

SOMERSET WASTE BOARD

Friday 11 February 2022

10.00 am Canalside Conference Centre,
Marsh Lane, Bridgwater, TA6 6LQ



To: The members of the Somerset Waste Board

Cllr S Dyke (Chair), Cllr C Paul (Vice-Chair), Cllr D Hall, Cllr D Mansell, Cllr A Sully, Cllr T Kerley, Cllr T Ronan, Cllr P Goater, Cllr A Gilling and Cllr J Keen

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services - 3 February 2022

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.

Guidance about procedures at the meeting follows the printed agenda.

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 the council's website on www.somerset.gov.uk/agendasandpapers

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



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AGENDA

Item Somerset Waste Board - 10.00 am Friday 11 February 2022

**** 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 10th December 2021 (Pages 9 - 16)

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 Performance Report Q3 2021/2022 (Pages 17 - 48)

To consider the report.

6 Recycle More Update (Pages 49 - 60)

To consider the report.

7 Finance Update Q3 2022/2023 and Final 2022/2023 Budget (Pages 61 - 72)

To consider the report.

8 Somerset Waste Partnership Business Plan 2022-2027 (Pages 73 - 94)

To consider the report.

Item Somerset Waste Board - 10.00 am Friday 11 February 2022

9 **Communications Issued Since the Last Meeting** (Pages 95 - 102)

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

10 **Somerset Waste Boards Forward Plan** (Pages 103 - 108)

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

11 **Any other urgent items of business**

The Chair may raise any items of urgent business.

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Guidance notes for the meeting

1. Council Public Meetings

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

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

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

2. Inspection of Papers

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

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

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

3. Members' Code of Conduct requirements

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

4. **Minutes of the Meeting**

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

5. **Public Question Time**

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

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

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

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

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

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

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

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

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

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

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

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

6. **Meeting Etiquette for participants**

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

7. **Exclusion of Press & Public**

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

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

8. **Recording of meetings**

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

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

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

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

Somerset Waste Board

Minutes of a Meeting of the Somerset Waste Board held at Somerset West and Taunton on Friday 10th December 2021 at 10.00 am.

Present: Cllr C Paul (Vice-Chair in the Chair), Cllr D Mansell, Cllr T Kerley, Cllr J Keen, Cllr P Goater, Cllr T Ronan.

Other Members Present:

107 Apologies for Absence: Cllr S Dyke, Cllr D Hall and Cllr A Gilling

108 Declarations of Interest - Agenda Item 2

There were none.

109 Minutes from the Previous Meeting –Agenda Item 3

Cllr Mansell reminded SWP about bringing reports about the reuse shop and carbon capture information to a future meeting. The Managing Director of Somerset Waste Partnership informed the board that a member briefing would be circulated and a presentation will come to a future meeting.

The minutes of the meeting on 24th September 2021 were confirmed as correct record and were signed by the Chair

110 Public Question Time - Agenda Item 4

There were no public questions.

111 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.

- The Panel commented on the Financial Performance Update 2021/2022 and Development of the Annual Budget 2022/2023 with regard to Covid costs Members were supportive of the draft budget.

- The Panel commented on the Performance Report Quarter 2–July 2021 to September 2021 highlighting the missed collections and recycling element of the Recycle More roll-out.
- The Panel noted the Recycle More update.
- The Panel commented on the SWP outline business plan 2022-2027 and particularly highlighted that it would be helpful if the separating of the collection and disposal figures on the finance and budget information reports could continue post unitary.

112 Financial Performance Update 2021/2022 and Development of the Annual Budget 2022/2023- Agenda item 5

The Chair invited Strategic Finance Manager Christian Evans to provide a verbal update on this item. The report set 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. The report is also the formal commencement of the budget setting process that will ultimately lead to the Annual Budget for 2022/2023.

The following was highlighted:

- 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.
- 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).
- 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.
- As agreed, no savings as a result of the new contract will be taken from the Somerset Waste Partnership (SWP) 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).

- Appendix 1 shows a detailed draft budget and table on page 23 for initial projections.
- 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).
- A significant increase in the inflations applied to the disposal contracts for Somerset County Council.
- 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.
- 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, waste funding and food waste funding and Potential future government changes to charging companies for packaging responsibilities and the impact of a Deposit Return Scheme.
- As part of SWPs Business Plan priority to decarbonise its 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.

The board asked the following questions including the overspends on the budget and whether this was due to driver shortages. The extra costs and how each authority has been dealing with these. More detail on the cause of high figures and contract inflation. Clarification was sought on the period the inflation figures applied to, savings for the year after the overspend; and a request for a breakdown in the figures to understand the element of the covid cost. Further questions around the differences in the household figures for collecting.

The board was advised that due to inflation payments to SUEZ needed to increase and it was confirmed that the published figure was the actual figure, and the period covered two years.

The board was further informed that the overspend was due to direct costs that included new issues such as safety measures put in place when the pandemic arrived. The draft budget had previously gone to each authority's section 151 officers and this continued on a regular basis.

It was agreed a briefing note on the indices and the effect these had on the figures would be compiled and sent out to members for further explanation

The Board resolved to:

- **Note the summary financial performance for 2021/2022 to the end of month 7 (October) and the potential outturn position for each partner authority.**
- **Consider 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.**

113 Performance Report Quarter 2–July 2021 to September 2021- Agenda item 6

The Chair invited Mickey Green to provide an update on the performance report quarter for quarter 2

The following was highlighted:

- 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, there were 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: The 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.
- For Q2 2021- 22 almost 99.0% of materials stayed in the UK, with the amount that was reprocessed in Somerset also remaining high at over 56.0%.
- The new infographic provides a clear visual about what happens to the material collected and enables people to see tonnages and the 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 the website: <https://www.somersetwaste.gov.uk/recycling-tracker/>.

- Missed collections: there was 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 does not include, 'dropped' or 'incompleted' rounds. More detail can be found on the Missed Collections page of the appendices.
- 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.
- 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.
- 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.

A question was asked about the cost impact of sending out extra collection vans to pick up recycling due to the increase in cardboard.

The board were told cardboard costs had significantly gone up from £10.00 a tonne to £90.00 however additional costs were paid by the contractor. SWP had supported the contractor with COVID related costs. There were ongoing discussions taking place about this.

Confidential updates will be provided to the board when SWP have more information to share.

The Board resolved to note the performance results in the Second Quarter 2021-22 Performance Report.

114 Recycle More update - Agenda item 7

The Chair invited Somerset Waste Partnership Head of Communications and Engagement Mark Ford to provide an update on Recycle More. On 28 October the third phase of Recycle More rolled out in the Taunton Deane area. This followed the introduction of the service to South Somerset on 28 June this year and Mendip at the end of October 2021. This paper updated on progress with bedding in the service change in South Somerset and Mendip and the very early days of the service in Taunton Deane.

The following was highlighted:

- The timetable of the Recycle More roll-out
- The important changes for all residents and what materials go into each recycling container.
- The impact of Recycle More in Mendip and South Somerset. Including the figures in tonnages that are being recycled.
- The roll out of Recycle More and figures for missed recycling per 100,000, missed refuse and the opening of Walford cross depot has been completed
- Phase 4 preparation and planning for Sedgemoor and West Somerset with a launch date at the end of February, the initial engagement has started and the Williton depot will be upgraded in the new year.
- There were challenges and risk with it being a large area, rural in parts, and across two district councils and customers services teams, as well as the unknown covid impact of the new variant, and the driver shortage nationwide pressures. Cumulative fatigue among staff, SUEZ and SWP was also a concern
- The next steps with key dates of when events will happen for the communications of Recycle More.
- The board members asked questions including comparisons in recycling glass bottles and jars percentage to Mendip products such as crisp packets and some foils which could be taken to a supermarket as they currently couldn't be placed in the recycling, illustrating the tonnage comparisons between South Somerset and Mendip and across other districts with the different number of households and the period it covers; concerns about the Williton depot and if it will be ready for the roll-out of Recycle More or whether waste will need transporting; if materials from one area are transported to another area how this would affect the figures.

The board were informed that the percentages differed due to the timing of the launch and the impact of COVID. The launch in South Somerset was in a less restricted time and SWP were continuing to look at figures and would report back about these.

Mickey informed the board that SWP were waiting for the UK infrastructure to catch up on the processes for dealing with some items which were currently not recycled. It was welcomed that people could take some of these items to the supermarket but there needed to be a more consistency approach. This was covered in the Business Plan to be involved in an early stage and a full report on this would come back to the Board in due course.

The depot upgrade was a challenge and negotiations with Suez had resulted in shunting vehicles being used to move the recycling to Taunton. Additional drivers will be used to deal with the extra driving hours when shunting backwards and forwards. These vehicles will be weighed in and the tonnages will be applied to West Somerset as they will be identified they leave the depot.

The Board resolved to note the progress made in implementing Recycle More and the risks to the programme.

115 SWP- Outline Business Plan 2022 - 27– Agenda Item 8

The Chair invited Mickey Green to summarise the report and plan. Members were reminded the Somerset Waste Board is required to annually approve a rolling five-year business plan. This report sought approval to the draft business plan for consultation. This may be the final Business Plan in this format with the transition to a Unitary Authority in 2023.

The following was highlighted:

- 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 laid out in the report.
- Feedback from the partner consultation will be reflected in the final Business Plan presented to the Board in February 2022.
- 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.
- 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.
- The new electric refuse truck and the photovoltaic panels will be installed at the two main depots in the new year.

The Board resolved to approve the draft Business Plan 2022-2027 for consultation.

116 Somerset Waste Board Forward Plan– Agenda Item 9

The Board agreed the Somerset Waste Board Forward Work Plan to include the suggestions raised by Cllr Mansell earlier in the meeting.

117 Information Sheets issued since the last meeting- Agenda item 10

The Board noted the SWP Eco-School Grants were now available.

118 Any Other Urgent Items of Business - Agenda Item 11

Cllr T Ronan ask for clarification on the recycling materials that have been shipped overseas to Romania in light of the national media about these issues and sought assurances this did not include recycling from Somerset.

Members were informed a briefing would be sent out on this matter.

(The meeting ended at 11.56pm)

CHAIR

Somerset Waste Board meeting
February 2022
Report for information

Paper
Item No.

Performance Report Quarter 3 – October 2021 to December 2021
Lead Officer: Mickey Green, Managing Director
Author: John Helps, Performance & Insight Officer
Contact Details: 01823 625705

Forward Plan Reference:	25/01/2022
Summary:	<p>This report summarises the key performance indicators for the period from October 2021 to December 2021 and compares these to the same period last year (and where relevant the year before).. 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.</p> <p>It should be noted that at the time the Board reports were written, not all weight data had been received from our contractors. This means some sections of the report only cover the period October – November 2021. Affected sections are listed in the ‘Intro’ of the Performance Monitoring Report Q3 2021-22 (Appendix 1).</p>
Recommendations:	<p>That the Somerset Waste Board: -</p> <ul style="list-style-type: none"> • Notes the performance results in the Third 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.

2. Summary

2.1. Key headlines are:

- **Business Plan:** The successful roll-out of Phase 3 of Recycle More began on 1st November in Somerset West and Taunton (old Taunton Deane area), with planning already well underway for Phase 4 (Sedgemoor and West Somerset). Securing funding for solar panels and an e-RCV will help SWP deliver its climate change priorities.
 - **Waste Minimisation:** Overall household arisings were up by over 7,909 tonnes, or 4.46% compared to 2019-20, which may indicate reduced service disruption from the Pandemic and the growing effects of the continued roll-out of Recycle More.
 - **Recycling:** Our recycling rate continues to improve compared to last year (up 4.34% to 56.98% from 52.64%), as well as showing a smaller increase over Q3 2019-20 (up 2.41% from 54.57%), used as a comparator unaffected by the pandemic. This continues to show the benefit of Recycle More in Mendip, South Somerset and to a lesser extent Taunton Deane (as it was only rolled out part-way through Q3). This should continue to increase as Recycle More rolls out across Sedgemoor and West Somerset in the final phase, but covid driven lifestyle changes may also impact.
- End use:** For Q3 2021-22 almost 100.0% 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 20 tonnes of recyclate were reprocessed outside of the EU, with all this material being plastics sent to Portugal and the Netherlands from Recycling Centres and Schools. The revised infographic for the end destinations for 2020-21 has been renamed the 'Recycling Tracker', with copies of the main infographic and the mini versions at the end of this

report, in Figure 2. The infographic and updated Recycling Tracker are on our website: <https://www.somersetwaste.gov.uk/recycling-tracker/>

- **Missed collections:** We saw a decrease in missed collections in Q3, compared to Q2 (1.396 per 1,000 collections against 2.431 in Q2), with Q3 being the lowest of the three quarters reported so far in 2021-22. This measure only records reported missed collections where collections should have been made and does not include, 'dropped' or 'incompleted' rounds. More detail can be found on the Missed Collections page of the appendices. The levels of missed collections and other service quality issues continued to be one of our main areas of focus with SUEZ during Q3, as well going forward into the final quarter of the year. Time and resources continue to be devoted to ensuring significant service failures are less likely to happen in future, as SUEZ shows improvement in the short term and missed collections reduce even further. Improvements were seen across the Quarter, with the total number reducing in Q3 compared to Q2 by over 43%. As the Board are aware, SWP remain in contractual/commercial conversations with SUEZ – though our focus has been on working in partnership with them to stabilise services.
- **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.

