis with sufficient flexibility built in to enable us to align with any unitary work in relation to CRMs.	Ensure SWP are embedded in work for unitary CRM/customer services, and map out what rewiring our CRM would entail (to inform decisions taken through unitary work)
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.	Planned for 2022.
8.7 Improve process around occupation of new homes	Yellow	No substantial progress - daily updates still in place for 2 Districts but further progress not possible due to service instability in Q2.	Progress with extending new approach to final 2 Districts.
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	Planned rollout of toolbox talks from 'train the trainer' for Dementia Awareness training was delayed due to the service challenges. However, with numerous staff trained we are already seeing the benefits in staff identifying customers who need further support and ensuring it is put in place for them.	Ensure all staff have Dementia Awareness training cascaded to them through toolbox talks.
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 have been analysed.	First tranche of bins (30) will arrive in Somerset next Quarter and will be placed in various sites across Somerset West and Taunton and we can begin to gather data on the performance of these bins in different scenarios.
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	Green	Taunton Depot (Walford Cross) fundamentally completed before roll-out of Recycle More in Taunton.	Finalise minor (non-operationally impacting) at Taunton, secure planning permission for Williton (Roughmoor), rescope timetable for Williton works, plan installation of PV at Evercreech and Taunton if funding secured.
10.2 Contract reviews	Grey	None planned.	Engage with SUEZ to have informal dialogue to resolve Force Majeure and Qualifying change in law issues, and to plan a contract review in 2022 once national legislation etc is clearer.
10.3 Health & safety	Green	We are now gathering more information on this aspect of the contract.	We intended to bring further detail to the board in this report but as we continue to develop and examine this aspect of the contract in more detail, now was felt too early in the process to change this metric and will look to do so next year.
10.4 Contract management	Yellow	SWP & SCC (Legal & Procurement) continued to undertake the due diligence process to ensure that Biffa are an appropriate entity to provide the Core Services Contract to its expected termination in March 2031. Legal complexity within the process means that the novation is yet to take place.	It is expected that the due diligence and legal process will conclude during Q3.
10.5 Influencing national policy	Green	SWP focus has been on issues related to the driver shortage - including successful engagement with DVSA to reduce delays to driver testing.	Share with wider LA waste sector and other Somerset colleagues the approach/process that helped SWP re driver shortage with DVSA. Raise ongoing DVLA (provisional licensing) issues with Defra/Dft.
10.6 Developing a long-term strategy	Grey	Revised timetable reflected in draft business plan.	No significant work planned until national legislation is clarified.
10.7 Embedding behavioural insights	Grey	Not a priority due to other pressures.	Schedule meetings with WRAP to explore best practice.
10.8 Business continuity planning	Yellow	Managing BC incident on collections due to driver shortage.	Conduct Business Continuity debrief facilitated by Civil Contingencies Unit and involving all partners involved in the BC incident over the summer. Embed any lessons learnt.



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	Complete	31/10/2021
Reviewing Consent	In progress	31/12/2021
In-house DPO training	In progress	31/12/2021
Review of non-SCC IT systems	Complete	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) Activities identified which meet Data Impact Assessment criteria.
- 2) Inter Authority Agreement (IAA) revisions have been made and sign off received from District partners
- 3) Retention periods identified for SharePoint and Outlook activities

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

- 1) Reviewing Consent - Identify any data processing that currently relies on consent. Where consent is used, review and confirm this has an appropriate legal basis.
- 2) Enforcement of retention periods - Provide instructions to SWP staff on retention schedules and cleansing exercise. Ensure data is stored in appropriate systems.

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 reduced risks this quarter, largely as a result of the roll out of Recycle More. As three phases are now complete, some risks are easing off, and lessons learned help to reduce others. New risks are around the potential for industrial action as a result of ongoing pay discussions, impact of Covid and other issues on costs, and the transition to Unitary.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
New Risks & Opportunities:	23	Lack of resource to carry out Enforcement and unauthorised bin removal post RM	6 (-)
	34	Industrial action by Contractor staff	10 (-)
	35	Discrepancies in household numbers risking financial claim by contractor	16 (-)
	36	Long term impacts of Covid and other issues on service/costs	16 (-)
Increased Risks & Opportunities:	7	Culture changes/Impact of Unitary work impacting on relationships between partners	12 (9)
	8	Loss of shared vision and trust between partners	12 (8)
	11	Transition to unitary may result in new CRM system	6 (2)
	38	Aging container stock requiring increasing replacement	9 (6)
Reduced Risks:	6	SWP staff have been under significant pressure from service issues, Covid and other issues	12 (16)
	16	Increase in material in refuse bins	12 (16)
	19	Poor separation of materials by householder	9 (12)
	21	Reduction in existing or new garden waste customers	4 (6)
	33	Driver/loader shortages	12 (16)
	41	Drop in value of recycle	12 (16)
	48	Thefts from depots	6 (9)

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. Increased scrutiny of round data. Additional staff. More virtual engagement. Contingency planning.

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

What will success look like in terms of managing risks?

Future success would mean an overall reduction in our risk profile, (e.g. fewer 'reds') and success of the mitigation measures we've put in place.

- 1) 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

One handling accident involving a staff member resulting in a muscle injury. 6 accidents involving members of the public, with 1 reported under Reporting of Injuries, Diseases & Dangerous Occurrences Regulations (RIDDOR). This RIDDOR, resulting from a site user being accidentally tripped by another person disposing of waste and needing hospitalisation for a head injury and broken arm.

Of the other 5 injuries – 3 were cuts and 2 were for bruising to the body due to contact with a vehicle driven by another site user. Neither contact accident was deemed reportable by the HSE when consulted, as they did not result in treatment when taken to hospital.

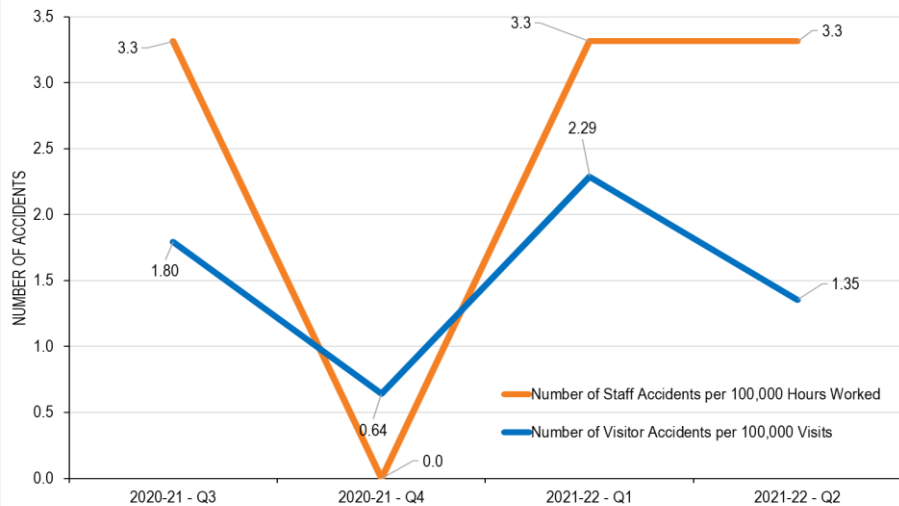
There were just 7 incidents of Near Misses or Unsafe Acts reported and although this could be seen as a positive, the contractor is working to drive the reporting of potential hazards upwards.

The SWP Recycling Sites received 4 visits from the Environment Agency during the period. Reports from the EA were all positive and sites were compliant with their permits. With no failures reported.

No Environmental Incidents reported for the period.

The graph below shows the H&S performance reported over a 12 month rolling period for reference.

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



SUEZ - H&S Performance and Initiatives

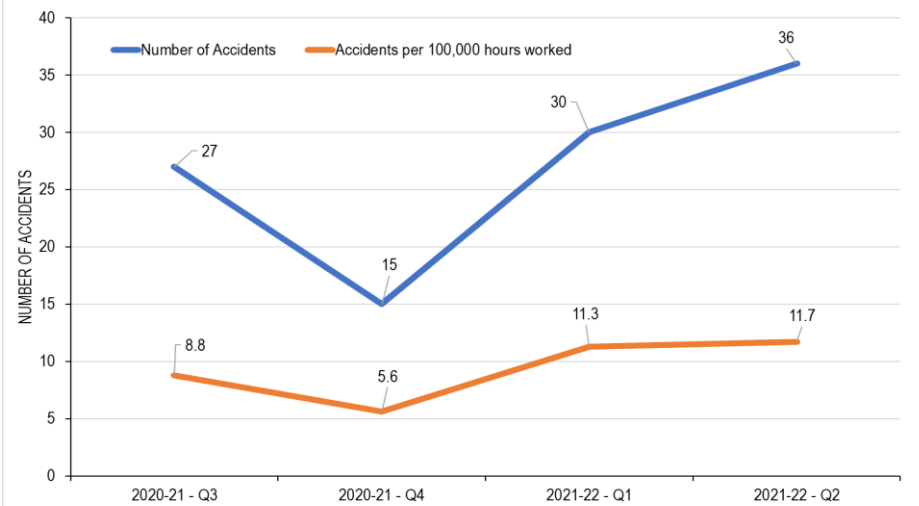
During Q1 we have seen more accidents reported along with a corresponding increase in near miss reporting. Reported accidents in Q2 have remained fairly static but we continue to see a rise in near miss reporting. This indicates a continued focus by staff on identifying and highlighting risks and a continuing engagement with the importance of a strong H&S culture.

The number of reported accidents to Suez operational staff stands at 36 for Q2.

Accidents are measured per 100,000 hours worked across the contract and in this quarter has resulted in a score of 11.7, a slight increase from Q1, which was 11.3

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

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?

Results for 2021-22 have been compared to 2019-20 to exclude the affects of the pandemic seen during 2020-21. The amount of waste generated across Somerset during Q2 2021-22 showed the following changes:

The total household arisings year to date in 2021-22 increased by 7,843 tonnes to a total of 143,059 tonnes. This equates to 545.57kg/hh, an increase of 21.79kg/hh (made up of an increase of 8.57kg/hh at the kerbside and of 13.21kg/hh at recycling sites).

The total amount Reused, Recycled & Composted increased overall by 23.71kg/hh, with an increase of 18.65kg/hh at the kerbside and 5.06kg/hh at recycling sites. Of these amounts, dry recycling from the recycling sites improved by 3.78kg/hh, as did green garden waste at 1.69 kg/hh. At the kerbside we continued to see increases for dry recycling of 12.60kg/hh, food waste of 9.19kg/hh, although we did see a decline in green garden waste of 2.97kg/hh, probably due to suspension of the service during Q2.

Residual Household Waste per Household for 2021-22 was 232.77kg/hh, down 1.92kg/hh from 234.69kg/hh (a decrease of 10.08kg/hh from the kerbside and an increase of 8.15kg/hh from the recycling sites). There was also a reduction in local authority collected waste (LACW) landfilled, down 38.04% from 43.65% to 5.61%, as a result of our residual waste now being sent for energy recovery, rather than to landfill.

From the beginning of 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 2021-22, for all residual waste streams this equates to around 93% going to energy recovery and only 7% of waste unsuitable for energy recovery, going to landfill.

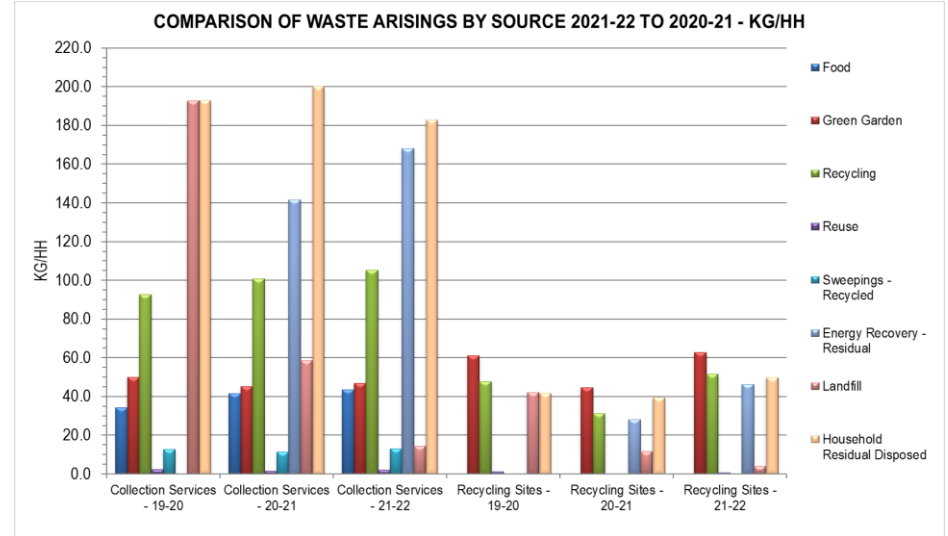
What are we doing to ensure we continue to improve?

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, with Phase 2 roll-out commencing in South Somerset at the end of June 2021 and part of Somerset West and Taunton (old Taunton Deane area - Phase 3), due at the beginning of Nov 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.

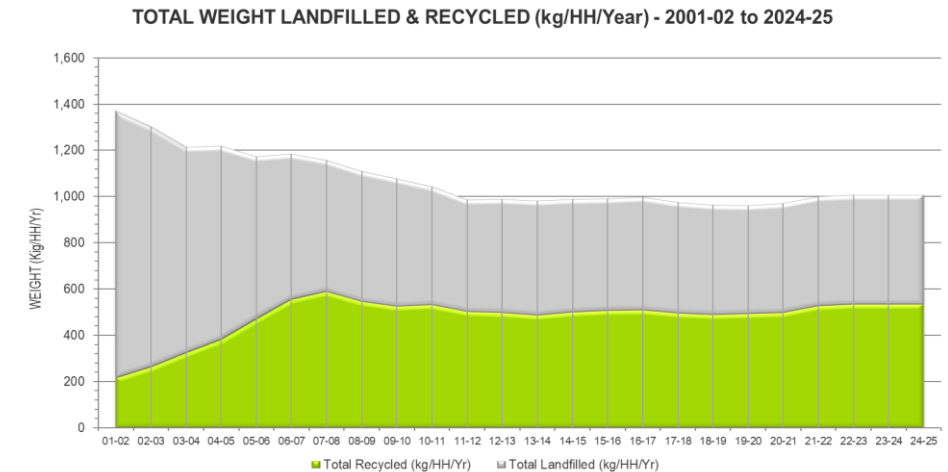
For more detail on the above initiatives, see the SWP 2021-2026 Business Plan.

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. Following an extended outage during Q1, both lines 1 & 2 were returned to service during August. The plant has operated continuously following the outage, with the exception of short periods of downtime for each line to rectify minor challenges which required further repair.
2. Whilst the availability of the plant was impacted by the repairs, there was no impact on any aspects associated with the Environmental Permit.
3. Viridor recently announced a significant financial commitment toward their Carbon Capture, Utilisation & Storage plans, backed by Government subsidy for 5 of their Energy from Waste plants, inclusive of Avonmouth. This will help Somerset to reach our carbon reduction targets as a result.

Avonmouth Polymer Plant

1. The polymer plant began commissioning during August with the PET line operating in the first instance.

Dimmer Waste Transfer Station

1. Partial reopening of the site following the recent fire, only bulky recycling site material still routing to the 3rd party contingency facility.
2. No operational or financial impact to the SWP has resulted from the fire.
3. Two of the four tipping bays now operational, whilst repairs are undertaken on the fire damaged part of the building.

Walpole Waste Transfer Station

1. The new plant installed in Q1 to break down the 'bulky' waste is working well and increasing it's suitability for energy recovery.

Walpole Landfill

1. No issues during Q2. A minor surface fire reported mid October (Q3) with no H&S, or operational impacts.

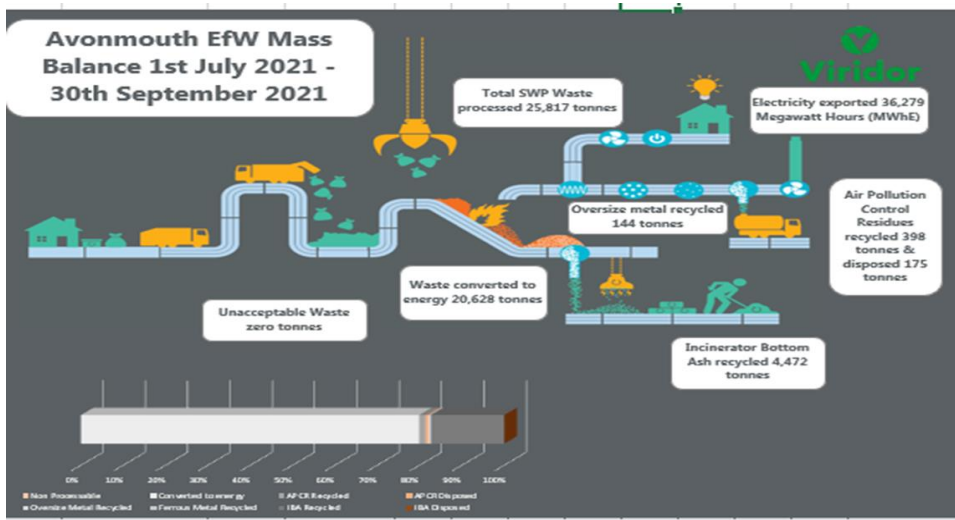
Somerset's Total Residual Waste & Avonmouth's EfW Plant Performance (Q1 only - April 2021 to June 2021)

SWP Residual Waste Destinations Qtr2 2021/22					
Avonmouth EfW Plant	25,817	93.95%			
Waste Transfer Station Stock Balance	545	1.98%			
Other Viridor EfW Plants	0	0.00%			
Landfill	1,119	4.07%			
Total Residual Waste	27,481	100.00%			

Total SWP Avonmouth Tonnage					
25,817					
Between 1st July 2021 - 30th September 2021					
Month	Percentage		Tonnes		Site
Avonmouth Energy from Waste Plant	Incinerator Bottom Ash	Recycling	17.32%	4,472	Avonmouth, Bristol, BS11 9BT (Permit Number EPR/DR3332JX)
	Metal	Recycling	0.56%	144	Doncaster, South Yorkshire, DN11 0PS (Permit Number EPR/BB3394CL)
	Energy Recovery	Recovery	79.90%	20,628	Avonmouth EfW, Avonmouth, Bristol, BS11 0YU (Permit Number EPR/GP3834HY)
	Air Pollution Control Residues	Recycling	1.54%	398	Ilkeston, Derbys, DE7 4BG (Permit Number AP3337SJ)
	Air Pollution Control Residues	Disposed	0.68%	175	Ilkeston, Derbys, DE7 4BG (Permit Number AP3337SJ)
	Unprocessed	Disposed	0.00%	0	Zero as SWP waste is pre sorted at the 2 Somerset Transfer Stations

Page 49

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



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

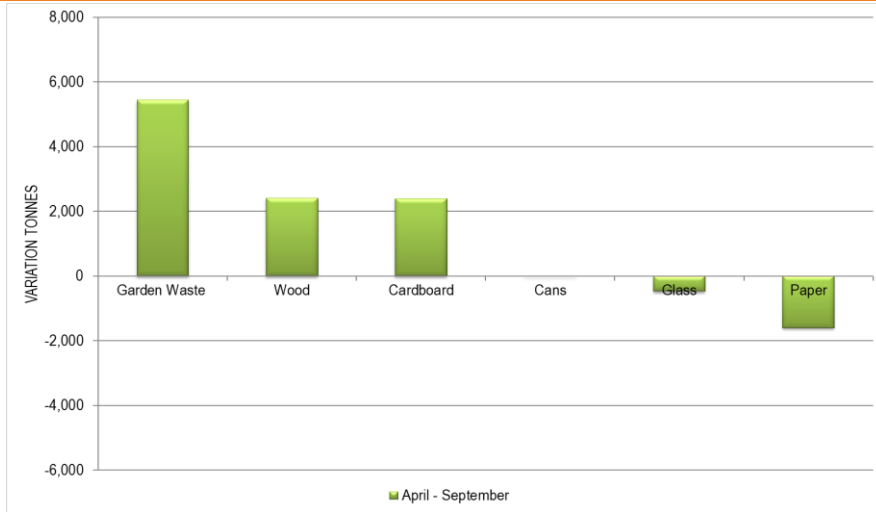
Substance	Reference Period	Emission Limit Value	Burning Line 1		Burning Line 2	
			Maximum	Mean	Maximum	Mean
Oxides of Nitrogen	Daily Mean	200 mg/m ³	172.70	161.40	160.40	160.00
	1/2 Hourly Mean	400 mg/m ³	284.20	161.60	160.60	160.00
Particulates	Daily Mean	10 mg/m ³	0.14	0.13	0.14	0.13
	1/2 Hourly Mean	30 mg/m ³	0.18	0.13	0.19	0.13
Total Organic Carbon	Daily Mean	10 mg/m ³	0.36	0.24	0.84	0.31
	1/2 Hourly Mean	20 mg/m ³	3.64	0.24	1.80	0.31
Hydrogen Chloride	Daily Mean	10 mg/m ³	2.48	1.57	4.66	1.98
	1/2 Hourly Mean	60 mg/m ³	10.90	1.54	5.20	2.00
Sulphur Dioxide	Daily Mean	50 mg/m ³	6.62	4.89	4.13	3.30
	1/2 Hourly Mean	200 mg/m ³	24.35	4.85	3.59	3.29
Carbon Monoxide	Daily Mean	50 mg/m ³	7.30	0.80	4.64	1.55
	95th Percentile 10 Minute Mean	150 mg/m ³	8.80	0.80	13.18	1.63
Ammonia	Daily Mean	No Set Limit	1.14	0.62	0.54	0.33
Dioxins & Furans (Toxic Equivalency)	6-8hrs	0.1 ng/m ³	N/A	0.0155	N/A	0.0462



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?



Q2 recycling rate (NI192) for Apr-Sep 2021-22: 57.34% (an increase of 4.90% 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 has driven the changes in this quarter?

SWP's recycling rate in Q2 2021-22 of 57.34% is again higher when compared to last year (an increase of 4.90%). This was due to a lower than normal recycling rate in Q2 last year, as a result of the pandemic lockdowns mainly affecting HWRCs and increases at the kerbside this year as a result of the continued roll-out of Recycle More, in South Somerset. This uplift consisted of an increase of 3.43% in the recycling rate at the kerbside to 51.97% (48.54% in 2020-21) and an increase of 4.10% for recycling sites to 69.68% (65.58% in 2020-21).

The main changes were, an increase in cardboard (up 2,396 tonnes), mixed plastics (up 654 tonnes) and green garden waste (up 556 tonnes), along with decreases in paper (down 1,627 tonnes) and mixed glass (down 723 tonnes), all across kerbside collections. At recycling sites, we saw increases in garden waste (up 4,882 tonnes), wood (up 2,406 tonnes) and mixed paper & cardboard (up 1,172 tonnes). There were a few very minor reductions in the weight of four materials (totalling 14 tonnes), however, generally all materials saw an increase over last year. Other sources that contributed to the overall increase included recycled street cleaning residues (up 445 tonnes) & schools recycling (up 307 tonnes).

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

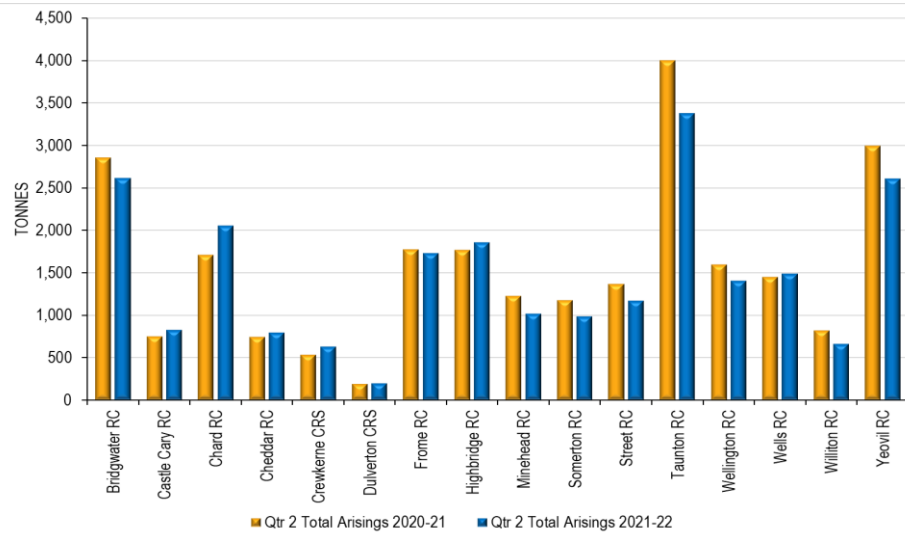
- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing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

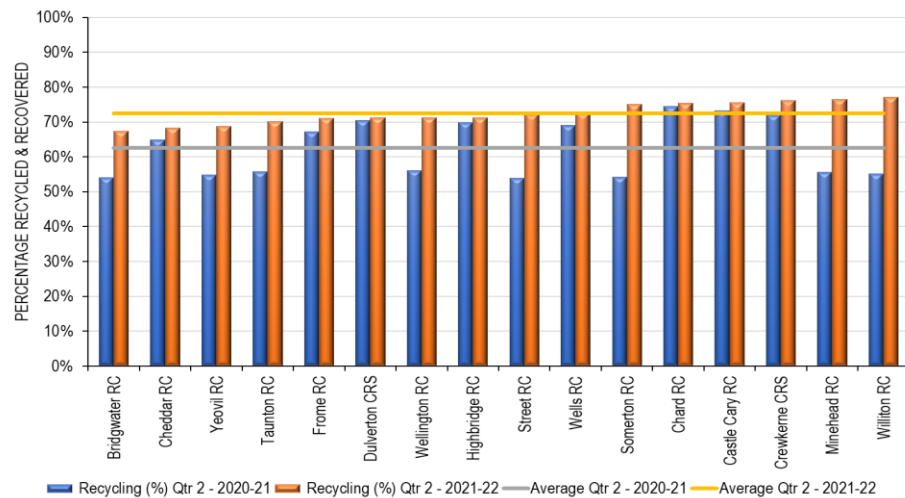
What has happened and what has changed in this quarter?