2.2 Service Impacts of the Omicron Variant

The impact of Omicron began to be felt during the 3rd week of December, with 2% of the collection workforce either affected by the illness, or self isolating, with the impact growing to 5% at its maximum during early January. With pre-planning, higher levels of staff available due to the low uptake of annual leave and staff released by the garden waste suspension, the impact of Covid absence wasn't as acute as it might have been at other times. In order to manage the increase in absence levels this was absorbed through both overtime working and increased agency workforce. A significant issue arose in late December effecting the Evercreech Depot when the fuel supply was interrupted due to Covid absence within the fuel supplier's organisation. However, across the contract missed collection performance was similar to previous years. Levels of missed collections for both recycling and refuse collection services across the contract can be seen on the graph in Figure: 1.

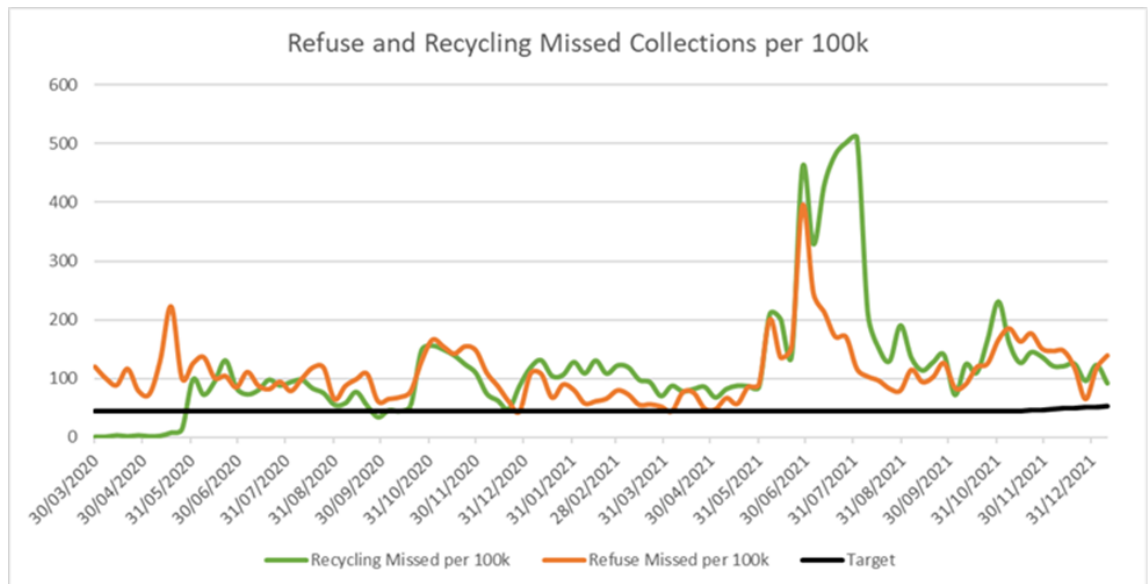


Figure 1: Summary of missed refuse and recycling collections over contract life

The Managing Director will give a brief presentation at the Board outlining any impacts to the SWP and our response to these.

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. A VEAT notice will be issued shortly once SWP have secured an appropriate indemnity 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 has concluded but this does not include the UK. The UK Competition and Markets Authority recently announced a second more detailed review of the proposed merger and its effects on competition in the UK waste industry. CMA approval is unlikely to be granted until mid-2022.

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 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 monitor 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 Q3 2021-22 (Appendix 1)



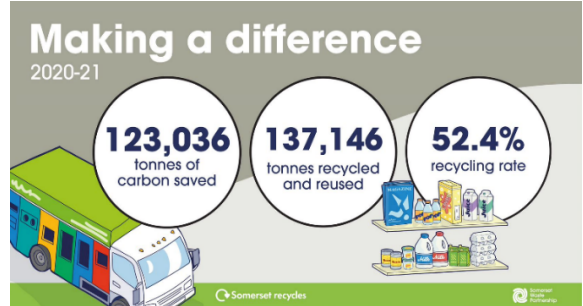
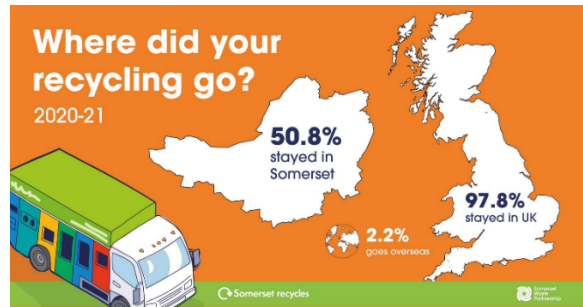
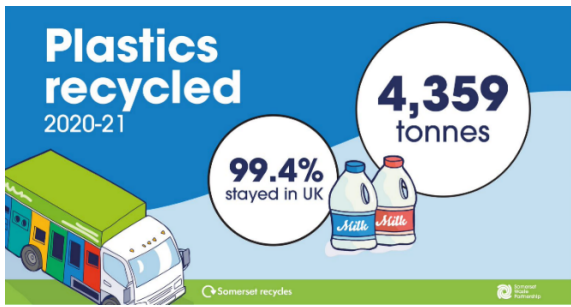


Figure 5: Recycling Tracker infographics 2020-21

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Somerset Waste Board
Third 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

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.

Part Quarter, as December weight data was unavailable at the time of compilation for the following report items:




Page No.	Report Item
13	Waste Minimisation
15	All Recycling
17	End Use of Materials
20	Financial Performance

Note: Reports using weight based data do not include information for December. (Q3 October & November Only)

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

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

Executive Summary - Third Quarter 2021-22 (Submitted to the Somerset Waste Board on 11th February 2022)

Measure	Headlines	Performance Direction	Performance Rating
Business Plan 2021-2026	Collection service pressures (and the ownership changes at Viridor) continued to place SWP under considerable pressure in 2021-22. This has resulted in delays to a number of other workstreams. Securing funding for two key decarbonisation initiatives (an e-RCV and solar panels) is enabling us to progress with our wider climate change activities, and a successful funding bid will help us move reuse and repair forward.		
GDPR Audit	Progress on this project is continuing in various areas. Work has commenced on the ROPA which will be ongoing as this will form a working document. Data processing that relies on consent has been identified, reviewed and confirmed that it has an appropriate legal basis and retention periods identified for SharePoint and Outlook activities, with staff having been provided with instructions. The project is now aligned with unitary work.		
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/labour market risks 2) Coping with the ongoing impacts of Covid-19, especially given the rising number of Omicron cases in Somerset.		
Health & Safety	2 minor injuries to the public using Recycling Centres, reducing the accident rate per 100,000 visits from 1.35 to 0.58. No accidents to staff members. Lower number of visits during this winter period with numbers comparable to the same reporting period of 2020-21. The SUEZ accident ratio was 10.2 per 100,000 hours worked (30 accidents), down from 11.7 (36 accidents) in Q2. We continue to closely monitor this metric.		
Waste Minimisation	Compared to 2019-20 we have seen an increase in total arisings of 7,909 tonnes of household waste – with an increase seen at the kerbside of 2.20kg/hh and Recycling Sites an increase of 17.30kg/hh. This equates to an increase of 4.46%, from 687kg/hh to 706kg/hh. Likely to be affects of home working due the pandemic and mainly recyclables. Residual Household Waste per Household reduced by 2.62%, or 8.19kg/hh from 312.00kg/hh to 303.81kg/hh.		
Energy Recovery	During Q3, the Avonmouth plant has operated well with no operational concern. The fire damage repair to Dimmer Transfer Station has been delayed due to a lack of suitable contactors wishing to bid for the work. Repairs to the Dimmer site are now expected to commence during Q4. A small scale plastics extraction trial was held at Walpole Transfer Station during December with results due during Q4.		
All Recycling	Our recycling rate (NI192) increased by 4.34% to 56.98% compared to 2020-21, with garden waste up 5,916 tonnes, mixed paper & cardboard up 3,868 tonnes, wood to recycling up 2,511 tonnes and scrap metal up 941 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 (though it also increased compared to 2019/20).		
Recycling Sites	Total arisings reduced by 2,702 tonnes compared to 2020-21, though within that garden waste that increased by 510 tonnes and hardcore & soil by 117 tonnes. Visitors to recycling centres in Q3 2021-22 increased by 3.11% which was 10,408 additional visits, up from 344,619 in 2021-22 compared to 334,211 in 2020-21. Total visitor numbers for 2021-22 compared to the last normal comparator, 2019-20, are down 119,649 (-9.86%), so are 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 Q3 99.92% was recycled within the UK, with 56.20% staying in Somerset and only 0.08% being exported, which was mixed plastics from kerbside collections, recycling sites and schools collections. This was 20.44 tonnes which were exported for recycling in Portugal and the Netherlands. 89% of Somerset's residual waste was sent for recovery at the Avonmouth EFW plant.		
Missed Collections	The number of missed collections in Q3 2021-22 have begun to show improvements along with signs of greater service stability. Levels towards the end of Q3 were around 400 reported missed collections per week, with levels in early November around double that, which is still better than anticipated as this coincided with the roll-out of Phase 3 of Recycle More in SWT. Measures introduced appear to be having the desired effect with numbers appearing to stabilise.		
Fly-Tipping	There was a continued decrease in Q3 of 202 fly-tips, down from 1,191 to 989. These were waste types: 'Black bags - household' (down 92 to 225), 'White goods' (down 31 to 34) and 'Green' (down 29 to 30). The areas that have seen the biggest increases in the numbers reported were 'Vehicle parts' (up 5 to 31), 'Black bags - commercial' (up 4 to 7) and 'Asbestos' (up 1 to 3).		
Financial Performance	Collection Budget: The forecast position for all collection partners is an overspend of £1,044k. Disposal Budget: The forecast for the year is an overspend of £113k. This is based on 7 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 November at 347, with a low of 281 in December, while October produced 300. Recycling Centre complaints remained relatively low, with a peak of 3 in November and a low of 1 in December.		
Communications	Over 512,000 hits on our website in Q3, over 17,000 Facebook followers and over 31,000 'Sorted' e-zine's sent out over the quarter. A Facebook post on 'Festive tips to reduce, reuse and recycle' reached 4,100 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.

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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	Food waste a frequent and popular subject on SWP social media (using recognised assets and campaigns e.g. Love Food, Hate Waste) and the successful Schools Against Waste programme. Slim My Waste campaign now 'finished'. Remaining materials will be used to support food waste related content at future events.	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). Food waste reduction to be a important component of future events.
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	Hire arrangements ongoing. Data not requested from all three hire organisations owing to capacity issues. No further customer surveys completed, but positive customer feedback on Facebook for Carry Me Kate Parenting Service and nappy kit provided with SWP funding, good testimonial.	Contact hire organisations to encourage data reporting and reminder to prompt customers to complete the online survey after returning nappy kit. Continue to seek opportunities to promote through social media and other channels.
1.6 Waste prevention campaigns	Green	Dedicated 'Wasting less at Christmas page' (nearly 9k visits in Dec) promoted in PR, social media incl. 'think outside the box' PR/media event. Promoting Recycling Tracker through all channels (4k+ visits since July). Continued support food waste reduction through social media.	Continue to support other national campaigns through existing channels, especially social media. Especially Food Waste Action Week in March.
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.	Arrange meetings with SUEZ, Biffa and Viridor to discuss options including consideration of how the SWEEP fund can support implementation
2.2 Implementing reuse strategy	Grey	Awaiting funding decision on Ecosurety bid for a repair bus	Commence recruitment and purchase/fitout of repair bus
2.3 Monitor effectiveness of reuse	Grey	TBC once strategy and plan complete.	Embed approach to evaluation in implementation of repair bus (both to ensure meet funding criteria and to inform future)
2.4 Reuse campaigns	Green	Social media promotion of reuse (festive messaging), support national & local initiatives. Behaviour change campaign incl. in Reuse strategy. Supported local reuse events via social media, engaged with Frome Edventure reuse workshop. Reviewing info re repair cafes for mapping.	Developing comms and engagement around the reuse project, supporting national and local reuse initiative through social media (depending on capacity). Continuing updating/reviewing of repair cafes in support of Reuse strategy and eventual mapping.
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 the vast majority of households in Somerset by the end of this financial year.	With three phases now complete we are on the last phase which we intend to roll out to SDC and the remaining properties in SWT (West Somerset area) at the end of February 2022. One small change to the programme involves the decoupling of communal properties in these areas from this phase which we will be rolling out later in 2022, date yet TBC
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.	Await clarity from Government over whether they will make garden waste collections free.
3.5 Tackling hard to treat waste streams	Yellow	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 has been delayed and is now expected to commence at a number of sites during Q4.	Commencement of the uPVC recycling trial at a number of sites. Development of further plans to treat hard to recycle material, once the contract novation has concluded to Biffa.
3.6 HWRCs	Yellow	A Recycling Site Dilapidation report is being constructed as part of the 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, tendered and will be completed during Q4.	On completion of the contract novation to Biffa, initial Partnership Management Board meetings will be arranged to discuss the opportunities of further developing or enhancing the customer experience at all of the Somerset Recycling Sites. The first stage of the site signage review is expected to conclude during Q4.
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).	Establishing appropriate format within the SWP website, updating and finalising data.
3.9 Targeted campaigns	Green	Recycle More continues to dominate capacity. Delivery of various comms actions in support of Phase 3 including delivery of two 55k direct mailings, online engagement and regular briefings. Considerable prep for phase 4 (stakeholder meetings, briefing packs and amends to direct mailings. Festive waste reduction. Launch of Eco-schools grants.	Delivery of phase 4 of Recycle More communications, continuing to promote the Eco-school grants, garden waste subscriptions.
4. Decarbonising Residual Waste			
4.1 Heat off-take from Avonmouth	Yellow	Hot commissioning of the polymer plant continued during Q3. The first hosted visit to the Energy from Waste plant occurred in November, all who attended found it a very interesting and informative visit.	Hot commissioning of the polymer plant is expected to continue during Q4.
4.2 Carbon capture and storage	Green	Viridor will continue work to develop their Carbon capture plans, and announced that the Avonmouth facility is one of five plants to benefit from additional Government funding to help resource the ambitious plans.	Viridor's roadmap to reach a position of net zero (by 2040) and net negative (by 2045) for emissions from their operations has been confirmed. This includes, but is 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 have been invited to present their plans & progress to the September 2022 SWB.
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..			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		Initial work to install charging infrastructure at depots has begun and we hope to see this completed and ready for use early next year.	SUEZ have placed orders but due to long lead time they will not arrive in the next quarter.
5.2 Implement green infrastructure improvements to depots		Business case for photovoltaic (PV) panels for installation into two collection depots (Evercreech and Taunton) was finalised.	Capital bid has been approved and SWP/SUEZ have begun to programme installation for 2022-23. Problems with the manufacture of panels and issues with international freight could potentially delay delivery of this project.
5.3 Pilot alternative fuels in our fleet		HVO trial ongoing at Evercreech. Results in line with expectation to date.	Continue with trial and review fundings to inform potential expansion to other depots.
5.4 Drive down carbon intensity of day-to-day fleet operations		Secured funding for solar panels at Evercreech and Taunton.	Plan installation of solar panels. Ensure SUEZ robustly reporting on day to day carbon usage (e.g. heavy braking/acceleration).
5.5 Partial refleet of refuse vehicles		Secured funding for e-RCV and completed purchase. Approach to testing around County agreed with SUEZ.	Finalise arrangements to charge the e-RCV at Lufton depot enabling us to test this in South Somerset. Commence project in earnest for partial re-fleet.
6. Tackling Non-Household Waste			
6.1 Schools		Eco-Schools Grant scheme launched Nov 21. 14 SAW visits completed in Q3, 1 was postponed to next Quarter. Since start of scheme (Feb 18), SAW has reached >43,500 children across 279 schools. Since Sep 20, 80 schools has received SAW "visit" to support Recycle More rollout. Development of resource packs on hold owing to capacity issues. Worked with SUEZ to improve data & planning for the schools annual survey. Planning for rollout of Recycle More to Schools ongoing.	First Eco-Schools grant application approved and to be awarded in Jan. Ongoing review of Eco-School applications and support required from Carymoor for applicants. New SLA with Carymoor to start. A further 14 SAW sessions are already booked for this quarter. SAW visits will prioritise West Somerset and Sedgemoor schools this quarter. Ongoing preparation for rollout of Recycle More to schools.
6.2 Public sector estate		Work ongoing to finalise specification. Project will be taken forward as part of the Unitary Assets workstream, though SWP will still be involved.	Pressing assets workstream to ensure this work isn't unnecessarily delayed. Continue to seek discussions with Police and NHS to see whether they wish to be involved for their office-type waste.
6.3 Business waste		Chard TC were awarded funding from Somerset Climate Fund to survey and audit businesses in their area and have been sharing updates with SWP so we can understand potential learning.	Catch up with Chard TC to see how projects are progressing and what we can learn. Arranges slot at Somerset Climate Summit to talk to businesses about changing legislation. Review new national policy (if published).
7. Working with Others			
7.1 Parish Councils		Developing/refreshing downloadable promotional resources which can be used by parishes for local events and campaigns put on hold owing to capacity issues.	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	Continuing Town/Parish Council stakeholder engagement for Recycle More.	
7.2 Local data and engagement	Yellow	Held kick-off meeting to explore how we can revised our data systems to be more accountable to future Local Community Networks and to make even better use of our data.	Continue to progress work, though this may be constrained by unitary timescale.
7.3 Developing partnerships	Green	Engagement with reuse groups was priority in order to inform development of reuse strategy. Updated SWP website links to repair groups, prepared survey to enable mapping of these groups to facilitate signposting in communications to encourage behaviour change.	Continue with engagement with reuse groups as this remains a priority area. Obtaining repair group survey data to enable mapping of community repair opportunities. Developing links with organisations as part of repair project.
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 including service issues in Q3 and rollout of Recycle More Phase 3.	Progress actions intended for last quarter.
8.2 Growing our channels	Green	Use of Facebook continued to grow through Recycle More Taunton Deane roll-out. Increased use of 'Next Door' platform.	Continue with current approach, notably making more use of Nextdoor for the phase roll-out.
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	Yellow	No Progress - SWP involved in the LGR Customer Employment Platform	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.	Progress with extending new approach to final 2 Districts.
8.8 Enforcement and householder support	Yellow	Agreed with SMG to progress as part of unitary work	Agreed approach with workstream responsible for leading on all environmental enforcement, and SWP to be involved in their working group.

What did we commit to do?	RAG	Progress in previous quarter	Planned activity for next quarter
8.9 Supporting our most vulnerable	Yellow	As well as on the ground training already taking place with Suez's 'Wellbeing Champion', due to changes in supervisory staff, further toolbox talks for Dementia Awareness training are being planned to take place in Q4. 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	Somerset West and Taunton are leading on this and have installed the first tranche of bins across the district.	Monitor use and fill levels to determine appropriate collection frequency. Monitor levels of contamination. Resource Futures have been commissioned to carry out further composition analysis to see how well the bins are being used.
9.2 Tackling fly-tipping	Green	To progress as part of LGR work	To progress as part of LGR work
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 Q4.
10.5 Influencing national policy	Green	Shared with wider LA waste sector and other Somerset colleagues the approach/process that helped SWP re driver shortage with DVSA. Raised ongoing DVLA (provisional licensing) issues with Defra/Dft.	Await publication of EPR, DRS and consistency policies post consultations, and respond to other smaller consultations (e.g. on further single use plastic restrictions).
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	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.	Continue to ensure BCP is up to date as risk profile rapidly changes and to reflect lessons learned.



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	Will happen as part of unitary work	31/12/2021
ROPA	In progress	31/12/2021
Data Rights rectification process	Will happen as part of unitary work	31/12/2021
Review and update Privacy Notices	Will happen as part of unitary work	31/12/2021
Carry out Data Protection Impact Assessments	Complete	31/10/2021
Reviewing Consent	Complete	31/12/2021
In-house DPO training	Complete	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	Complete	31/12/2021
Contract review	In progress	31/12/2021
Data Breach Process	Will happen as part of unitary work	31/12/2021

What progress has been made in this quarter?

- 1) Work has commenced on the ROPA which will be ongoing as this will form a working document.
- 2) Data processing that relies on consent has been identified, reviewed and confirmed that it has an appropriate legal basis.
- 3) Retention periods identified for SharePoint and Outlook activities. Staff have been provided with instruction on schedule, asked to carry out a data cleansing excise of emails and ensure that data is stored in the appropriate system.
- 4) Reprofiled project to focus on aspects which will still be necessary once we are a Unitary Authority.

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

- 1) Look to have completed the ROPA to cover all current activities.
- 2) DPO to have completed a review of the Viridor (soon to be novated to Biffa) and Suez contracts.

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 / labour market risks.
- 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.

What has changed since the last time we reported?

	Risk No.	Risk Summary	Current Rating (Previous)
Increased Risks & Opportunities:	RM 13	Delays in roll out to phase 4 communal properties	12 (6)
	RM 15	Impact of Covid on collections and roll out	16 (12)
Reduced Risks:	RM 5	Depot works not completed in time	9 (12)
	RM 8	Transition to RM takes longer than expected	9 (12)

Because of the shorter period of time between this report and the last one, there have been few changes to the risk profiles, and most are at the same level. The changes relate to the roll out of Recycle More and the potential impact of Covid since the Omicron variant has started to affect us. The risk of delays to the roll out of Recycle More to communal properties has increased as a result of the postponement until later this year.

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.

Recycling Sites - H&S Performance and Initiatives

No staff injuries for this reporting period, giving a return of zero accidents per 100,000 hours worked. Previous figure was 3.3.

2 accidents to site visitors. One accident resulted in a minor cut and the other a jarred back following a slip. With accidents calculated against site usage, this gives a figure of 0.58 accidents per 100,000 visits. Down from the previous 1.35.

There were 28 'Hazard Spots / Near Misses' recorded that had the potential for harm or injury. A high figure for this process is always seen as a positive due to the fact it is pro-active monitoring of the HWRC's, to allow preventive measures to be taken before a hazard develops.

No Environmental Incidents reported for the period and no reports under the 'Reporting of Injuries, Diseases & Dangerous Occurrences Regulations' (RIDDOR).

1 site visit from the Environmental Agency – No issues were found.

Collection Services - H&S Performance and Initiatives

A continued focus by staff on identifying and highlighting risks and a continuing engagement with the importance of a strong H&S culture has seen a positive impact on near miss reporting which continues to increase and shows signs of becoming engrained into the workforces daily practises.

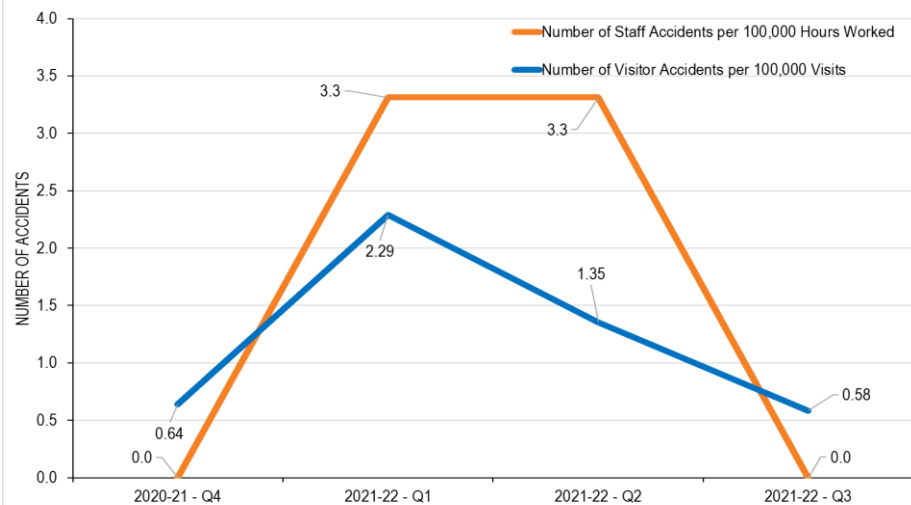
The number of reported accidents to Suez operational staff stands at 30 for Q3.