Recycling Site	Q2 Total Visitor Numbers		Difference	% Change
	2020-21	2021-22		
Bridgwater RC	51,949	32,101	-19,848	-38.21%
Castle Cary RC	12,680	14,068	1,388	10.95%
Chard RC	35,188	32,476	-2,712	-7.71%
Cheddar RC	16,611	15,630	-981	-5.91%
Crewkerne CRS	8,404	12,654	4,250	50.57%
Dulverton CRS	1,374	834	-540	-39.29%
Frome RC	33,397	33,833	436	1.31%
Highbridge RC	40,114	36,429	-3,685	-9.19%
Minehead RC	24,987	28,500	3,513	14.06%
Somerton RC	17,545	19,762	2,217	12.64%
Street RC	16,695	14,820	-1,875	-11.23%
Taunton RC	74,445	83,211	8,766	11.78%
Wellington RC	27,652	30,700	3,048	11.02%
Wells RC	28,942	30,640	1,698	5.87%
Williton RC	10,195	9,055	-1,140	-11.18%
Yeovil RC	43,990	48,118	4,128	9.38%
All Sites	444,168	442,831	-1,337	-0.30%

Note: Table shows Q2 only.

Q2 RECYCLING SITE RECYCLING RATE % - 2021-22 COMPARED TO 2020-21



In Q2 2021-22, total arisings are down by 1,529 tonnes compared to the same period last year. This total comprised an increase of 2,164 tonnes of garden waste, along with reductions of 541 tonnes of dry recycling and reuse, 2,265 of residual waste and wood sent for recovery, 839 tonnes of residual waste sent to landfill and 50 tonnes of hardcore & soil. The increase in the weight of garden waste through the sites reflecting the suspension of garden waste collections in Q2, with the continued decrease in the amount of residual waste being sent to landfill, reflecting the ongoing work at both the recycling sites and transfer stations to correctly identify suitable waste and direct through the most appropriate disposal route.

Comparing total arisings to Q2 in 2019-20 (last 'normal' year), we have seen an increase of 3,227 tonnes, comprising increases of 41 tonnes of dry recycling and reuse of 41 tonnes, 1,920 tonnes of garden waste, 4,723 tonnes of residual waste and wood to recovery and 92 tonnes of hardcore & soil, with a reduction of 3,549 tonnes of residual waste sent to landfill.

The best performing recycling sites during Q2 were, Williton (77.10%) and Minehead (76.56%), with the worst performing being Bridgwater (67.38%) and Cheddar (68.24%). There were 13 sites with rates over 70%, with the remaining 3 sites over 68%.

The number of visits during Q2 were slightly down when compared to 2020-21, with 444,168 in 2020-21 compared to 442,831 in 2021-22, a decrease of 1,337 (0.30%).

However, it should be noted that the site visitor numbers for 2021-22 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 ANPR equipment is currently taking place at Frome and Bridgwater, with a view to further equipment replacements, as budgets allow.

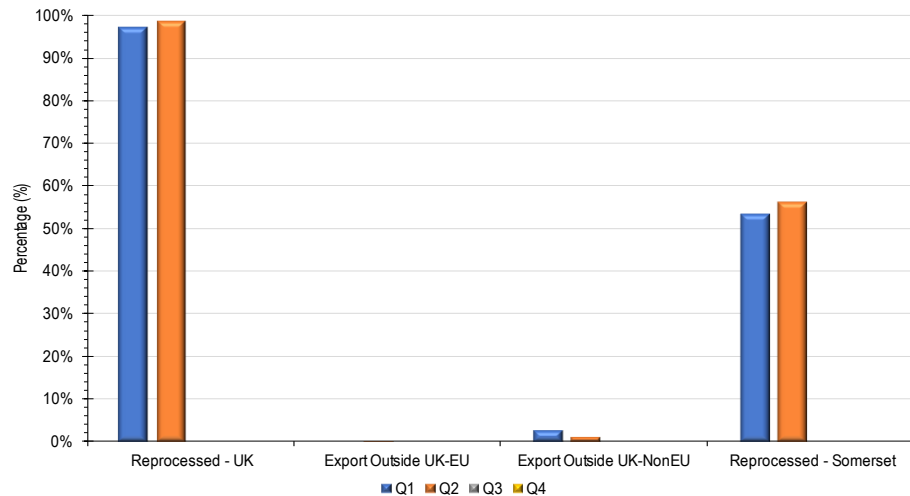


Why do we measure and report this?

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 Q2, we recycled 98.62% of our waste in the UK. This is slightly up on Q1 and largely reflects the fact that less paper and cardboard has been exported from schools and recycling sites. Just 1.38% of the total was exported and this was mainly mixed paper and cardboard which went to Thailand and Germany. 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.

35.86 tonnes of plastic bottles have been exported in this quarter, but this is around 2% of the total plastics collected. They were sent to Portugal, Spain, Poland and Lithuania. This is a small quantity from the kerbside which was sent to Biffa's Plastic Recycling Facility, and some from Recycling Sites and schools.

Food and garden waste continue to be processed in Somerset, along with some electrical items, scrap metal and automotive batteries. In Q2, 56.24% of the material from the kerbside and recycling centres was reprocessed in Somerset.

All of the kerbside refuse has been sent to Viridor's energy from waste (EfW) plant at Avonmouth instead of landfill. Bulky waste and that not suitable for EfW was sent to landfill at Walpole, near Bridgwater and this equated to around 8% of residual waste.

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

The work on the Taunton (Walford Cross) depot continues, and as a result some mixed paper and cardboard is still being sent to an external MRF.

We hope to continue to see increased tonnages as the roll out of Recycle More continues and beds in within South Somerset. Next quarter we will also start to see the impact of Recycle More in Taunton Deane.

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 was conducted over the summer to establish a baseline understanding the factors that affect public confidence. The results of this study have been shown, and one of the key factors in encouraging people to recycle, was to receive information about what happens to recycling - the most trusted source being from the Council.

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 and recycling centre contracts 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 an increasing 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. During this time and throughout Q2 we introduced measures to mitigate against these pressures and whilst these took sometime to have an effect we did see the trend reverse towards the end of this Quarter.



Q1 - 2021-22



Q2 - 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?

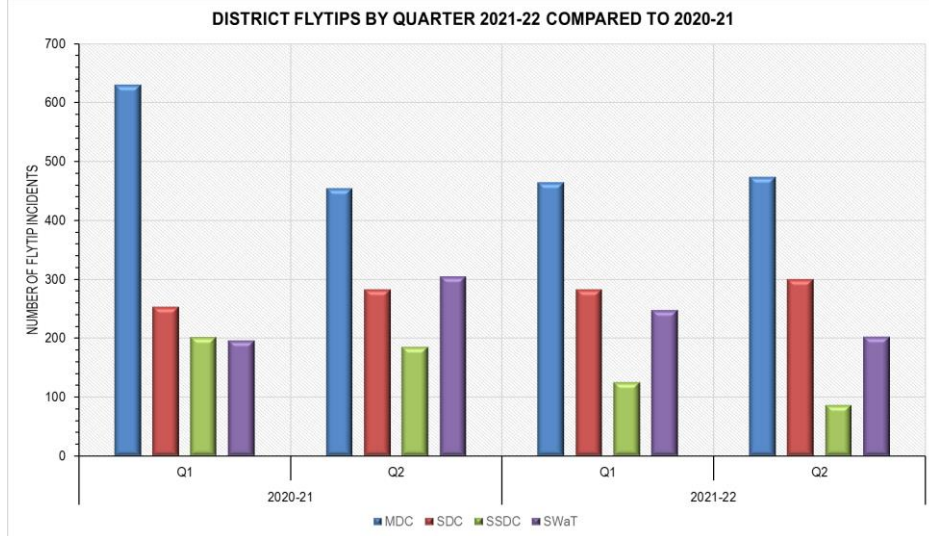
- 1) We expect SUEZ to continue efforts to improve this element of the contract and whilst the impact seen in Q1 continued to cause concern in Q2 it is encouraging to see early signs of these steps having a positive impact going forward.
- 2) Plan the continued roll out of Recycle More to the rest of 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 continues to show a downward trend in Q2 2021-22 compared to Q2 2020-21, as well as the previous Quarter this year.

The number of fly-tips in Q2 2021-22 decreased by a total of 164 incidents, from 1,225 in 2020-21 to 1,061 in 2021-22. The number of fly-tipping incidents in Somerset West and Taunton saw the biggest drop, down by 102 to 202, with South Somerset also reducing, down 99 to 86, with both Mendip and Sedgemoor increasing by 19 to 473 and 18 to 300 respectively. There is no evidence that any of the SWP's activities have contributed to any changes in the number of fly-tipping incidents.

Across the Partnership the main decreases were 'Other household waste' (down 98 to 390), 'Construction / demolition / excavation' (down 27 to 80) and 'Black bags - household' (down 26 to 274). The areas that have seen the biggest increases in the numbers reported were 'Other commercial waste' (up 21 to 43) and 'Black bags - commercial' (up 11 to 19).

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 has been no further progress on this project since the last report, hopefully there should be further news from our District partners in Q3, if further meetings have taken place.

What will future success look like?

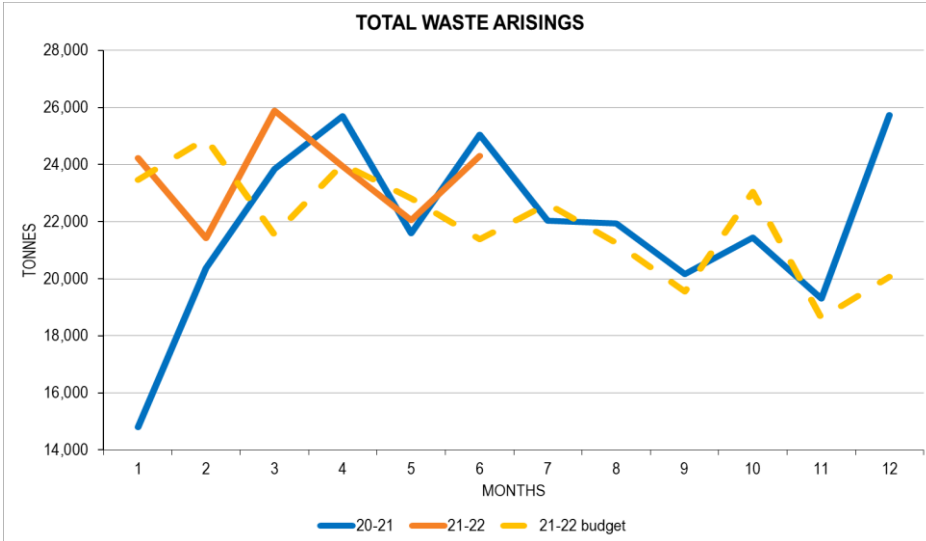
- 1) Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 2) The successful development and adoption of a suitable scheme to help combat and therefore reduce fly tipping across Somerset.
- 3) As a result of this project, year 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 Q2 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 £1,045k. The effect of Covid-19 has increased demand on the kerbside recycling service and covid secure ways of working have increased the contractor cost of providing this service. This forecast includes the additional cost of £676k for the full year, being funded by Districts. The third roll out phase of Recycle More commenced at the end of October 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. The garden waste service was suspended for 6 weeks (in August & September) to enable resources to be diverted to support the key services and keep the Recycle More program on track.