Accidents are measured per 100,000 hours worked across the contract and in this quarter has resulted in a score of 10.2, down from 11.7 last quarter.

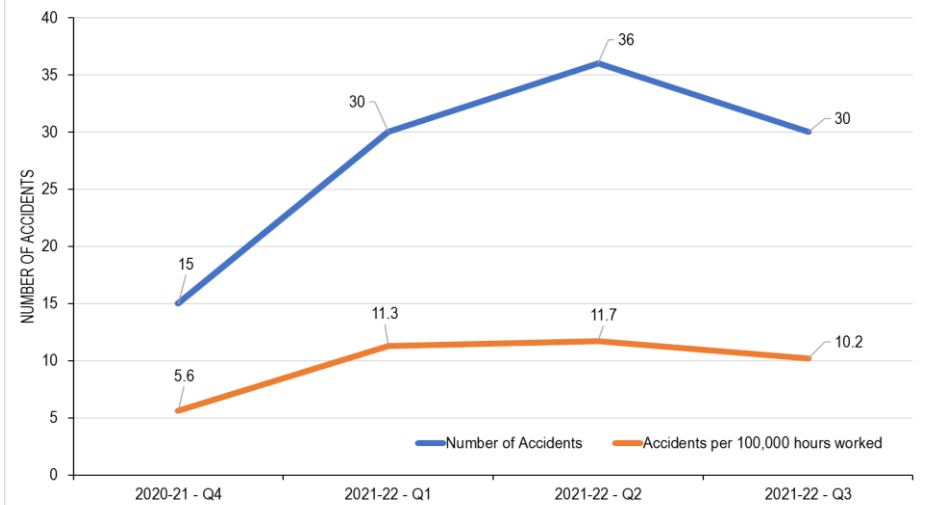
There were no incidents reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) in this quarter.

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



Collection Services - 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?

Due to December data not being available at the time of compiling this report, it only covers to the end of November 2021. 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 Q3 2021-22 showed the following changes:

The total household arisings year to date in 2021-22 increased by 7,909 tonnes to a total of 177,290 tonnes. This equates to 706.28kg/hh, an increase of 19.50kg/hh (made up of an increase of 2.20kg/hh at the kerbside and of 17.30kg/hh at recycling sites).

The total amount Reused, Recycled & Composted increased overall by 27.69kg/hh, with an increase of 21.27kg/hh at the kerbside and 6.42kg/hh at recycling sites. Of these amounts, dry recycling from the recycling sites improved by 4.08kg/hh, as did green garden waste at 2.89 kg/hh. At the kerbside we continued to see increases for dry recycling of 11.73kg/hh, food waste of 11.95kg/hh, although we did see a decline in green garden waste of 2.14kg/hh.

Residual Household Waste per Household for 2021-22 was 303.81kg/hh, down 8.19kg/hh from 312.00kg/hh (a decrease of 19.06kg/hh from the kerbside and an increase of 10.88kg/hh from the recycling sites). There was also a reduction in local authority collected waste (LACW) landfilled, down 38.92% from 44.17% to 5.25%, 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 87% going to energy recovery and only 13% of waste unsuitable for energy recovery, going to landfill.

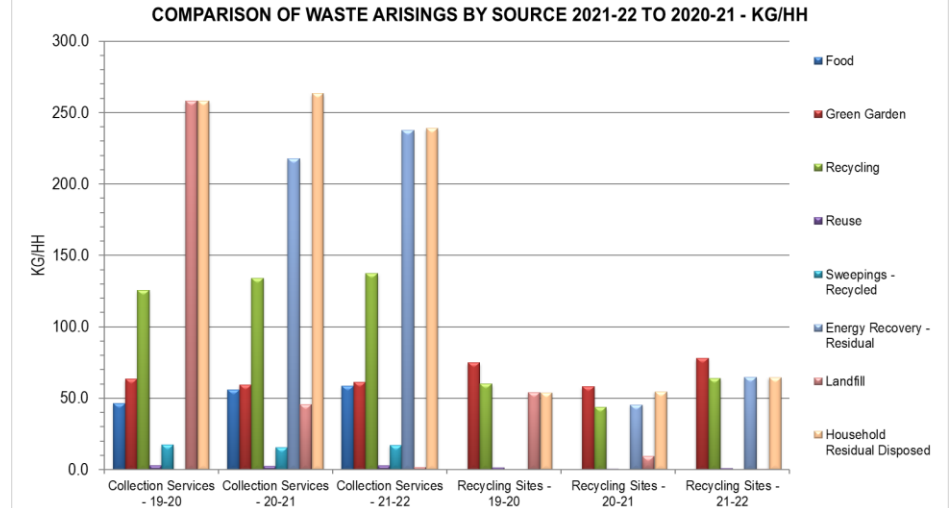
What are we doing to ensure we continue to improve?

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.

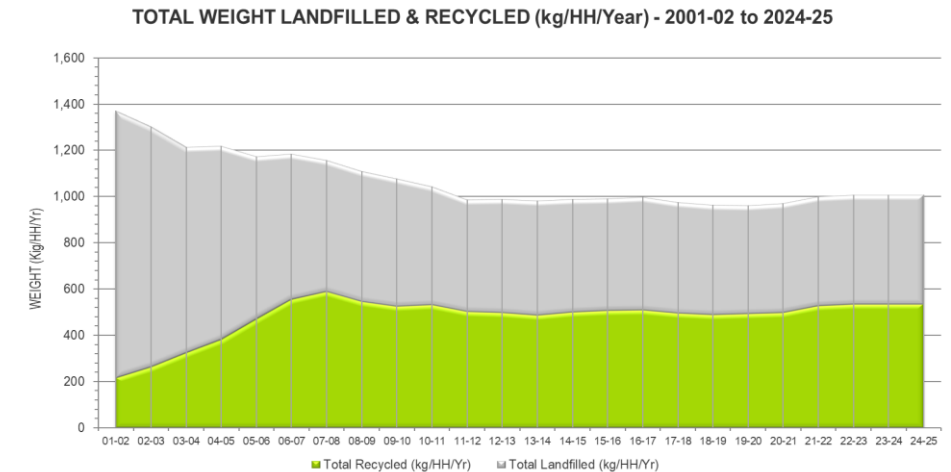
For more detail on the above initiatives, see the SWP 2021-2026 Business Plan.

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.



Energy Recovery



Why do we measure and report this?

Under the New Waste Treatment Facility (NWTf2) Contract, Viridor have provided 3 new waste plants to help us move the majority of our residual waste away from landfill. Since contract signature in March 2017, formal commencement on the contract in April 2020, through the 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

Somerset's Total Residual Waste & Avonmouth's EfW Plant Performance (Q3 only - October 2021 to December 2021)

Avonmouth EfW

- 1) The plant has operated continuously following the outage in Q1, with the exception of short periods of downtime in Q2 for each line to rectify minor challenges which required further repair. The plant has operated well during Q3.
- 2) There has been good availability of the plant during Q3 and no impact on any aspects associated with the Environmental Permit.
- 3) Viridor have been invited to attend the September 2022 Somerset Waste Board to provide an update on the Avonmouth plant performance and to provide detail of their Carbon Capture, Utilisation & Storage plans.

Avonmouth Polymer Plant

- 1) The polymer plant continued it's commissioning during Q3. It is expected to be a significant user of the EfW power & heat.

Dimmer Waste Transfer Station

- 1) The partial reopening of the site has worked well, only bulky recycling site material still routing to the 3rd party contingency facility.
- 2) No financial impact to the SWP has resulted from the fire, despite the delay in finding a suitable contractor to carry out the repairs.
- 3) Two of the four tipping bays are operational, repairs are expected to be undertaken on the fire damaged part of the building in Q4.

Walpole Waste Transfer Station

- 1) A limited small scale plastics extraction trial was completed during December - results will follow in Q4.

Walpole Landfill

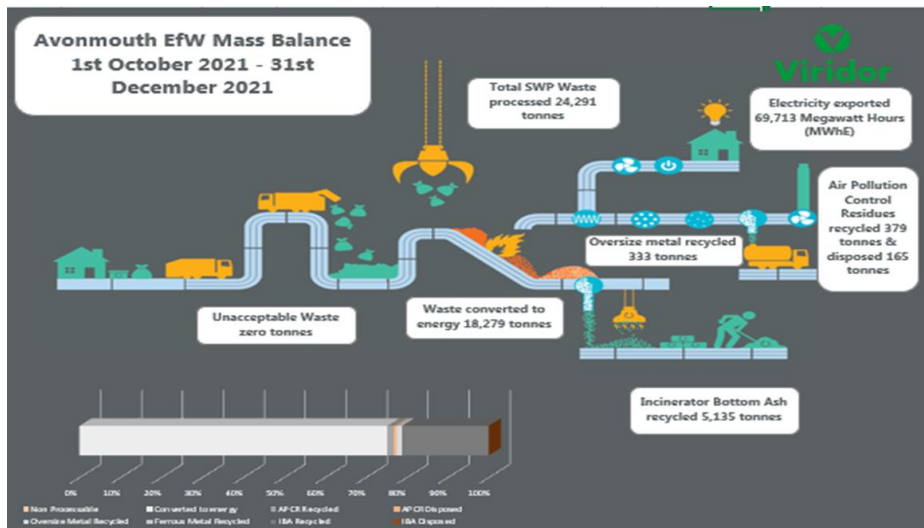
- 1) No issues during Q3.

SWP Residual Waste Destinations Qtr3 2021/22					
Waste Transfer Station Opening Stock Balance	545				
Avonmouth EfW Plant	24,291	93.53%			
Other Viridor EfW Plants	0	0.00%			
Landfill	1,637	6.30%			
Plastic Separation Trial	44	0.17%			
Waste Transfer Station Closing Stock Balance	246				
Total Residual Waste Qtr3	25,673				

Total SWP Avonmouth Tonnage 24,291 Between 1st October 2021 - 31st December 2021					
Month	Percentage		Tonnes		Site
Avonmouth Energy from Waste Plant	Incinerator Bottom Ash	Recycling	21.14%	5,135	Avonmouth, Bristol, BS11 9BT (Permit Number EPR/DR3332JX)
	Metal	Recycling	1.37%	333	Doncaster, South Yorkshire, DN11 0PS (Permit Number EPR/BB3394CL)
	Energy Recovery	Recovery	75.25%	18,279	Avonmouth EfW, Avonmouth, Bristol, BS11 0YU (Permit Number EPR/GP3834HY)
	Air Pollution Control Residues	Recycling	1.56%	379	Ilkeston, Derbys, DE7 4BG (Permit Number AP3337SJ)
	Air Pollution Control Residues	Disposed	0.68%	165	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

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Avonmouth EfW Plant Performance (Q3 only - October 2021 to December 2021)



Avonmouth EfW Emission Results (Q3 only - October 2021 to December 2021)

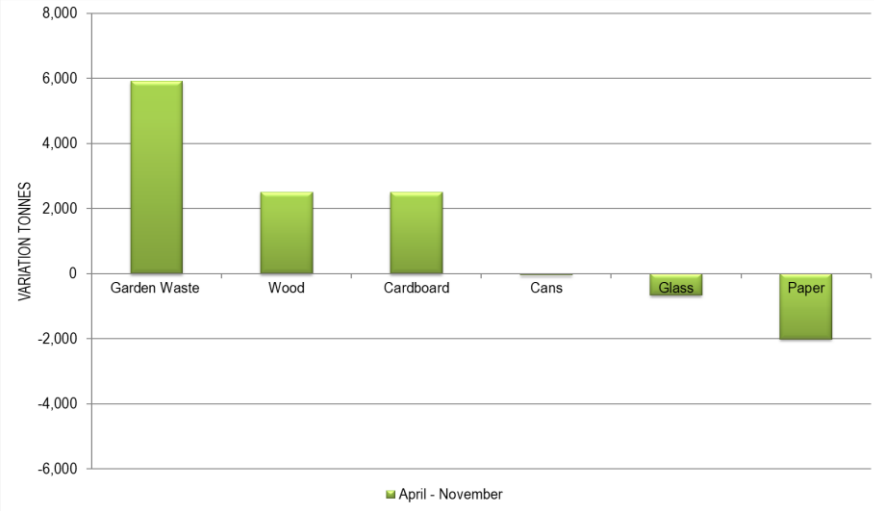
Substance	Reference Period	Emission Limit Value	Burning Line 1		Burning Line 2	
			Maximum	Mean	Maximum	Mean
Oxides of Nitrogen	Daily Mean	200 mg/m ³	180.80	160.65	178.80	160.20
	1/2 Hourly Mean	400 mg/m ³	327.70	160.66	314.80	160.36
Particulates	Daily Mean	10 mg/m ³	0.40	0.17	0.16	0.12
	1/2 Hourly Mean	30 mg/m ³	5.30	0.16	0.88	0.12
Total Organic Carbon	Daily Mean	10 mg/m ³	0.47	0.19	0.84	0.24
	1/2 Hourly Mean	20 mg/m ³	8.32	0.19	15.90	0.25
Hydrogen Chloride	Daily Mean	10 mg/m ³	6.04	2.56	6.93	3.65
	1/2 Hourly Mean	60 mg/m ³	35.51	2.56	13.91	3.66
Sulphur Dioxide	Daily Mean	50 mg/m ³	39.63	6.57	32.48	10.41
	1/2 Hourly Mean	200 mg/m ³	130.20	6.64	79.20	10.65
Carbon Monoxide	Daily Mean	50 mg/m ³	20.05	3.73	36.16	2.70
	95th Percentile 10 Minute Mean	150 mg/m ³	72.71	3.98	56.33	2.84
Ammonia	Daily Mean	No Set Limit	3.60	0.52	5.26	0.57
Dioxins & Furans (Toxic Equivalency)	6-8hrs	0.1 ng/m ³	N/A	0.0137	N/A	0.011



Why do we measure and report this?