2) Disposal Budget: The forecast for the year is an overspend of £141k. This forecast includes actual data for the period April - September and budgeted forecast until the end of the year. Costs at the recycling centres are currently forecast to be above with the largest increase seen in residual tonnages. 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 are delivering the desired move of waste from the refuse bin to the recycling boxes. It is currently difficult to isolated the cost effect for recycle More from the Covid-19 impacts, but early indications are encouraging.

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 staffing levels are deployed to deliver all elements of the collection contract, including the reintroduction of the previously suspended garden waste service. The driver shortage will continue to be an ongoing issue.
- 3) Continued to manage and minimise the financial costs related to Covid-19 claims 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) Successful roll out of Recycle More in South Somerset in June 21 and the commencement of Roll Out in part of Somerset West and Taunton (the old Taunton Deane area) from the beginning of November 21.
- 6) Capital borrowing arrangements agreed with Mendip to enable the purchase of an electric refuse vehicle to trial across the county and the purchase and installation of photovoltaic panels at the Evercreech and Taunton Depots.

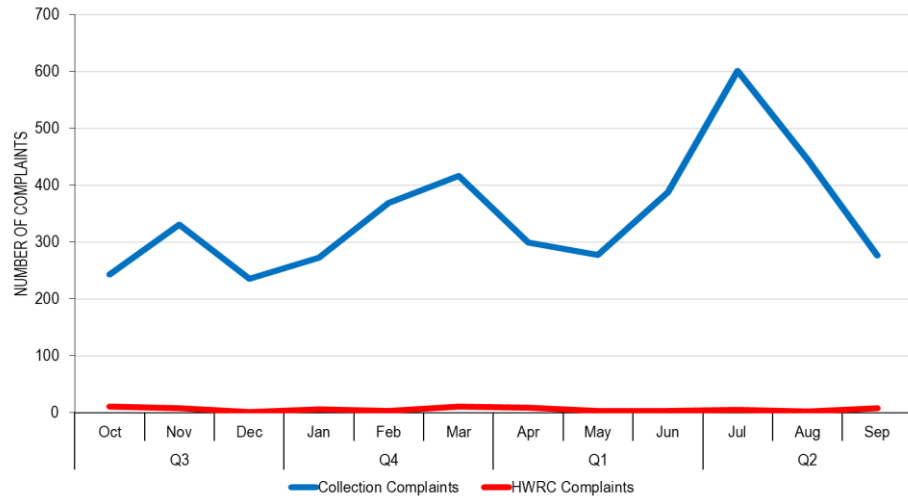


Why do we measure and report this?

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



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 re-tendered the MWS offering on a 2+1+1 year basis, this is to allow sufficient flexibility in the run in to unitary status. Waste collection service standards during the summer were very poor due to 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. The Garden waste service was suspended due to insufficient driver headcount on contract.

Business continuity cells were established to help communicate, manage and recover the issue with mainline services achieving reasonable levels of service delivery during mid-September.

To assist with the suspension of the Garden Waste services on heavily impacted District Customer service centres, a third party call centre was employed to deal with queries surrounding this as well as acting as an overflow for South Somerset District Council Customer Services.

Customer Services training and other propriety works were undertaken in preparation for the implementation of Recycle More in the Taunton Deane area of SWAT.

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

- 1) Garden Waste Services reintroduced and achieving satisfactory levels of performance.
- 2) Implementation of Recycle More within the Taunton Deane area of SWAT.
- 3) Data and systems deployed ahead of Somerset West and Taunton Phase 3, during November 21.
- 4) Service stabilisation to satisfactory levels across all service areas.
- 5) High demand on the containerisation service driven through the implementation of Recycle More in SWAT.

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		Key figures																																											
<p>1) Delivering Communications and Engagement in support of Recycle More Phase 2 & 3</p> <p>Delivered various communications supporting Phase 2 launch of Recycle More (PR/social media re initial collections and progress). Two post-launch stakeholder updates. Comms review and planning for Phase 3. Results of Mendip 6 month customer survey collected and communicated. Key documents - "Warm-up" and "Coming soon!" leaflet reviewed and amended based on feedback. "Warm-up" leaflet printed and distributed to circa 55k residents in Taunton Deane. Two Recycle More Roadshow events, two Facebook Q&A sessions. Two Cllr / Parish / Town Briefings Q&A. Display materials distributed to locations in the area. Blue Bag 'test drive' for Cllrs and Parishes promoted and delivered.</p> <p>2) Wider Communications and Engagement</p> <p>PR, social media and newsletter content linked to National Recycling Week, focussed on the Somerset Recycling Tracker. Four pages of content in July's Your Somerset - Recycling Tracker, Recycle More updates, good recycling basics. Support for service disruption / incompletion issues - social media group posting, alerting stakeholders. Developing application process and documents for Eco-School grants. PR, social media and stakeholder updates regarding suspension and then restarting of Garden Waste Collections. Considerable PR and media work regarding the £1k driver bonuses. Progressing Somerset Recycling A-Z, exploring adding a Chatbot element, built a new landing page for My Waste Services for schools. Content for Sep Your Somerset - Recycle More, disruption apology, driver recruitment, supermarket soft plastics, service guides.</p>		<p>Social Media</p> <table border="1"> <tr> <td>Facebook followers:</td> <td>15,929</td> <td>Start July</td> <td>16,765</td> <td>End</td> </tr> <tr> <td>Twitter followers:</td> <td>3,004</td> <td></td> <td>2,979</td> <td>September</td> </tr> </table> <p>Website Hits</p> <table border="1"> <tr> <td>July</td> <td>277,950</td> <td>Page Views</td> <td>217,857</td> <td>Unique</td> </tr> <tr> <td>August</td> <td>231,932</td> <td></td> <td>183,459</td> <td>Page Views</td> </tr> <tr> <td>September</td> <td>279,421</td> <td></td> <td>208,903</td> <td></td> </tr> </table> <p>Sorted e-zine</p> <table border="1"> <tr> <td>July</td> <td>9,830</td> <td>Delivered</td> <td>6,212</td> <td>Opened</td> </tr> <tr> <td>August</td> <td>N/A</td> <td></td> <td>N/A</td> <td></td> </tr> <tr> <td>Sept</td> <td>10,270</td> <td></td> <td>6,474</td> <td></td> </tr> </table> <p>Briefings sent to 326 parishes, and County and District councillors.</p>		Facebook followers:	15,929	Start July	16,765	End	Twitter followers:	3,004		2,979	September	July	277,950	Page Views	217,857	Unique	August	231,932		183,459	Page Views	September	279,421		208,903		July	9,830	Delivered	6,212	Opened	August	N/A		N/A		Sept	10,270		6,474			
Facebook followers:	15,929	Start July	16,765	End																																									
Twitter followers:	3,004		2,979	September																																									
July	277,950	Page Views	217,857	Unique																																									
August	231,932		183,459	Page Views																																									
September	279,421		208,903																																										
July	9,830	Delivered	6,212	Opened																																									
August	N/A		N/A																																										
Sept	10,270		6,474																																										
<p>Highlights</p> <p>Facebook</p> <table border="1"> <tr> <td>29/07/2021</td> <td>Garden Waste suspended</td> <td>6.1k</td> </tr> <tr> <td>20/07/2021</td> <td>Soft plastics recycled at supermarkets</td> <td>1.2k</td> </tr> <tr> <td>04/08/2021</td> <td>Recycling bars</td> <td>1.1k</td> </tr> <tr> <td>08/09/2021</td> <td>Recycle More on its way</td> <td>1k</td> </tr> <tr> <td>04/08/2021</td> <td>£1,000 driver bonus</td> <td>849</td> </tr> </table> <p>Total Engagements:</p> <table border="1"> <tr> <td>July</td> <td>16,533</td> </tr> <tr> <td>August</td> <td>6,653</td> </tr> <tr> <td>Sept</td> <td>7,598</td> </tr> </table> <p>Twitter Topics</p> <table border="1"> <tr> <td>29/07/2021</td> <td>Garden waste suspended</td> <td>455</td> </tr> <tr> <td>10/08/2021</td> <td>£1k driver bonuses</td> <td>138</td> </tr> <tr> <td>10/08/2021</td> <td>SWP feature in ITV driver shortage feature</td> <td>104</td> </tr> <tr> <td>23/09/2021</td> <td>Come to the Taunton Recycle More roadshow</td> <td>66</td> </tr> <tr> <td>08/09/2021</td> <td>SWP feature on ITN driver shortage feature</td> <td>55</td> </tr> </table> <p>Total Engagements:</p> <table border="1"> <tr> <td>July</td> <td>1,259</td> </tr> <tr> <td>August</td> <td>816</td> </tr> <tr> <td>Sept</td> <td>605</td> </tr> </table>		29/07/2021	Garden Waste suspended	6.1k	20/07/2021	Soft plastics recycled at supermarkets	1.2k	04/08/2021	Recycling bars	1.1k	08/09/2021	Recycle More on its way	1k	04/08/2021	£1,000 driver bonus	849	July	16,533	August	6,653	Sept	7,598	29/07/2021	Garden waste suspended	455	10/08/2021	£1k driver bonuses	138	10/08/2021	SWP feature in ITV driver shortage feature	104	23/09/2021	Come to the Taunton Recycle More roadshow	66	08/09/2021	SWP feature on ITN driver shortage feature	55	July	1,259	August	816	Sept	605	<p>Future actions</p> <ol style="list-style-type: none"> 1) Stakeholder updates and promoting progress of Phase 2 Recycle More. 2) Suite of stakeholder engagement re Phase 3 (extra Cllr/Parish Q&A, two more stakeholder updates). 3) Suite of public info/engagement re phase 3 (delivery of circa 55k "Coming soon!" leaflets, 3 roadshows) events, PR and social media). 4) Finalise Eco-grant process and documentation, promote through various channels incl. working with SSE. 5) Attendance at various events (incl. Youth Parliament, environment themed event in Shepton Beauchamp and Stoke St Gregory). 6) Provide content for the December edition of Your Somerset (Recycle More, festive waste reduction and changes to collection days). 7) PR comms and media re reducing cardboard (up by one third from the kerb compared to 2019-20). 8) Continue work to develop volunteering policy for compost and food waste champions. 9) Three editions of the SORTED! newsletter to circa 10k subscribers. 	
29/07/2021	Garden Waste suspended	6.1k																																											
20/07/2021	Soft plastics recycled at supermarkets	1.2k																																											
04/08/2021	Recycling bars	1.1k																																											
08/09/2021	Recycle More on its way	1k																																											
04/08/2021	£1,000 driver bonus	849																																											
July	16,533																																												
August	6,653																																												
Sept	7,598																																												
29/07/2021	Garden waste suspended	455																																											
10/08/2021	£1k driver bonuses	138																																											
10/08/2021	SWP feature in ITV driver shortage feature	104																																											
23/09/2021	Come to the Taunton Recycle More roadshow	66																																											
08/09/2021	SWP feature on ITN driver shortage feature	55																																											
July	1,259																																												
August	816																																												
Sept	605																																												

Page 57



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
10 December 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:	23/11/21
Summary:	<p>On 28 October the third phase of Recycle More rolled out in the Taunton Deane area. This follows the introduction of the service to South Somerset on 28 June this year and Mendip at the end of October 2021. This paper updates on progress with bedding in the service change in South Somerset and Mendip and very early days of the service in Taunton Deane.</p> <p>It also updates on preparation for the final phase of the roll-out programme in Sedgemoor and West Somerset, planned for the end of February 2022. A review of readiness for roll-out will be discussed at the Board meeting, reflecting the risks to the whole service from the ongoing Covid-19 pandemic, driver shortage and associated pressures.</p>
Recommendations:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board: -</p> <ul style="list-style-type: none"> • Notes the progress made in implementing Recycle More and the risks to the programme.
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>Action 3.1 of the SWB Approved Business Plan 2021-26 concerns the implementation of Recycle More. All partners have declared climate emergencies and the environmental benefit from Recycle More is an</p>

	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 partner’s 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 eighteen months 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. At the time of writing (mid-November) staffing levels are sufficient and services have stabilised. However, the underlying nationwide driver shortage has not gone away and high tonnages continue to present a challenge.

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 260,000-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 adjusted 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
26 Oct 2021	Mendip (communal properties done later on 8 March 2021)	51,768
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
TBC	Schools – Recycle More will also enhance school recycling services. 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 (see below).	

1.3. Phase 1 roll-out (Mendip): Update on impact

Because routes and depots are designed around operational efficiency rather than local government boundaries, it is difficult to produce exact district-level figures on tonnages (depots receive recycling from more than one district area). The impact of Covid on home-

working and domestic waste has been dramatic and coincided with roll-out of Recycle More, further complicating the picture and making it more difficult to precisely isolate the effects of the new service. We have endeavoured to baseline changes in tonnages in a way that accurately accounts for the impacts of Covid, but please consider these figures estimates.

- We now have updated tonnage figures for a full 12 months of Recycle More in Mendip. As set out below, this continues to show a positive picture and represents a significant change to recycling behaviour.
- An estimated 5,613 tonnes of extra recycling have been collected in the first year, an average of 108 per week. This includes an estimated 1,061 tonnes of plastics and significant tonnages of cartons, small electricals and batteries. These figures will include the changes that were made to communal collections in Mendip in March this year.

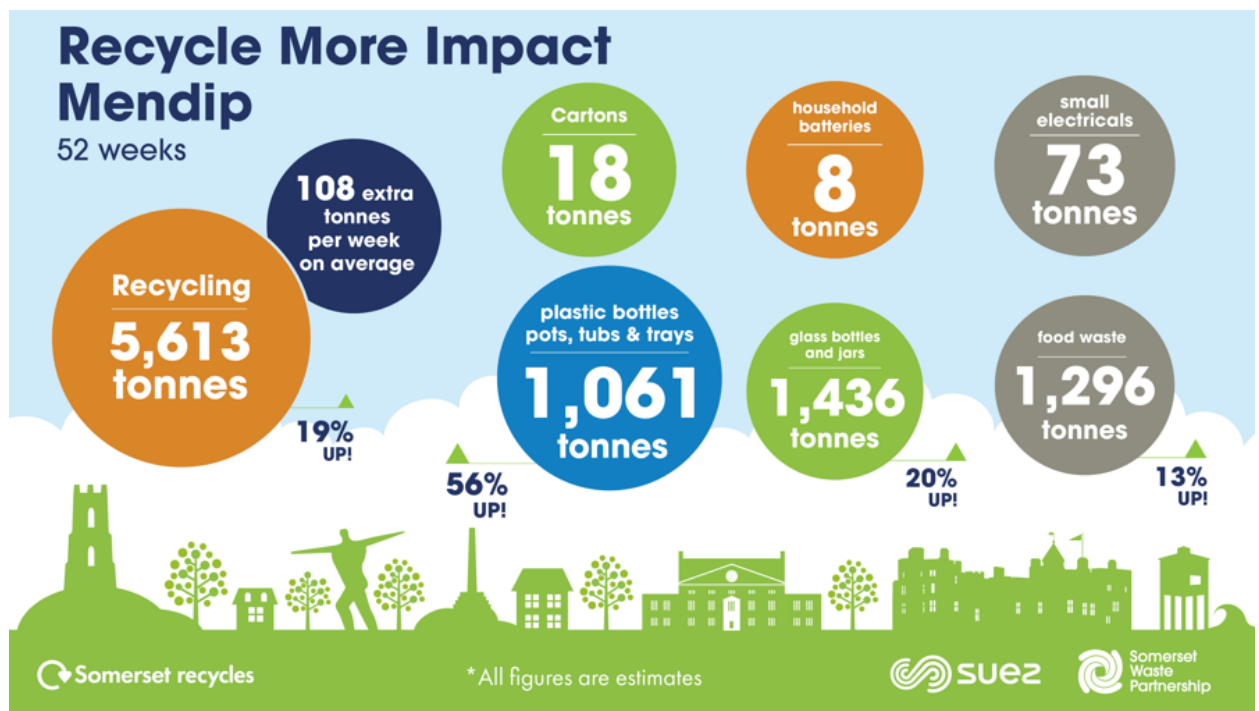


Figure 1: Recycle More 12-month tonnage in Mendip

1.4. Phase 2 roll-out (South Somerset): Progress update.

Board members will recall that the launch and initial embedding of Recycle More in South Somerset was significantly hampered by the nationwide driver shortage, a situation that has been exacerbated by pandemic delays to driver training, Somerset’s challenging

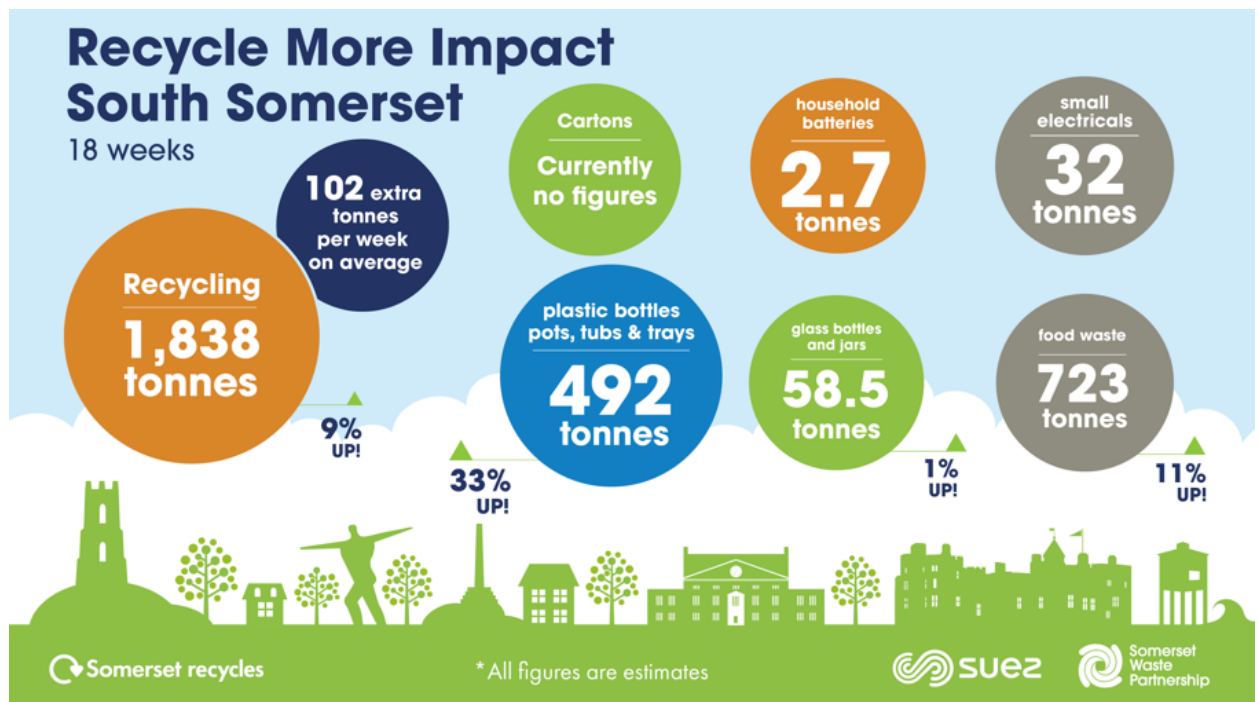
labour market and the strain on crews who have been coping with increased tonnages for a sustained period.

Various actions have been undertaken by Suez to address the issue, and while the situation services are fragile that are much improved on where they were during the summer roll-out in South Somerset.

These pressures saw poor collection performance in the early stages of the roll-out and in the delivery of Bright Blue Bags ahead of service launch, but the situation has improved as staffing numbers and services got back on track.

Operational changes at the Lufton depot (recycling and garden waste collections now running from the site as well as refuse) had affected collection reliability in some localised areas last month. Additional staff and management support is now in place to address these issues, with the early signs of improvement being encouraging. The latest figures for South Somerset, covering 16 weeks, are below and, like Mendip, show a significant boost to recycling tonnages.

Extra recycled is estimated at more than 1,838 tonnes, more than 100 tonnes a week on average including nearly 500 tonnes of extra plastics. These figures demonstrate the challenges of accurately baselining and measuring progress in the wake of Covid impacts and over a short period of time. The extra tonnage of glass was considerably higher at 12 week than 18 weeks, a tail off in recent weeks as brought weights closer to the baseline.



1.5. Phase 3 roll out (Taunton Deane): update on Progress

At time of writing, it is still very early days and too soon to draw conclusions, however the launch seems to have gone smoothly, with lessons learnt from previous roll-outs successfully applied. A summary of the roll-out to date is set out below, but an update (including on early tonnages) will be provided at the meeting.

Communications and engagement

Stakeholder engagement:

- Two virtual briefing/Q&A sessions were hosted for county and district councillors (12 and 14 July) and town and parish councils (28 and 29 July) in the area, and a fifth hosted (7 October) in light of low take up. Our sense is that, with half the county already having Recycle More, many members felt well informed without the need for an additional briefing.
- Two briefing/Q&A were presented to Taunton Deane Care Providers at their regular meetings with social care managers.
- Five Recycle More stakeholder updates have been sent to political and community stakeholders (including environmental groups, village agents, community group, childcare providers) highlighting key information, reminding of key dates and encouraging community awareness raising and engagement.

Online engagement:

- Visitors to the Recycle More page of the SWP website climbed from 3,138 to 6,679 between August and October as the page was promoted through various channels including through the media, the direct mailing leaflet and display materials.
- Engagements on the SWP Facebook page increased from 6,653 in August to 11,025 in October (though, clearly, page engagement is affected by a wide range of factors and issues).
- Four out of hours Facebook Q&A sessions were hosted between 15 September and 5 November, two between 7-8am and two 7-8pm. Between them these generated more than 1,800 engagements and a reach of 28,500.
- We also increased our use of the Nextdoor platform, which reaches an audience of over 12,000 in Taunton Deane.

Events:

The easing of Covid restrictions made face-to-face public engagement (with appropriate precautions) possible for the first time in the roll-out of Recycle More. Five events (two in Taunton Fore Street, Wellington Food Fare, Wiveliscombe Town Square and Priorswood Community Centre) engaged with around 800 residents providing information and answering questions.

Direct mail leaflets:

The two direct mail leaflets were updated and amended based on feedback from Phases

1 and 2, for example new collection day on from cover as well as the calendar inside, more information about plastics. The “Warm-up” leaflet arrived as planned six weeks before launch. Royal Mail delivery of the important “Coming soon!” was for many, we believe as part of the general pressures on postal services. As a result, leaflets started arriving four or five days later than planned and a relatively small number of residents received their Bright Blue Bag before the leaflet. This does not seem to have caused any issues of significance but we will do whatever we can to avoid this in phase 4.

Depot rebuild

The Walford Cross depot upgrade was completed on time and in time for the launch of Phase 3. Some cosmetic and snagging works continue, but nothing that has had an impact on operations.

Bright Blue Bag deliveries

Learning lessons from Phase 1 and 2, this has been a smoother operation. All deliveries were made by Suez staff rather than agency or a third party. Although there will always be a small proportion missed or poorly delivered, the majority arrived how they should and when they should. In addition to this, SWP organised an informal network of community collection points for bags. With the support of libraries, Co-op supermarkets and other community bases these provided a convenient solution for many customers who for whatever reason did not have a bag in time for their first collection – a nearby location where a bag could be collected rather than waiting for a replacement to be delivered. The success of this will be reviewed and decision made on whether to do the same in phase 4.

Collection performance

At time of writing, we can only reflect on the first two weeks of collections (an data for the third week may change if more missed reports come in), but the performance has been notably better than that seen in South Somerset and in line with what was seen in Mendip (note the number of properties in the South Somerset phase is higher than in Mendip and Taunton Deane)

Week	Missed Recycling per 100,000 collections		
	South Somerset	Mendip	Taunton Deane
1	1,338	316	604
2	833	253	460
3	972	434	356

Week	Missed Refuse per 100,000 collections		
	South Somerset	Mendip	Taunton Deane
1	933	526	607
2	679	548	484
3	507	405	469

Customer services

SWP has worked closely with the Somerset West and Taunton Customer Contact team to

prepare for the roll-out and preparations put in place during the planning stage are proving to be very effective. At time of writing, contact levels are high but within the projections and the team is managing the call traffic well. There have been no major issues and both SWT and SWP Customer Services are happy with the way things have gone.

Phase 4 preparation:

Preparation for Phase 4 is well underway and early December represents the go/no-go point (i.e. reviewing whether services are stable enough and preparations and risk mitigation are going well enough to proceed on the planned timetable). At the time of writing this report we remain on track for the planned rollout on 28 February, but given the significant risks under which we are operating (covid-19, driver shortage etc) a verbal update will be provided to the Board.