Where waste does arise, the best thing that can be done with it is that it is reused or recycled. The recycling rate at kerbside and at our recycling centres helps keep track of how we are managing our household waste, ensuring we are pushing as much of it as we can up the waste hierarchy to derive the most benefit from it, whilst keeping our costs down.

What has happened in this quarter?



What has driven the changes in this quarter?

Due to December data not being available at the time of compiling this report, Q3 only covers October and November 2021.

SWP's recycling rate in Q3 2021-22 of 56.98% is again higher when compared to last year (an increase of 4.34%). Probably due to a lower than normal recycling rate in Q3 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 and Taunton Deane This uplift consisted of an increase of 3.24% in the recycling rate at the kerbside to 52.08% (48.84% in 2020-21) and an increase of 3.68% for recycling sites to 69.77% (65.09% in 2020-21).

However, if we compare 2021-22 to 2019-20, we only see a recycling rate uplift of 2.41% from 54.57%, indicating the unusual waste patterns we saw in 2020-21 which appear to have affected the proportions of recycling and residual waste generated, by such things as home working, garden waste suspensions and site closures and restrictions.

The main changes were, an increase in cardboard (up 2,500 tonnes), mixed plastics (up 906 tonnes), green garden waste (up 635 tonnes) and food waste (up 623 tonnes), along with decreases in paper (down 2,018 tonnes) and mixed glass (down 936 tonnes), all across kerbside collections. At recycling sites, we saw increases in garden waste (up 5,281 tonnes), wood (up 2,511 tonnes), mixed paper & cardboard (up 1,368 tonnes) and scrap metal (up 941 tonnes). There was one very minor reduction in the weight of plasterboard (down 32 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 389 tonnes) & schools recycling (up 353 tonnes), this due to more schools being open for more of the year, compared to the lockdowns of the previous year.

Recycling rate (NI192) for Apr-Nov 2021-22: 56.98% (an increase of 4.34% 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, Phase 3 in Taunton Deane at the beginning of November 2021 and the final Phase 4 due to rollout at the end of February 2022 in Sedgemoor and West Somerset.
- 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.
- 4) Plan targeted campaigns: in addition to considering when and how we can complete the Slim My Waste, Feed my Face campaign, we will use the data to plan further behaviour change campaigns.

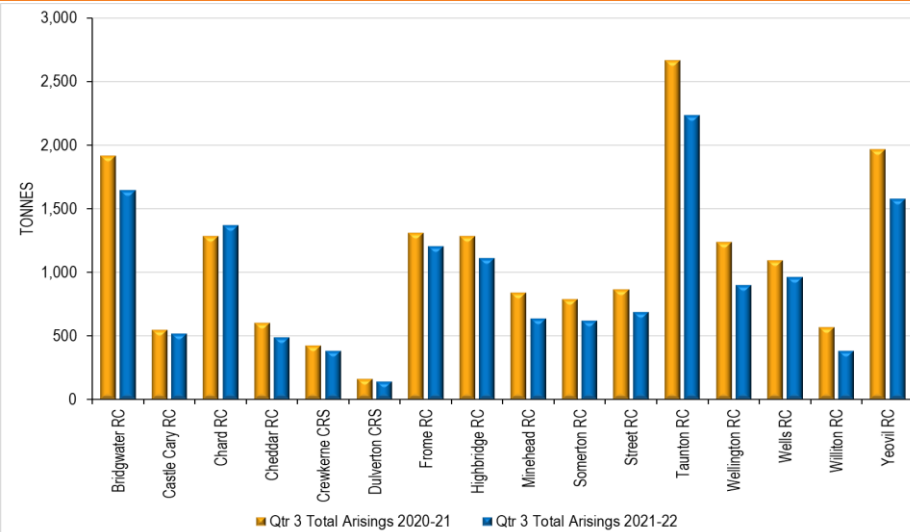
What will future success look like and what are we doing about it?

- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing our behavioural change activity on the most carbon intensive materials.
- 3) Reuse: Developing an effective county-wide approach which leads to substantially increased levels of reuse. This will include working with both SUEZ and Viridor to explore how we can improve reuse across Somerset.



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.

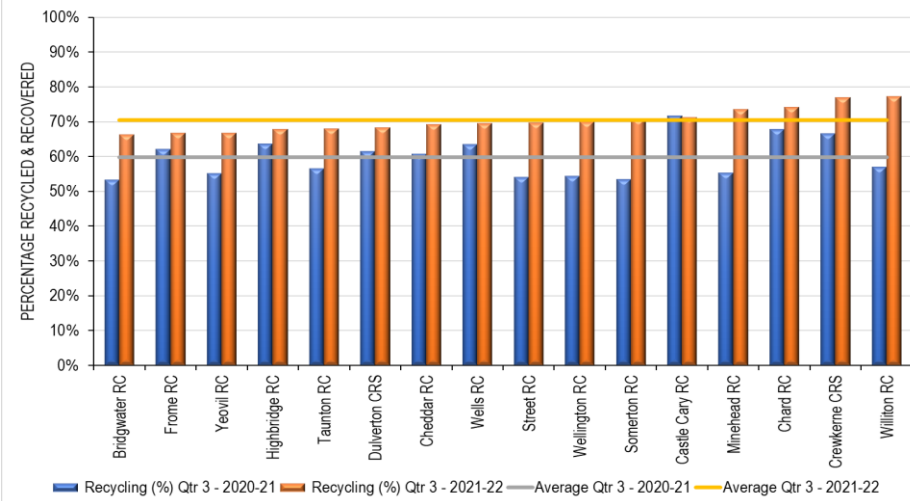
What has happened and what has changed in this quarter?



Recycling Site	Q3 Total Visitor Numbers			
	2020-21	2021-22	Difference	% Change
Bridgwater RC	38,391	40,422	2,031	5.29%
Castle Cary RC	8,844	8,902	58	0.66%
Chard RC	24,883	25,825	942	3.79%
Cheddar RC	13,643	12,104	-1,539	-11.28%
Crewkerne CRS	5,802	7,823	2,021	34.83%
Dulverton CRS	987	633	-354	-35.87%
Frome RC	22,792	28,156	5,364	23.53%
Highbridge RC	30,168	27,934	-2,234	-7.41%
Minehead RC	18,167	20,978	2,811	15.47%
Somerton RC	14,954	15,835	881	5.89%
Street RC	11,732	11,670	-62	-0.53%
Taunton RC	59,815	59,313	-502	-0.84%
Wellington RC	20,617	22,620	2,003	9.72%
Wells RC	22,688	22,547	-141	-0.62%
Williton RC	7,306	7,507	201	2.75%
Yeovil RC	33,422	32,350	-1,072	-3.21%
All Sites	334,211	344,619	10,408	3.11%

Note: Table shows Q3 only.

Q3 RECYCLING SITE RECYCLING RATE % - 2021-22 COMPARED TO 2020-21



In Q3 2021-22, total arisings are down by 2,702 tonnes compared to the same period last year. This total comprised an increase of 510 tonnes of garden waste and 117 tonnes of hardcore & soil, along with reductions of 659 tonnes of dry recycling and reuse, 2,575 of residual waste and wood sent for recovery and 96 tonnes of residual waste sent to landfill. The decrease in the amount of residual waste in 2021-22 to a total of 4,284 tonnes, is a reduction from the very high base in 2020-21 of 6,955 tonnes, due to elevated waste levels due to the pandemic. The more accurate comparator would be 2019-20 with a total of 4,554 tonnes, therefore indicating a return to more 'normal' levels.

Comparing total arisings to Q3 in 2019-20 (last 'normal' year), we have actually seen a slight reduction of 17 tonnes, comprising increases of 252 tonnes of garden waste, 2,763 tonnes of residual waste and wood to recovery and 209 tonnes of hardcore & soil, with reductions of 207 tonnes of dry recycling and reuse and 3,033 tonnes of residual waste sent to landfill.

The best performing recycling sites during Q3 were, Williton (77.21%) and Crewkerne (77.04%), with the worst performing being Bridgwater (66.24%) and Frome (66.72%). There were 7 sites with rates over 70%, with the remaining 9 sites over 66%.

The number of visits during Q3 were up when compared to 2020-21, with 344,619 in 2021-22 compared to 334,211 in 2020-21, an increase of 10,408 (3.11%).

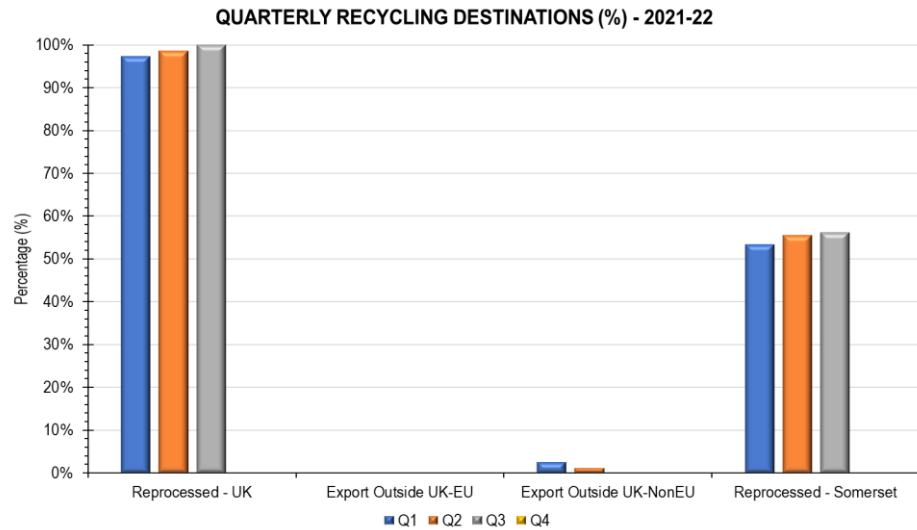
However, it should be noted that the site visitor numbers for 2021-22 are not as accurate as they could be; due to the need to upgrade the CCTV and Automatic Number Plate Recognition (ANPR) at Recycling Centres. This was identified following a review of functionality and efficiency of the existing system, 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?



Have there been any significant changes since the last report?

In Q3, we recycled 99.92% of our waste in the UK. This is up on Q1 and Q2, but it should be noted that the data for this quarter only includes 2 months out of the three, as December's data was unavailable at the time of compiling this report. This largely reflects the fact that no paper and cardboard has been exported from schools and recycling sites. Just 0.08% of the total was exported and this was a small quantity of plastic from kerbside collections, recycling sites and schools collections. These figures reflect both market demands and our commitment with the new collections contract to recycle within the UK where possible.

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

Food and garden waste continue to be processed in Somerset, along with some electrical items, scrap metal and automotive batteries. In Q3, 56.20% 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 11% of residual waste, down slightly from 12% in Q2.