Williton Depot upgrade

The upgrade of the Williton depot will not be completed until around June, with work starting in January. This is due to the disruption to supply chains internationally which are hampering construction project timelines. SUEZ have now de-coupled the depot construction timeline from the roll-out timetable – effectively with trucks being shunted back and forth from Williton until it is upgraded, and with additional temporary vehicle parking near the existing depot. Whilst this does add another risk to the roll-out, it outweighs the potential disbenefit of delaying the rollout to after Summer 2022.

Route optimisation

This has now been completed for both mainline and communal properties and provided to SWP. Initial findings are that the routing appears to be robust with lessons learnt from both phase one and two, and we have emphasised the need for consultation with drivers and crews to be a key part of this exercise. Around two thirds of the 72,000 households in Phase 4 will have a change of collection day.

Communications and engagement

By the time of this meeting, initial communications and engagement will have started, with briefing packs sent to various stakeholders, both elected members, potentially interested and affected groups of various kinds. Two briefing and questions and answer sessions were due to take place this week for county and district councillors and towns and parishes. The first Recycle More Messenger stakeholder update is due to be issued before Christmas, with the rest following in the New Year along with four Facebook 'Q&A days' starting in the New Year along with – Covid restrictions allowing – public events (details TBC).

Schools Against Waste

Every primary school in each of the Recycle More phases is offered a free visit by the Carymoor team to support the roll-out of the service. Since September 2020, the Schools Against Waste team has visited 30 schools in Mendip, 35 in South Somerset and four in Taunton Deane. A further 12 visits to Taunton Deane schools (and another in South Somerset) have been booked and visits will be made between now and the end of January. Primary schools across the Phase 4 area will be extended an invite for a visits in the New Year. For the foreseeable future these sessions will be interactive, live virtual sessions. These were devised in response to Covid restrictions and have proved very popular and convenient for schools.

Schools Roll-out

As part of Recycle More, Recycle More will be improving recycling service for the county's 273 schools receiving a service from SWP. It will add plastic pots, tubs and trays to collections, adding capacity and improving 'binrastructure' with the aim of boosting recycling rates which currently lag behind domestic rates. The impacts and solutions for individual schools will vary depending on their circumstances and the space and access available. The improvements will be supported by the dedicated Schools Waste Management Officer. At time of writing, the timing of the roll-out of the improved schools services was still to be confirmed, following discussions with Suez and engagement with Headteacher Associations to minimise disruption.

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 4.2 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. Regular project meetings are being held with SDC and SWAT officers. 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.

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 risks related to the 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, but are not expected to impact on phase 4 as the roll-out is not contingent on the depot construction programme. 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. The cumulative fatigue and morale of staff from the pressures on them over the last 18 months can also not be under-estimated, and SWP are working closely with SUEZ to improve morale.

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.

Somerset Waste Partnership Business Plan 2022 - 2027

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green, Managing Director

Contact Details: 01823 625707

Forward Plan Reference:	23/11/21
Summary:	The Somerset Waste Board is required to annually approve a rolling five-year business plan. This report seeks approval to the draft business plan for consultation. This may be the final Business Plan in this format as we transition to a Unitary Authority in 2023.
Recommendations:	<p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board: -</p> <ul style="list-style-type: none"> Approves the draft Business Plan 2022-2027 for consultation
Reasons for recommendations:	Approval is required to set a clear mandate for SWP activities for the period and is a constitutional requirement.
Links to Priorities and Impact on Annual Business Plan:	The Business Plan sets key aims and priorities for Somerset Waste Partnership for the coming year.
Financial, Legal and HR Implications:	Many actions within the business plan will require specialist input, including financial, legal, HR and procurement advice. Some activities are subject to a business case and funding. The draft budget (subject of a separate paper) will be added to the draft business plan for consultation with partners.
Equalities Implications:	Many of the actions in the business plan relate to the implementation of decisions already taken by the board, and Equalities Impact Assessments (EIAs) were undertaken at the time. Other actions relate to reviews/future actions, and EIAs will be carried out as appropriate to inform the board's decision making. Some other actions will not require EIAs. In most cases

	<p>the decision to proceed based on the outcome of the impact assessment will be delegated to SWP's Managing Director. Where significant issues are identified through the assessment process that would have implications for major projects or programmes, the decision to proceed will return to the Board prior to commencing development.</p>
Risk Assessment:	<p>Failure to approve a Business Plan (a constitutional requirement) will impact on the ability of the SWP to effectively deliver the board's vision. The ongoing pandemic, national driver shortage (and associated commercial pressures) and work associated with the transition to a unitary authority mean there are significant risks to the timely delivery of business plan activities.</p>

1. Background

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

2. Options Considered and reasons for rejecting them

- 2.1. With the creation of a new Unitary Authority in 2023 this may be the last year of a SWP Business Plan in this format. However, the SWP Business Plan is a constitutional requirement and therefore no other option is available.

3. Consultations

- 3.1. SMG were consulted over the Summer and the Board and Joint Waste Scrutiny Panel were consulted on the approach at their meetings in September. Formal consultation with partners is planned as follows:

When	Body consulted
6 January 2022	South Somerset District Council Executive
10 January 2022	Mendip District Council Cabinet
19 January 2022	Somerset County Council Cabinet
19 January 2022	Somerset West and Taunton Executive
26 January 2022	Sedgemoor District Council Executive

Feedback from this partner consultation will be reflected in the final Business Plan presented to the Board in February 2022. Given the importance to all partners of the roll-out of Recycle More, the presentation we give to each partner will include an update on the roll-out to date as well as update them on other key issues (service stability in the context of Covid-19 and the national driver shortage).

4. Implications

- 4.1.** SWP remain focussed on three outcomes as last year, beneath which sit a range of inter-linked activities structured into themes. This year's plan is an evolution rather than a revolution but aims to reflect the impact of service disruption in 2020/21, the ongoing impacts of a national driver shortage, the ongoing pandemic and the pressure this has created on SWP, SUEZ and partner staff. Delivering stable services and rebuilding trust with the public is critical to next year's activity. The three outcomes SWP are focussed on remain:

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>

- 4.2.** Key areas of activity in the draft 2022-27 Business Plan are as follows. The activity required to smoothly transition to a unitary authority is reflected in the Business Plan, but as this activity evolves it may impact on other activities.

	Area of activity	Content (not exhaustive)
1	Waste reduction	Focusing on food waste and plastic, Signposting to zero waste shops, reusable nappies
2	Promoting reuse	Implementing the reuse strategy agreed by the Board in September 2021
3	Increasing recycling	Exploring how we can recycle even more plastic at the kerbside and further hard to treat materials at HWRCs, food waste in communal properties, ensuring homes are built with recycling in mind, food waste in communal properties, recycling A-Z guide, targeted campaigns
4	Decarbonising our operations (inc. residual)	Heat offtake, carbon capture and storage, Electric supervisor vans, green depot infrastructure, pilot alternative fuels, drive down carbon intensity of day-to-

	waste)	day operations, partial re-fleet of refuse vehicles
5	Tackling non-household waste	Schools, public sector estate, business waste
6	Working with others	Parish Councils, local community networks, developing partnerships, engagement with front-line staff
7	Improving the customer experience	Using data effectively, reviews of systems and processes, GDPR, assisted collection review, education & enforcement, HWRC signage
8	Supporting wider goals in Somerset	Tackling waste on the go, tackling fly-tipping, supporting local businesses and those far from the labour market, supporting the most vulnerable
9	Enabling activities	Depot infrastructure, health & safety/contract management, influencing national policy, long term strategy, composition analysis, business continuity planning, preparing for Unitary

- 4.3.** The challenges and opportunities facing SWP are set out in the business plan but key risks which may impact on delivery of the business plan include:
- a) The ongoing impact of Covid-19, which has already disrupted and delayed progress in achieving the current business plan
 - b) The ongoing impact of the national driver shortage
 - c) Commercial pressures on our collection contractor due to Covid and the national driver shortage
 - d) Resource pressures on SWP due to the intense workload associated with dealing with service pressures and changes
 - e) Central Government policy changes, in particular those that result from the next phase of consultations on policy outlined in the Resources & Waste Strategy (in particular on Extended Producer Responsibility, Deposit Return Scheme, and Collection Consistency)
 - f) Funding available to implement the Climate Emergency Strategy and financial pressures on local authorities
 - g) The transition to a unitary authority in May 2023

5. Background papers

5.1. Draft SWP Business Plan 2022 - 2027 (Appendix A)



SWP Business Plan 2022 – 2027

Table of Contents	
Page 3	About Somerset Waste Partnership
Page 4	Key Challenges and Opportunities
Page 5	Approach to Business Plan
Page 6	Action Table
Page 15	Draft Budget Table 2022/23

About Somerset Waste Partnership

Our vision and values

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

Background to SWP

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

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

SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. SWP contracts out these services to SUEZ, Viridor and Biffa.

National Government has announced that the five existing councils in Somerset will be replaced by a new single unitary authority in 2023. This Business Plan highlights the work necessary to enable SWP to play its role in this transition.

Key Challenges and Opportunities

Political	<p>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.</p>
	<p>National legislative change: Further national consultations were undertaken in Spring 2021 on Deposit Return Schemes, Extended Producer Responsibility and collection consistency. SWP are awaiting clarity on government’s next steps following these consultations, but they are likely to have profound implications.</p>
	<p>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 county-wide, there will be a significant amount of work involved to aligning to a new structure (for example customer service arrangements) that could potentially impact/delay other projects. Equally, SWP is keen to understand and explore the opportunities for improvement that will come with the new structures and ways of working.</p>
Economic	<p>Financial pressure on partner authorities/contract pressures: The financial environment in which we operate is 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.</p>
	<p>National Driver shortage: The national challenges are unlikely to go away overnight and there is a real risk of pay inflation and future shortages.</p>
	<p>Recyclate risk: SWP share risk with its collection contractor on recyclate value. This will impact upon the SW:EEP fund and hence funding for behavioural change</p>
	<p>Risk of recession: The economic outlook remains uncertain. Recessions typically see lower levels of consumption and hence waste; however, the past may not be a reliable guide to the future, given the uncertain impact of Covid-19.</p>
Social	<p>Demographic changes: Somerset’s growing, and ageing population informs our planning for the future. Somerset has historically benefited from near full employment, which makes recruitment more challenging.</p>
	<p>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.</p>
Technological	<p>Social media: Increasing use of social media and emerging platforms present an opportunity to reach more people but raises public expectations.</p>
	<p>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, but SWP has work to do in order to make best use of data to drive its actions and accountability.</p>
	<p>New materials/processes: New materials may emerge onto the market quicker than our ability to manage them at the end of their life, and on the positive side new processes may make previously hard to recycle materials possible to target.</p>
Environmental	<p>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.</p>
	<p>Public Awareness: Many people are much more aware of climate change, 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 understand the contribution that reduction, reuse and recycling make to tackling climate change, and know what happens to their recycling.</p>

Approach to Business Plan

As per the requirement in the constitution, our Business Plan explains how we will work towards our Vision over the next five years, with a particular focus on next year. With the creation of a new Unitary Authority in 2023 this may be the last year of a SWP Business Plan in this format. The activity required to smoothly transition to a unitary authority is reflected in the Business Plan, but as this activity evolves it may impact on the delivery of other activities within the Business Plan.

SWP remain focussed on three outcomes as last year, beneath which sit a range of inter-linked activities structured into themes. This year's plan is an evolution rather than a revolution but aims to reflect the impact of service disruption in 2020/21, the ongoing impacts of a national driver shortage, the ongoing pandemic and the pressure this has created on SWP, SUEZ and partner staff. After such a disrupted year with such significant change (the biggest change to kerbside recycling in more than a decade, the immediate priorities are around consolidating progress and doing the core functions well. Delivering stable services and rebuilding trust with the public is critical to next year's activity.

<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 (inc . transition to Unitary)			

SWP propose to continue with the two charities we first adopted in 2019 to support through staff fundraising and volunteering:

Local Charity	National Charity
RAFT (Refugee Aid from Taunton)	WasteAid
RAFT provide aid through donations to help refugees and displaced people wherever and whenever they are able, regardless of colour, culture and religion. It demonstrates an innovative approach to reuse.	70% of the plastic in the oceans comes from places with no waste management. WasteAid helps people turn their waste into useful products, sharing recycling skills to create green jobs, improve public health and protect the environment.