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

We will start to see the impact of Recycle More from Phase 3, and also may see early results from the final roll out in Phase 4. We will also have the complete figures for Q3, though it is not expected that these will change the proportions handled in the UK significantly.

SWP has 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).

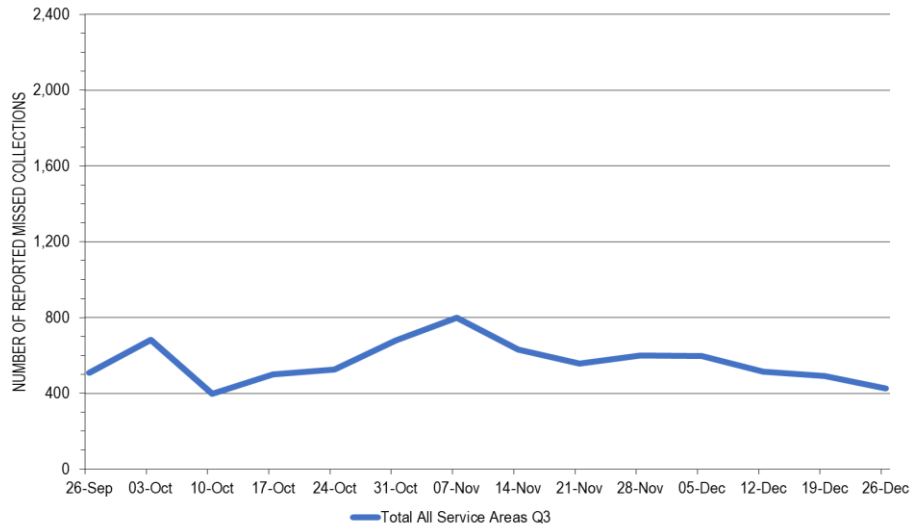
Due to ongoing volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful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

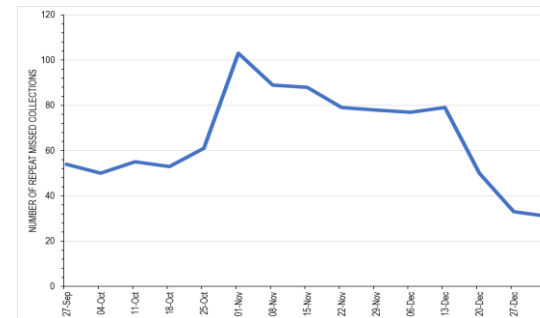


What are the issues underlying current performance?

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.

Performance continues to be of concern and Q3 does have some of the festive collection within its reporting and 2 months of RM rollout in SWT within the numbers. However, even taking these factors into account it is gratifying to see the improving performance toward the end of the last quarter continues to show signs of greater stability.



The numbers of weekly repeat missed collections have shown a marked improvement across Q3. From 54 at the start of the quarter, to a peak of 103 coinciding with Phase 4 Recycle More roll-out in Taunton Deane, back to 79 in mid December, then a significantly improving picture to the end of the quarter at 31. This continues to be an SWP priority, with still more work to be done on reducing the number even further and maintaining them at a satisfactory level.

What are we doing about it?

- 1) Performance this Quarter has reflected the continuing efforts made by all to get this aspect of service delivery trending in the right direction.
- 2) Service recovery plans continue to be reviewed regularly and despite the continuing challenges services do appear to be stabilising.
- 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?

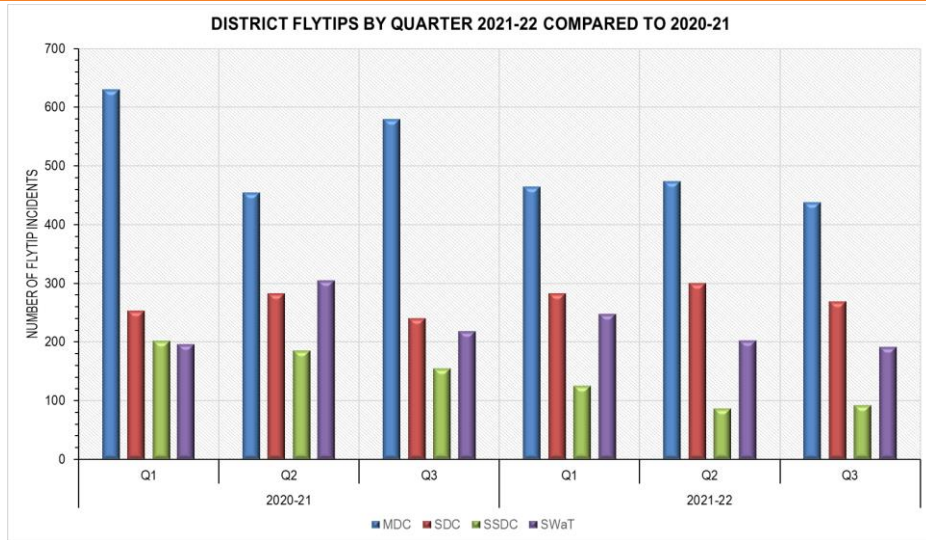
- 1) We expect SUEZ to continue efforts to improve this element of the contract and will expect the current improvements to continue.
- 2) Plan the continued roll out of Recycle More to the rest of the County whilst continuing to identify and highlight risks and put in place mitigations and resources 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 Q3 2021-22 compared to Q3 2020-21, as well as when compared to the previous Quarter of this current year.

The number of fly-tips in Q3 2021-22 decreased by a total of 202 incidents, from 1,191 in 2020-21 to 989 in 2021-22. The number of fly-tipping incidents in Mendip saw the biggest drop, down by 141 to 438, with South Somerset and Somerset West and Taunton also reducing, down 62 to 92 and down 27 to 191, respectively. However, Sedgemoor saw a small rise, increasing by 28 to 268. 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 'Black bags - household' (down 92 to 225), 'White goods' (down 31 to 34) and 'Green' (down 29 to 30). The areas that have seen the biggest increases in the numbers reported were 'Vehicle parts' (up 5 to 31), 'Black bags - commercial' (up 4 to 7) and 'Asbestos' (up 1 to 3).

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 continues to be no further progress on this project since the last report, hopefully there should be further news from our District partners in Q4, if further meetings have taken place, although LGR work may impact on this.

What will future success look like?

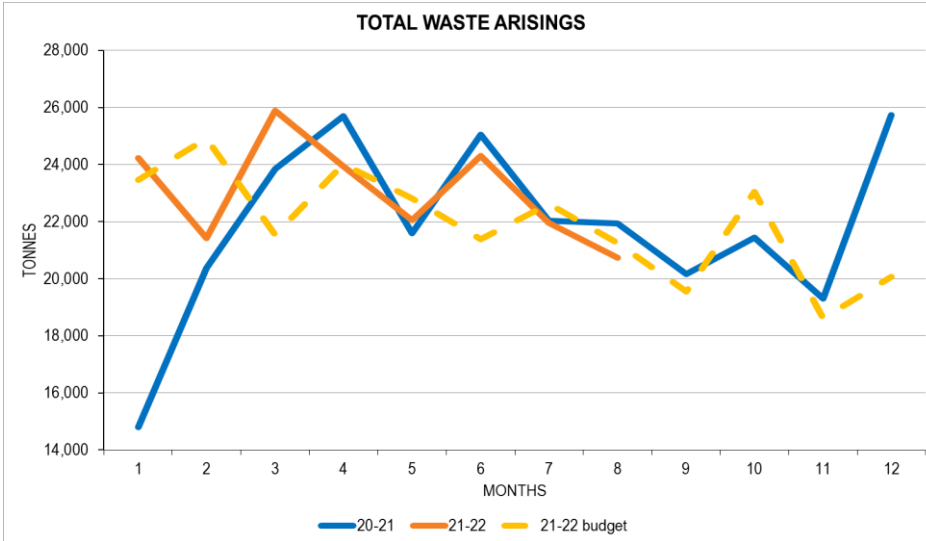
- 1) Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 2) The successful development and adoption of a suitable scheme to help combat and therefore reduce fly tipping across Somerset.
- 3) As a result of this project, year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

Due to December data not being available at the time of compiling this report, Q3 only covers October and November 2021. This is the finance report for Q3 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 £1,044k, this is a very small movement from that previously forecast. The effect of Covid-19 has increased demand on the recycling kerbside service and covid secure ways of working have increased the contractor cost of providing this service. This forecast includes the additional cost of £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 £113k. This forecast includes actual data for the period April - November and budgeted forecast until the end of the year. This update in the actual data has resulted in a reduction from the previously reported overspend of £141k. Costs at the recycling centres are currently forecast to be above with the largest increase seen in residual tonnes. 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.

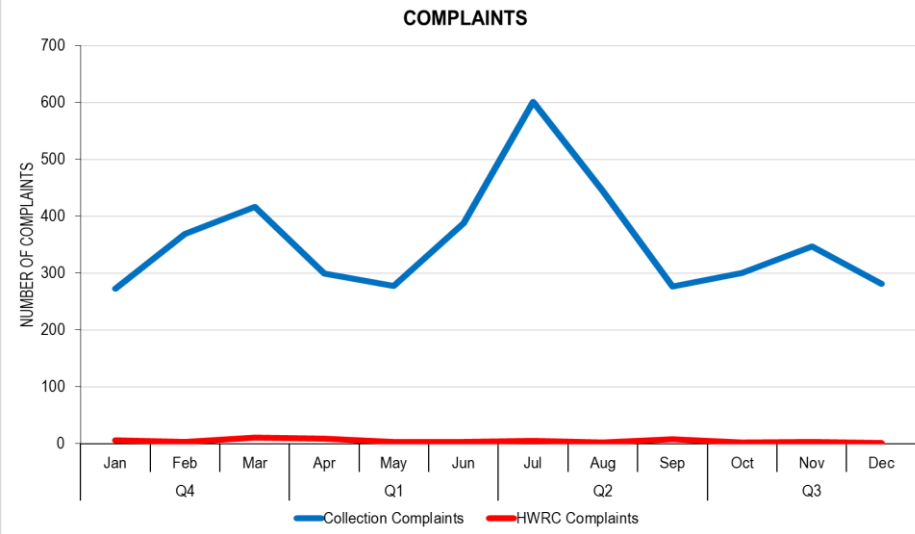


Why do we measure and report this?

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?

Key highlights in performance



Recycle More was rolled out into the Taunton Deane area of Somerset West and Taunton during November. The change was delivered well without significant disruption to customers. Bright Blue deliveries took place on time with a reduced level of failure demand than previous phases.

The upturn in container requests as a consequence of recycle more were delivered effectively with 97% of containers being delivered within 5 working days.

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 overspill for South Somerset District Council Customer Services.

Services returned to a reasonable standard and the SWP communicated with 55,000 Garden waste subscribers to reintroduce the service during mid-September.

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.

Work is still ongoing with Abavus to improve the stability and functionality of the platform and major hurdle was overcome during November when a system architecture development was deployed to improve the transparency of customer interactions.

Business continuity cells were wound down during mid-September due to service standards achieving reasonable and reliable levels. Customer Services training and other propriety works were undertaken in preparation for the implementation of Recycle More in the Taunton Deane area of SWT.

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

What will future success look like?

- 1) Continued service stability across the operational area and reduced levels of customer complaints and missed collections.
- 2) Implementation of Recycle More within the Sedgemoor District Council and the West Somerset District area.
- 3) Data, systems and training deployed ahead of Recycle More Phase 4, during February / March 22.
- 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 Sedgemoor and West Somerset Districts.

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



Present actions

1) Delivering Communications and Engagement in support of Recycle More Phase 3 & 4

Phase 3: Stakeholder updates (4 pre-launch, 1 post-launch)
 Phase 3: 2 direct mailings to 55k residents, display materials in 13 locations.
 Phase 3: 2 Facebook Q&A sessions, 2 virtual Talking Cafes and 2 face-to-face, 5 Roadshows.
 Phase 3: Six press releases for local media, associated interviews.
 Phase 3: Blue Bag test drive for members (52 undertaken).
 Phase 4: Key docs (incl. mailers) reviewed, updated and redesigned.
 Phase 4; Briefings packs reviewed, updated and distributed.
 Phase 4: 2 Cllr/Parish virtual briefings/Q&A sessions.
 Phase 4: Launch PR and media interviews
 Phase 4: Web content reviewed, refreshed and updated.

2) Wider Communications and Engagement

PR, social media re: Electric truck, festive fortnight day changes, Halloween reduce/reuse/recycle tips.
 Four pages of content in December's Your Somerset - Recycle More updates, Festive tips, eco-grant, electric truck
 Launch of eco-school grants (PR, social media, newsletter content).
 Presence at events: 2 community events, 2 Somerset Youth Parliament.
 Think outside the box targeted campaign: PR, social media, newsletters etc.
 Dedicated festive page with festive reducing, reusing and recycling tips - nearly 9k visits in Dec.
 Progressing Somerset Recycling A-Z and Volunteering policy
 Launch of eco-schools grants PR, social media, newsletter content, interviews.

Key figures

Social Media

Facebook followers:	16,765	Start	17,145	End
Twitter followers:	2,979	October	2,978	December

Website Hits

October	166,594	Page Views	130,187	Unique
November	140,406		111,092	Page Views
December	205,532		169,009	

Sorted e-zine

October	10,476	Delivered	6,847	Opened
November	10,442		6,933	
December	10,751		7,871	

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

Highlights

Facebook

14/11/2021 Festive tips to reduce, reuse and recycle
 18/10/2021 Mendip - calendars run out? How to check dates
 10/10/2021 Taunton Deane Recycle More - 3 week leaflet coming
 18/10/2021 Taunton Deane - Recycle More on its way
 20/11/2021 What goes in the BBB?

Total Engagements:

October	12,746
November	11,118
December	11,025

Twitter Topics

15/11/2021 Festive reduce, reuse recycle advice here
 02/10/2021 Wiveliscombe Recycle More event
 03/12/2021 Pringles, Choc tins - what to do with them
 30/11/2021 Cardboard up by a third
 18/10/2021 What goes in the Bright Blue Bag

Total Engagements:

October	337
November	295
December	591

Engagement

Future actions

- 1) Recycle More Phase 4 comms - 6 week and 3 week leaflet delivery (associated social media traffic).
- 2) Recycle More stakeholder updates, PR, Facebook Q&As.
- 3) Planning communications and engagement for Recycle More communals and schools roll-out.
- 4) content for March edition of Your Somerset.
- 5) PR/social media content in support of Food Waste Action week (7-13 March).
- 6) Progressing recycling A-Z.
- 7) Continue work to develop volunteering policy for compost and food waste champions.
- 8) Three editions of the SORTED! newsletter to circa 10k subscribers and move to new distribution platform.



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
 11 February 2022
 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

<p>Forward Plan Reference:</p>	<p>25/01/2022</p>
<p>Summary:</p>	<p>Recycle More has been rolled out to three areas so far: Mendip (October 2020), South Somerset (June 2021) and Taunton Deane (Nov 2021). The fourth and final phase is due to bring the service to households across Sedgemoor and West Somerset at the end of February 2022. As highlighted to the Board in previous meetings, the ongoing Covid-19 pandemic adds to the risks of the roll-out programme, as does the national driver shortage and associated pressures on service stability. Mitigating steps have been taken where possible, in agreement with all partners. This paper provides a progress update from Mendip, South Somerset and Taunton Deane. It also updates on preparation for the final phase of the kerbside roll-out programme and plans to roll-out to schools and the final tranche of communal properties.</p>
<p>Recommendations:</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.
<p>Reasons for recommendations:</p>	<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 national shortage and hence service stability.</p>
<p>Links to Priorities and Impact on Annual Business Plan:</p>	<p>Action 3.1 of the Business Plan 2021-26 concerns the implementation of Recycle More. All partners have declared climate emergencies and the environmental benefit from Recycle</p>

	More is an important part of achieving these.
Financial, Legal and HR Implications:	As set out in the finance paper, Recycle More is forecast to breakeven during quarter three of 2022/23 and deliver savings to all partners of over £2m per annum. As previously agreed, no savings as a result of the new contract will be taken from the Somerset Waste Partnership until all roll out costs have been fully funded and breakeven point is reached. The anticipated savings figures have been shared with s151 Officers for inclusion in each partners MTFP process. The finance paper provides an update on the anticipated breakeven point and level of savings, which we will continue to regularly review as roll out continues.
Equalities Implications:	An impact assessment on Recycle More is maintained and updated as the project progresses.
Risk Assessment:	As previously reported to the Board, Covid-19 is a risk to the successful roll-out of Recycle More and this continues to be the case. A repeat of poor service quality seen last summer/autumn, primarily due to driver shortages, would also put our ability to roll-out Recycle More at risk. At the time of writing (mid-January) staffing levels are sufficient and services have stabilised. However, Covid is contributing to heightened staff absence and is being monitored closely. The underlying nationwide driver shortage also remains and tonnage levels remain challenging.

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 overall recycling rate to around 60% and reduce the amount of residual waste by up to 23% – 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. 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 depot 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 Phase 1 due to the unprecedented and uncertain impact that Covid-19 was having on waste services. We have now successfully rolled out in Mendip (kerbside on 26 October 2020, communals on 8 March 2021), South Somerset (June 2021, and Taunton Deane (November 2021).

The continuing and unpredictable impact of Covid (notably the Omicron variant) on staffing absence represents a risk to the smooth roll-out of Phase 4 in Sedgemoor and West Somerset.

Several steps have been taken to mitigate this risk:

- The roll-out of Recycle More to communal properties will take separately to the 'mainline' changes (see 3.1). This is now scheduled to take place in the week beginning 27 June, but we will review this in the coming weeks. This will simplify the February roll-out and, to some extent, reduce the staffing pressures. This approach was also taken in Phase 1 (Mendip) to reduce risk in light of uncertain Covid pressures.
- Deliveries of Bright Blue Bags will start a week earlier than originally planned (7 Feb rather than 14 Feb). This is to allow time to catch-up should the deliveries be affected by heightened staff absence or severe weather. At time of writing, there is no sign of this risk being realised.
- Delivery of the Warm-up leaflet were paused for one week. Originally planned to arrive from 17 January, it was delayed to allow for any significant post-

festive spike in Covid-related staff absence to become apparent.

When	Where	Households
28 Feb 2022	Sedgemoor & Somerset West & Taunton (old West Somerset) 'Mainline' households.	71,000
27 June 2022	Sedgemoor & Somerset West & Taunton (old West Somerset). Properties receiving 'communal' collections of some kind.	Circa 5,500
October 2022	All Somerset schools receiving waste services from SWP.	273 Schools.

2 Updates on progress - tonnages

It is difficult to produce exact district-level figures on tonnages. Routes and depots are designed around operational efficiency rather than local government boundaries (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 the change of collection contract and roll-out of Recycle More. This complicates the picture considerably, making it more difficult to precisely isolate the effects of the new service.

We have made best efforts to baseline changes in tonnages in a way that accurately accounts for the varying impacts of Covid and lockdown restrictions. However, figures should be considered estimates.

We are reviewing how best to track Recycle More's impact on both recycling and residual tonnages in the long-term, in the most accurate and consistent way possible. This should be ready for reporting at the next waste board (June) and will be used for other reporting requirements. This data will still come with caveats that Covid has made precise tonnage comparisons and proving causality extremely difficult.

The figures below show variations between districts that are likely to level out as the service is bedded in over time. The longer the whole county is operating on the new service, the more apparent significant longer-term trends will become.

Note: Tonnages will only tell part of the story. An important aspect of Recycle More is the capturing of more plastic for recycling - plastic being both carbon-intensive and taking up considerable space in rubbish bins. Plastic is also very light and so weight measurements will not accurately reflect the positive impact on rubbish capacity and carbon minimisation.

2.1 Residual waste Phases 1-3 (Mendip, South Somerset and Taunton Deane) residual waste tonnages

Moving waste from rubbish bins to recycling is a key objective of Recycle More. In the longer-term reducing waste overall is the ultimate aim and future reporting (see 1.3) will include residual (rubbish/refuse) tonnages. We are still working on most accurate and consistent way of establishing the impact of Recycle More on residual waste, trying to take account of the complications that come with Covid and varying lockdown restrictions.

However, **initial calculations, using the 30-week period before each service change as the baseline, suggest Recycle More is reducing residual waste by around 20%.** Over the course of a year, this would equate to nearly 80kg per household, or around 1.5kg per week (noting that much of the increase is in plastic, which whilst low-weight takes up a lot of space in people’s bins and saves a lot of carbon). We will be refining our measures of progress in the coming weeks and will report back at the next board meeting.

2.2 Phase 1 Mendip update - recycling tonnages

We now have updated tonnage figures for 64 weeks 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 7,533 tonnes of extra recycling (21%) has been collected in this period, an average of 118 tonnes extra per week. This includes an estimated 1,352 extra tonnes of plastics (58% increase) and significant tonnages of cartons, small electricals and batteries.

Across the course of a year, this would equate to nearly 114kg of extra recycling per household per year (2.2kg per week).

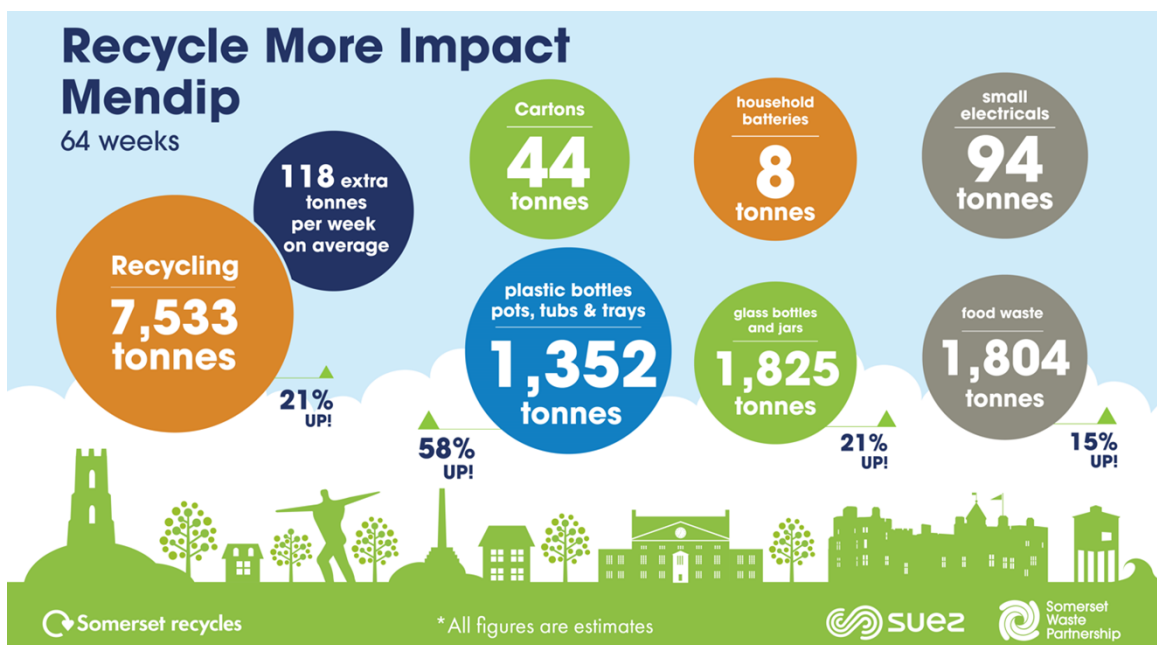


Figure 1: Recycle More 64-week tonnage in Mendip

2.3 Phase 2 South Somerset update - recycling tonnages

The launch of Recycle More in South Somerset was hampered by the nationwide driver shortage, a situation exacerbated by pandemic delays to training, Somerset's challenging labour market and the strain on crews coping with increased tonnages for a sustained period.

The service has bedded in as crews become comfortable with the new routes and materials, though we will continue to look for performance improvements.

The latest figures for South Somerset, cover Recycle More's first 29 weeks. Like Mendip, they show a significant boost to recycling tonnages.

An estimated 3,845 tonnes of extra recycling (11%) has been collected in this period, an average of 133 tonnes extra per week. This includes an estimated 725 extra tonnes of plastics (30% increase) and significant tonnages of small electricals and batteries. At this point, no cartons had been exported from the depot. Across the course of a year, this would equate to nearly 87kg of extra recycling per household per year (1.68kg per week).