1. Waste Reduction			
In accordance with the waste hierarchy, reducing the amount of waste we generate in the first place is the best environmental (and financial) outcome			
What		When	Why
1.1	Food waste reduction	Ongoing	Composition analysis shows us that c70% of food waste was avoidable and it is one of the most carbon intensive items in our waste. As set out in the climate emergency strategy, in the medium term we will seek to work with partners to develop food waste strategy for Somerset (to avoid food becoming waste in the first place), including prioritising a food waste reduction campaign across Somerset. Presence at relevant events will focus on food waste reduction.
1.2	Refill campaign	Ongoing	SWP coordinates the Refill campaign in Somerset, encouraging reusable alternatives to single use water bottles. SWP will use existing channel to raise profile of any Refill.org.uk initiatives and work with partners to promote related schemes (e.g. SWT Wessex Water drinking station).
1.3	Signpost to zero waste shops	2022/23	Building on SWP's crowd-sourced listing of zero/minimal waste shops across Somerset will complete development of an online map that helps identify these shops, linking in with the recycling A-Z. Promotion of this tool will make it easier for people to do the right thing.
1.4	Reusable nappies	Ongoing	Continue to provide support to local cloth (reusable) nappy library groups to enable them to provide support and nappy loan kits to more families. Whilst we recognise reusable nappies will not be a solution for all, we want it to be easier for those considering their use to make it work for them. Approach and actions to be shaped by feedback from parents after what has been a very disrupted year.
1.5	Waste prevention campaigns	Ongoing	Seasonal campaign ahead of the 2022 festive season seeking to reduce cardboard 'consumption' - potentially an expanded 'think outside the box' campaign for Christmas 2022 to promote local businesses that are exemplars for sustainability Seek funding opportunities to enable other campaigns (SWP resources will primarily be focussed on reuse and recycling) and review the pledge against preventable plastic.
1.6	Engaging with young people	Ongoing	Our Schools Against Waste programme highlights waste reduction, as does the newly launched Eco Schools grant funding. SWP will seek to engage with further with Youth Parliament and other relevant communities and understand best ways to engage young people.
How will we measure success?		SWP reports quarterly to the board on waste minimisation (total household arisings) as well as updating on specific projects through the Board performance report. The impact of Covid on behaviours does make comparisons challenging. Waste composition analysis will help us understand what Somerset residents are throwing away.	

2. Promoting reuse		
<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>		
What	When	Why
2.1 Reuse at recycling centres	2022/23 onwards	As recommended in the strategy agreed by the Board in September 2021, this will involve diverting goods suitable for reuse and repair at our sites, and working with third parties to ensure they are reused and/or repaired
2.2 Community Action Groups	2022/23 onwards	As recommended in the strategy agreed by the Board in September 2021, this will aim to develop a community group network with a designated coordinator that will help reuse groups work more efficiently, collaborate better, strengthen community cohesion, facilitate skills share and maximise existing assets. This will depend upon funding from the SWEEP fund.
2.3 The Repair Bus	2022/23 onwards	As recommended in the strategy agreed by the Board in September 2021, this will involve purchasing and fitting out a vehicle to become a mobile repair facility offering repair facilities to residents, to be used as a communications and education tool and support event and community groups. The concept is based on successful mobile 'library of things'. In its first year it will focus on WEEE (waste electrical and electronic items). Delivery of this action is dependent on securing external funding (a bid has been submitted).
2.4 Reuse campaigns	Ongoing	A campaign will be developed in support of the reuse strategy. Funding will be sought for further campaigns in the future.
How will we measure success?	<ul style="list-style-type: none"> SWP reports quarterly to the board on reuse. 	

3. Increasing recycling		
<p>When waste can't be avoided or reused, the best thing that can happen to it is that it is recycled properly. SWP is committed to collecting quality recycle— with 98% currently staying in the UK. The National Resources and Waste Strategy is focussed on quality and held up SWP's kerbside sort approach as an exemplar.</p>		
What	When	Why
3.1 Further plastic kerbside collections	2022/23	Exploring whether we can trial the kerbside collection of soft/flexible plastic (e.g., bread bags, carrier bags, the film on punnets/ready meals) at the kerbside. This will be dependent upon funding and industry support – SWP will not collect materials unless we are confident they are

			being properly recycled.
3.2	Recycling even more at our HWRCs	Ongoing	Exploring whether we can accept further 'hard to treat' materials at our recycling centres, including mattresses, expanded polystyrene and how we can work with organisations like Terracycle. Seek opportunities to improve our recycling centres, subject to development of viable solutions and robust business cases unlocking funding.
3.3	Food waste in communal properties	2023/24	Through Recycle More many communal properties accessed our kerbside food recycling. We will aim to ensure all communal properties have access to food recycling. The approach will be dependent upon future national policy and funding.
3.4	Ensuring homes are built with recycling in mind	Ongoing	Embedding our refreshed Developer's Guidance in local plans/unitary planning policies, engaging on planning applications and working with planners, developers and their agents will be critical to ensuring every home (especially flats) are built with recycling in mind.
3.5	Recycling A-Z guide	2022/23	With expanding kerbside collections, around 40 materials recycled at HWRCs, Terracycle schemes and other options for people to recycle different materials it can be a confusing picture. A comprehensive, up to date and user-friendly A-Z guide will help people understand all their reuse and recycling options in Somerset.
3.6	Targeted campaigns	Ongoing	Campaigns targeted at key peaks in waste (e.g., Christmas – food waste, packaging/ plastics, Halloween – pumpkins, Easter – plastic packaging, Summer – garden waste and BBQs).
3.7	Local Engagement Programme	2023/24	Local Engagement Programme delivering 100 activities and interventions per year in deprived and poor recycling areas (Suez social value commitments)
3.8	Service guide		Publish and distribute to every household an annual service guide including a collection day calendar. To embed new service, encourage sound recycling behaviours and provide the information residents need to manage their waste effectively.
How will we measure success?			<ul style="list-style-type: none"> • Progress on individual projects reported via the quarterly board report • Headline recycling rate (both kerbside and recycling centres) • Annual Recycling Tracker showing what happens to our recycling • Carbon measurement of recycling and using that (not weight) to prioritise

4. Decarbonising our operations (inc. residual waste)

<p>What we do (i.e., recycling, encouraging reuse and reduction) is a much more significant impact on our carbon footprint than how we do it, but it is still crucial for us to continuously improve in this area. Despite everything we do to reduce waste, encourage its reuse and recycling there will still be residual waste for the foreseeable future, and we need to decarbonise how we manage this waste.</p>		
What	When	Why
4.1 Heat offtake from Avonmouth	Ongoing	When Viridor opens their Plastics Processing Facility at Avonmouth, hot commissioning having commenced during September 2021, it will utilise a proportion of the low-level heat generated at the Energy from Waste facility. SWP will continue to work closely with Viridor to encourage the full use of heat – should Avonmouth be able to operate as a combined heat and power facility, dependent on the provision of a local heat network requiring support from Bristol City Council, it will be even more environmentally efficient.
4.2 Carbon capture & storage	Ongoing	Viridor have recently committed to achieving net negative carbon emissions and with further investment (backed by Government subsidy) at 5 of their Energy from Waste sites (inclusive of Avonmouth) to reaching to this target, SWP will continue to work closely with Viridor to ensure that Avonmouth sees this technology installed at the earliest viable point.
4.3 Roll-out electric supervisors vans	September 2022	An initial five electric supervisor’s vans have been ordered for Evercreech depot (serving the East of the County). It is cost neutral compared to their diesel equivalents.
4.4 Pilot alternative fuels in our fleet	Ongoing	Work with our vehicle suppliers (primarily Romaquip for recycling vehicles and Dennis Eagle for refuse vehicles) to trial electric vehicles in Somerset. Learn from the current trial of Hydrogenated Vegetable Oil for plant operating within Evercreech depot to identify if it is cost effective to roll this out further,
4.5 Partial refleet of refuse vehicles	2022/23 - 2025	Learning from the trial electric refuse vehicle our trials and emerging technology will inform the partial refleet, as will future national legislative change and changes in tonnage/behaviour (to inform the number and type of vehicles we require).
4.6 Green infrastructure at depots	2022/23	Photovoltaic panels will be installed at our Evercreech and Walford Cross depots – the high and stable use of electricity at the sorting and baling facilities make them particularly suitable. Business cases for further green infrastructure will be developed/
4.7 Reduce carbon intensity of fleet	Ongoing	Technology onboard our new fleet (CMS Supatrak) will enable monitoring of driving (harsh braking/acceleration, idling), and Suez will utilise this to improve driver behaviour.
How will we measure success?	<ul style="list-style-type: none"> SWP reports quarterly to the board on key projects and provides the board with quarterly reports with on EfW that ensures transparent access to key data (e.g., on emissions). 	

5. Tackling non-household waste

SWP’s delegated powers from District and County Councils are in relation to household waste and whilst for a number of years SWP

<p>has provided services to many of Somerset’s schools, other than that our remit has not extended to the waste produced in our businesses and public sector offices. The joint work across the council to tackle the climate emergency we face has led to us expanding our remit to help drive improvement in this area.</p>		
What	When	Why
5.1 Schools: Recycle More roll-out	2022/23	Transition to Recycle More for schools (separating fibre from other materials and adding in plastic pots, tubs and trays to the plastic bottles, cans, paper, card and food they can already recycle). Combined with improving how we use data and feedback performance to schools we expect this to drive improved performance. Annual review of pricing model (working with Support Services for Education) so that we transition to a fuller ‘producer pays’ principle and incentivise behaviour change.
5.2 Public sector estate	2022/23	In 2019/20 SWP developed a business case which demonstrated the financial savings and environmental benefits from a coordinated approach to waste collection across the County Council and district partners – aligning that service more with the household service (i.e., a broader range of recycling and greater separation). As the Somerset authorities move towards becoming a unitary authority this project has been transferred to the ‘Assets and ICT’ workstream, though SWP will still support and seek to expand to cover more public sector partners in Somerset.
5.3 Business waste: collaborative procurement	Ongoing	Seek to pilot collaborative procurement for recycling and waste in one or more of Somerset’s market towns – reducing costs for businesses, improving environmental outcomes and aligning with local needs (working jointly with the industry and supply chain workstream).
5.4 Green Business Support	2022/23	Through our work on the joint Climate Emergency SWP developed a proposal for green business support – providing business with trusted guidance and support to reduce their carbon emissions and become more resource efficient and circular. This is now being led by Economic Development team, with SWP supporting. A pilot project in 2021/22 should inform the future approach.
5.5 Helping business respond to national legislation	Ongoing	Consider the potential changes to legislation for business waste recycling around DRS, EPR, business waste recycling (inc. food) and how SWP can work in partnership with others to shape Somerset to be an exemplar for household-like recycling from businesses. Timing will depend upon the Government confirming final policy and timescales.
How will we measure success?	<ul style="list-style-type: none"> • SWP reports quarterly to the board on key projects 	

6. Working with others

Partnership is at the heart of what SWP do – how we work with our contractors/wider workforce, the public and other parts of the public sector.			
What		When	Why
6.1	Parish Councils	Ongoing	Review, refresh and then explore how we can share our toolkits and guidance (e.g. on composting, food waste, and setting up a plastic pot, tub and tray collection point) for those town and parish councils who want to take more local action on climate change. This will include evaluating a pilot scheme to work with a parish council to promote home composting (linked to our subsidised compost bin offer). Attending parish cluster meetings and meetings of environmentally motivated/interested groups is a key part of ensuring we remain close to our communities.
6.2	Local Community Networks	2022/23	Explore how we can use our data to be more accountable to local areas (e.g., the Local Community Networks to be developed as part of the move to a Unitary Authority), and to work in partnership with those areas to use this to drive improvement.
6.3	Developing partnerships	Ongoing	With limited resources, we need to develop strong partnerships with others in order to ensure that we cost-effectively drive people to change behaviours. Developing strategic partnerships with others, especially third sector organisations working in areas with low recycling performance, is a crucial means to do this. SW:EEP funding will potentially help support behavioural change in communities.
6.4	Engagement with front-line staff	Ongoing	Our people are our most important asset and act as our ambassadors. Working closely with Suez and Viridor it is important that SWP engages closely with our frontline staff, especially given the pressures on the workforce from Covid and the driver shortage. SWP attends an Employee Engagement forum
How will we measure success?		<ul style="list-style-type: none"> • SWP reports quarterly to the board on key projects 	

7. Improving the customer experience

Delivering excellent customer service is a critical part of our vision. The scale and complexity of this is significant, with multiple

<p>complex systems interacting between contractors, SWP and partner authorities. Over 20 million collections are made each year, over 1.5m visits to recycling centres annually, and over 15,000 followers on Facebook.</p>		
What	When	Why
7.1 Using data effectively	2022/23	The in-cab devices (when used properly) provide significant amounts of data that we can use to target individual behaviours (e.g., sending automated letters to a household that repeatedly don't recycle) and to target communities (identifying areas where presentation of additional refuse bins is at its highest). SWP needs to improve its capability in handling this data, and in combining this data with data on tonnages collected to provide real insights.
7.2 Growing our channels	Ongoing	This will include innovation - developing our app, , an automated website assistant (Chatbot) that can answer queries (being piloted currently for Recycle More), using new channels like Nextdoor, mass emailing tools (like garden waste renewals) as well as growing existing channels like Facebook and improving the user-friendliness of our online reporting system.
7.3 Website review	2022/23	SWP intended to review our website to consider issues like how we better support businesses and encourage waste reduction and reuse, but it is likely that this will also need to be informed by the transition to a Unitary authority.
7.4 Customer contact review	2022/23	A key issue for the transition to a new unitary authority will be how they improve the customer experience. With around 100,000 customer contacts (inc online), and a Customer Relationship Management (CRM) system (My Waste Services) integrated with SUEZ and our district partners, the impact on SWP from this will be significant. To support a smooth transition SWP have extended their CRM system contract from September 2021 on 2 + 1 + 1 year basis (with early termination ability).
7.5 Processes and Policy	2022/23	Implementing the action plan that resulted from the GDPR compliance audit that SWP requested to support our ongoing work in this area, refreshing our social media policy, reflecting any changes from the transition to Unitary (e.g., how we use social media as a customer service channel, unlike our partners)
7.6 Assisted collection review	2022/23	Periodic review of our database of assisted collections to ensure that customer still require the service. The intention is to do this once the Recycle More roll-out has concluded.
7.7 Improve processes around occupation of new homes	2022/23	Implement process improvements to ensure that notification of new property occupation/home ownership is seamless and that we take advantage of this opportunity to change behaviours. A module has been procured for our CRM that reduces the six week delay in registering new properties. It has been deployed into our systems and is currently receiving daily updates from SWAT and SSDC. This will be extended to other partners.
7.8 Education and	Ongoing	SWP work closely with contractors and partners to resolve complex issues, investigate

	enforcement		complaints, find solutions to problems and clamp down on abuse (including trade waste abuse & side/excess waste). Enforcement remains the last option. The transition to Unitary provides an opportunity to rethink how we enforce across all the unitary authority’s services. SWP have paused the work that was proceeding to delegate powers and will instead focus on how the new unitary authority enforces effectively and consistently.
7.9	HWRC Signage review	2022/23	Signage review of all HWRCs to make it easier for the public to understand what can be recycled, what happens to it, how to keep safe – and hence drive behaviour change. Ongoing programme of maintenance and safety improvements to ensure our ageing network of sites remain effective
How will we measure success?			<ul style="list-style-type: none"> Proportion of online transactions, level of complaints, reach on key channels, resolution at first point of contact, quarterly reporting to the board.

8. Supporting wider goals in Somerset

SWP spends approximately £50m of public money every year and our contractors employ well over 500 people. The close working relationships we have with all partners also provide a platform for progress on areas of common concern even where they are not

<p>within SWP’s delegated responsibilities (e.g., dealing with fly tipping and recycling on the go). It is important that SWP looks beyond its delegated responsibilities to support the wider goals of all partners.</p>		
What	When	Why
8.1 Tackling waste on the go	Ongoing	Whilst street scene is a District Council responsibility, SWP wants to work with all partners to identify how we can learn from elsewhere to improve recycling on the go. SWP are supporting District Council partners that are piloting recycling on the go and working with Chard Town Council similarly. This will form part of work as we transition to a Unitary authority.
8.2 Tackling fly tipping	Ongoing	Whilst managing fly-tipping is a District Council responsibility, SWP wants to work with all partners to identify how we can learn from other parts of the country (e.g., Hertfordshire) to improve the way we tackle fly-tipping. This will form part of work as we transition to a Unitary authority.
8.3 Supporting local businesses and those far from the labour market	Ongoing	<p>Ensuring we realise the social value commitments from Suez:</p> <ul style="list-style-type: none"> • 5% of collection contract spend retained in Somerset, with increasing proportion spent with SMEs, micro-businesses and third sector organisations • 2 campaigns delivered each year to improve the capture of materials • 2 work placements per year (16 in total) from 2022-23 onwards for young people, including NEETs and care leavers, • 2 community payback scheme placements per year (16 in total) from 2022-23 onwards for low level offenders, • Ensuring 5% of staff are in apprenticeships every year of the contract
8.4 Supporting our most vulnerable	Ongoing	In addition to training all collection staff to be dementia aware, SWP will seek to identify other ways in which we can support the wider agendas of our partner authorities – for example how we can more effectively use the eyes and ears of our staff on the ground to better support vulnerable residents and streamline this process.
How we will measure success	<ul style="list-style-type: none"> • SWP reports quarterly to the board on key projects, with SUEZ providing a social value report quarterly. 	

9. Enabling Activities		
Some of SWP's less visible activities are essential to enable both our front-line services and our ambitious programme of change.		
What	When	Why
9.1 Depot infrastructure improvements	2022-23	Having completed the redevelopment and expansion of Evercreech and Walford Cross depots, in Spring/Summer 2022 Williton (Roughmoor) depot will be redeveloped. Photovoltaic panels will be installed at Evercreech and Walford Cross depots during 2022. Further carbon reduction initiatives at our depots will be explored
9.2 Contract reviews	2022/23	To review the collection contract and recycling credits mechanism following the roll-out of Recycle More, potential national legislative change (extended producer responsibility, deposit return scheme, collection consistency inc garden waste) and to reflect a post Covid world.
9.3 Contract Management (inc health & safety)	Ongoing	Robust management of our major contracts underpins everything we do. This is particularly important given that we now have contracts with Biffa and Viridor following Viridor's restructure, with the potential takeover of SUEZ by Veolia, and due to the commercial pressures that have resulted from Covid and the driver shortage.
9.4 Influencing national policy	Ongoing	With major central government consultations expected, it will be crucial that SWP uses its reputation as a sector leader, and continues working through national bodies and regionally.
9.5 Developing a long-term strategy	2023/24	A long-term framework to 2050 is needed to align with Central Government's Resources and Waste Strategy to set out our ambition, the outcomes we want to achieve, our high-level targets and our over-arching approach. SWP are awaiting finalisation of national policy and also the transition to a Unitary authority to finalise their long-term strategy.
9.6 Waste composition and recycling participation analysis	2022/23	SWP last undertook a thorough waste composition and recycling participation analysis in 2018. Waste composition analysis helps us understand what Somerset residents are throwing away that could be reused or recycled, and recycling participation analysis helps understand more about people's recycling behaviours and hence what we can do to improve that. It makes most sense to do a full survey once Recycle More has been fully implemented.
9.7 Business Continuity Planning	Ongoing	Ensuring that robust Business Continuity Plans are in place and regularly reviewed, and that the lessons are learnt from the Business Continuity incident in Summer 2021 caused by the national Driver shortage
9.8 Transition to a unitary authority	2022/23	Governance, finance, customer contact and many other aspects of what SWP does will change as we transition to a Unitary Authority. Additionally, there are opportunities to explore potential synergies with other services.
How will we measure success?	<ul style="list-style-type: none"> • SWP reports quarterly to the board on key projects 	

SWP Budget 2022 - 23

A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board, with the final budget due in February 2022. A summary of the budget is included here in the Business Plan for information.

Recycle More Implementation

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

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

Financial risks

Key financial risks are:

- 1) Covid-19 has had an unprecedented impact on services, and it has not gone away. Additional safety measures are still in place and at the time of writing there were still no confirmed cases of workplace transfer for SWP and its contractors, which is something we can be proud of. Covid-19 is leading to changed consumer behaviour and is not clear if and when we will return to 'normal'. SWP have provided funding for the direct impacts of Covid, and commercial and legal discussions are ongoing with our collection contractor about the ongoing impact.
- 2) The national driver shortage had a severe impact on services in the summer of 2021, and whilst the immediate issues for SWP were addressed, the underlying national issue has not gone away. Commercial and legal discussions are ongoing with our collection contractor about the ongoing impact.
- 3) National legislative change (extended producer responsibility, deposit return scheme, collection consistency) is expected to be clarified in Spring 2022. This is likely to have major operational and financial implications for SWP and every other waste authority.

Draft Budget 2022-23

		SCC	MDC	SDC	SSDC	SWaT
21/22 Base Budget		31,443,997	3,208,321	3,236,920	4,803,484	4,352,935
Correct Base Indexation		0	34,928	35,790	52,292	48,200
Inflation - Collection	6.11%	0	257,539	263,748	385,355	355,208
Inflation - Disposal	1.41%	(383,217)	0	0	0	0
Landfill Tax	2.95%	34,900	0	0	0	0
Household Growth	0.93%	0	29,006	39,401	66,809	39,895
Garden Waste	11.9%	0	63,912	73,699	128,091	105,148
Volume Growth	0.79%	185,000	0	0	0	0
Recycling Credits		103,940	(21,912)	(21,743)	(33,454)	(26,840)
Salaries	2.00%	11,440	2,744	2,914	4,084	3,818
Transfer Station & Other		10,520	1,642	(843)	3,041	71
Garden & Bulky Income	12.0%	0	(65,909)	(73,535)	(131,839)	(103,257)
Financing - PV & E-RCV		0	8,227	8,241	12,295	11,237
Covid-19 Costs		0	125,867	126,086	188,119	171,927
Proposed Savings		(715,300)	(123,799)	(123,961)	(169,573)	(157,667)
22/23 Draft Budget		30,691,280	3,520,566	3,566,716	5,308,703	4,800,676
Increase / (Decrease)		(752,717)	312,245	329,797	505,219	447,740
Percentage		-2.4%	9.7%	10.2%	10.5%	10.3%

This page is intentionally left blank

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

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

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

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

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

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

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

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

Mendip District Council councillors: 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>

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
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
SWB/21/08/07 First published: 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
SWB/21/08/08 First published: 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 December 2021

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
SWB/21/08/11 First published: 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
SWB/21/08/09 First published: 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
SWB/20/12/01 First published: 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

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p>SWB/21/10/01 First published: 22 October 2021</p>	<p>Somerset Waste Board 11 Feb 2022 To consider the report</p>	<p>Issue: Finance Q3 2021/2022</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>
<p>SWB/21/10/02 First published: 22 October 2021</p>	<p>Somerset Waste Board 11 Feb 2022 To consider the report</p>	<p>Issue: Performance Report Q3 2021/2022</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>
<p>SWB/21/10/03 First published: 22 October 2021</p>	<p>Somerset Waste Board 11 Feb 2022 To consider the report</p>	<p>Issue: Recycle More Update</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>

Weekly version of plan published on 1 December 2021

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p>SWB/21/10/04 First published: 22 October 2021</p>	<p>Somerset Waste Board 11 Feb 2022 To consider the report</p>	<p>Issue: Somerset Waste Partnership Business Plan 2022/2027</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>

SWP Eco-School grants now available

Summary

- **SWP is offering 50 grants of £500 to schools to help them get involved with, or progress through, the Eco-Schools initiative.**
- **Please raise awareness of these grants with schools in your area.**
- **The closing date for applications is the end of May 2022. For information and application forms visit www.somersetwaste.gov.uk/education**

Background

Eco-Schools is an international initiative operating in 68 countries. It gives schools a structured approach to engaging and empowering pupils and teachers in projects and initiatives that help protect the environment.

It recently changed for a Bronze, Silver, and then Green Flag award structure, to be geared around seven steps to achieving Green Flag status.

As part of its commitment to encouraging waste reduction, reuse and recycling, SWP wants to encourage schools across the county to engage with the programme.

It is offering 50 grants of £500 to schools to help them participate in Eco Schools.

Detail

The grants can be used to help schools join the scheme for the first time or to help them progress if they have already started their Eco-School journey.

They can be used for all kinds of projects and initiatives, the only proviso being that schools choose "waste" as one of its topics on the way through seven steps.

Applications are open now to any primary and secondary schools receiving its waste services from SWP. The closing date is end of May 2022.

An application form can be downloaded from www.somersetwaste.gov.uk/education

For more information about the Eco-Schools, visit www.eco-schools.org.uk

Please help raise awareness of these grants and encourage schools to make applications. We believe they are an excellent way to engage children and young people in environment issues and encourage positive behaviours around reducing, reusing and recycling waste.

- For further information contact Mickey Green, SWP Managing Director
Mickey.Green@somersetwaste.gov.uk

This page is intentionally left blank