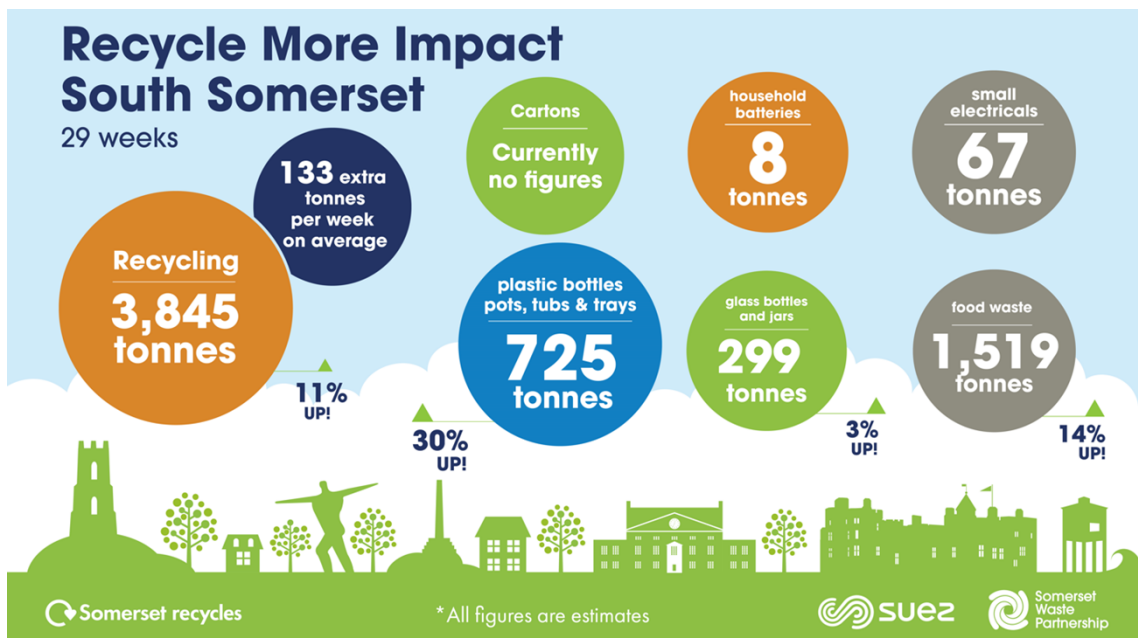


Figure 2: **Recycle More 29-week tonnage for South Somerset**

2.4 Phase 3 Taunton Deane update - recycling tonnages

As discussed at the last board meeting, the launch of phase 3 was the smoothest to date - a major achievement given the pressures on crews and testament to their hard work.

It is still early days in this phase, and the figures for Taunton Deane should be

considered indications only.

This is the first phase to launch from a brand new, empty depot and this adds more complications when calculating tonnages. Tonnage figures split by material come from what we transport out of the depot and this only happens when the bays in depots are appropriately full. Therefore, some materials were not exported in the early weeks of this phase because the bays were still filling up. We have tried to take account of this, by excluding the first week of figures, but it will still have had some impact.

With these caveats, **the first ten weeks estimates are that** overall recycling is up 740 tonnes (8%), and average of 74 tonnes per week. Across the course of a year, this would equate to nearly 69kg of extra recycling per household per year (1.33kg per week) but we expect to see this climb as we saw in the earlier phases. An extra 70 tonnes of plastic were collected (17%), an extra 13% (265 tonnes) of food waste. Of the new materials, 4 tonnes of batteries had been collected after ten weeks and 15 tonnes of small electricals. At this stage there had been no exports of cartons from the Taunton depot.

2.5 Collection performance

Performance in the weeks following launch in Taunton Deane has been on a par or better than that seen in Mendip, and substantially better than South Somerset (where collections were hit by the national driver shortage).

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
4	1,133	396	196
5	1,985	277	187
6	822	170	211
7	408	158	195
8	302	153	239
9	178	181	175

Week	Missed Refuse per 100,000 collections		
	South Somerset	Mendip	Taunton Deane
1	933	526	607
2	679	548	484
3	507	405	469
4	355	293	461
5	433	558	349
6	302	521	360

7	226	320	188
8	206	227	98
9	174	307	20

2.6 Schools Against Waste

Every primary school in each of the Recycle More phases has now been offered a free visit by the Carymoor team to support the roll-out of the service. From September 2020 to date (19 January 2022), the Schools Against Waste team has visited 30 schools in Mendip, 37 in South Somerset and 18 in Somerset West and Taunton. A further 12 bookings have been confirmed so far – seven in Sedgemoor and five in Somerset West and Taunton. Carymoor will be following up earlier invites to West Somerset schools to boost engagement. For the foreseeable future these sessions will be interactive, live virtual sessions though this will be reviewed in light of changing national restrictions. These were devised in response to Covid restrictions and have proved very popular and convenient for schools

3. Preparation for phase 4

3.1 De-coupling of changes to communal properties

As per paragraph 1.2 the communal element of Phase 4 will take place later than the mainline services. This is the same approach taken in Mendip to reduce pressures on the mainline roll-out. At present, this is scheduled for the week beginning 27 June, though this will be reviewed and could change slightly to ensure the best fit operationally. There are around 5,000 households receiving some kind of communal/shared collection, the majority of these in Sedgemoor. Contact has been made with Homes in Sedgemoor and we will be working with them to engage tenants at the appropriate time. All residents will be written to twice before any change. The full implementation of communal refuse changes will also result in some changes to days of collection from communal properties across the County (particularly on refuse) as SUEZ make improvements to the efficiency and resilience of their communal routing.

3.2 Communications and engagement

Stakeholder engagement: This is well underway and will continue up until launch. Detailed briefing packs were distributed to stakeholders in November. Two out of hours virtual Briefing/Q&A sessions were hosted for Councillors at county, district, town and parish level in early December, attracting around 50 attendees. Three Recycle More Messenger 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. A further three are scheduled. Regular updates are also provided for staff and member internal newsletters at all partner authorities.

Online engagement: The dedicated recycle-more page on the SWP webpage has been updated and at time of writing was seeing steadily increasing traffic which we expect to jump in later January and through February. We were also seeing the expected increase in engagement through the SWP Facebook page, though, clearly, page engagement is affected by a wide range of factors and issues. Four Recycle More Facebook Q&A Days are being hosted to encourage questions and provide answers. In a change of format, these run from 7am to 7pm. The first session generated more than 600 engagement and a reach of more than 7,000, and we expect engagement to improve as we approach launch day. We are also increasing our use of Nextdoor social media platform, which reaches an audience of over 15,000 in Sedgemoor and West Somerset.

Direct mail leaflets: As with previous phases, the most important elements of communications are the two directly mailed leaflets, in this phase being delivered to more than 70,000 households. The warm-up leaflet arrived five weeks before launch (a week later than originally planned, see 1.2). The crucial "Coming soon" leaflet, which contains individual collection day calendars and a detailed "what goes where?" guide is due to arrive from 7 February (3 weeks before launch).

3.3 Williton Depot works

Upgrading works on the Williton depot are still due to finish in June, having been delayed by supply chain issues and then subsequently by issues finalising lease issues. This will not affect the Phase 4 roll-out and material will be handled by the Walford Cross depot until works are complete.

3.4 Bright Blue Bag deliveries

Deliveries are again being made by SUEZ staff, limiting as much as possible the use of agency staff who will not have the same route and service knowledge. They were scheduled to start on 7 February, rather than the original 14 February (see 1.2). Learning from its success in Phase 3, an informal network of community collection points for bags will be in place again for phase 4. With the support of libraries, Co-op supermarkets and other community bases, these will provide 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 arrive.

3.5 Customer services

SWP Customer Contact leads have been in regular contact with counterparts in Sedgemoor and Somerset West and Taunton, sharing timelines, information and supporting documents. Sedgemoor call handlers have had training from SWP and SWT has ensure that its staff, who have experience from Phase 3, are well-briefed on phase 4. The Customer Contact levels from Phase 3 were in line with forecasts and well managed.

3.6 Route optimisation

This has been completed for mainline properties appears to be robust with lessons learnt from earlier phases. Around two thirds of the households in Phase 4 will have a change of collection day. Around 12,500 households will have a one-off, Saturday interim collection of rubbish only to ensure no-one goes more than three weeks without a rubbish collection as they move to the new service - 7,100 of these will take place on Saturday 26 February and 5,400 on Saturday 5 March. This is made clear on the cover and the calendar of leaflets where it applies.

4. 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.

The introduction of Recycle More to schools is scheduled for the week beginning 10 October, though this will remain under review and amended if required. Ahead of that SWP are undertaking an audit of all school sites, considering the facilities currently in place and what needs to be introduced for the move to Recycle More. This process has been going well with good engagement with, and feedback from schools visited.

SWP has attended head teacher association meetings for Secondary and Primary schools to discuss Recycle More (and wider waste topics) and will attend relevant meetings of school Business Managers in the coming weeks.

We will be using established channels to raise awareness among schools and seeking to learn from SUEZ experiences in other parts of the country about how schools can be supported and encouraged to improve their recycling.

5. Options Considered and reasons for rejecting them

- 5.1.** Not relevant as this paper is simply an update on progress. The alternative option of delaying roll-out of Recycle More until the pressures of Covid-19 have dissipated has previously been rejected due to the environmental and financial cost and the acceptance that there is no guarantee as to when those pressures will be gone. Rolling out a new service through a pandemic remains a significant challenge for SWP and Suez - paragraph 1.5 sets out the risks. This will be the case for any significant change being introduced by any authority or organisation in the current uncertain times..

6. Consultations undertaken

- 6.1.** Monthly meetings of the Strategic Management Group (senior officers from each partner) have kept officers up to date with progress in mobilising Recycle More. Business Continuity arrangements in place mean there are frequent meetings with all partners (including customer services and comms). Project meetings are being held with SSDC and SWAT officers (now weekly with SWAT). SDC are shadowing the SWAT meetings to learn ahead of phase 4 roll-out. SWAT District and parish council briefings were held in the summer, and an all-member briefing for SSDC members was held in August to update on the roll-out and service stabilisation. Go/no-go review meetings have been held with the Strategic Management Group and SUEZ at key milestones.

7. Implications

- 7.1.** 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).
- 7.2. 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 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. 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, any further acute driver shortage and its consequential effects would considerably increased the risk both to service stability and to a smooth roll-out.

8. Background papers

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

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Somerset Waste Board meeting
 11th February 2022
 Report for Decision

Financial Performance Update 2021/2022 and Final Budget 2022/2023

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

Author: Christian Evans, Strategic Manager Finance

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<p>Forward Plan Reference:</p>	<p>25/01/2022</p>
<p>Summary:</p>	<p>The report sets out the financial performance against the approved Annual Budget for the first 9 months of the current financial year from April to the end of December.</p> <p>The Board is asked to approve a final Annual Budget for 2022/23 in accordance with its constitution and Inter Authority Agreement.</p>
<p>Recommendations:</p>	<p>That the Somerset Waste Board: -</p> <ul style="list-style-type: none"> • Notes the summary financial performance for 2021/2022 to date as contained in this report, and how this will impact on the budgetary requirements for 2022/2023. • Approves a final budget of £48,902,332 for 2022/2023 as set out in Appendix 1 taking into account the savings included in the budget for both the Districts and the County Council as set out in section 3.
<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>There is a requirement within the Constitution for the Board to agree a final Annual Budget for the following year by the end of the previous February.</p>

	Partner authorities will need final budget figures for their overall financial planning processes.
Links to Priorities and Impact on Annual Business Plan:	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.
Financial, Legal and HR Implications:	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end. As previously agreed, during the roll out period, no Recycle More savings will be taken by partners until Breakeven point has been reached.</p> <p>The Annual Budget, once finally approved, will become the new measure for our financial performance for 2022/2023. We will continue to share the costs amongst partners in the same way as previously as set out in our Cost Sharing Agreement. As previously agreed, during the roll out period, no Recycle More savings will be taken by partners until Breakeven point has been reached.</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 with SUEZ.</p>
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</p>

	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. The National Driver Shortage remains an ongoing issue and hence risk to SWP. All these issues have potential financial consequences.
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1. Background

- 1.1.** The Annual Budget for 2021/2022 was originally set at the Board meeting of 12 February 2021 at £47,045,658, a carry forward for £112,900 was granted by Somerset County Council in year for delayed work with schools resulting in a revised budget of £47,158,558. 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 9 (excluding Recycle More fund)

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	SWaT £'000	Total £'000
Head Office	(5)	(1)	(1)	(1)	(2)	(10)
Disposal Costs	133	0	0	0	0	133
Collection Costs	0	4	4	5	6	19
Covid - 19	0	140	139	207	190	676
Collection Contract Indexation	0	70	70	104	96	340
Other - includes E-RCV*	(15)	0	6	3	5	(1)
	113	213	218	318	295	1,157

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 December position shows that the Somerset Waste Partnership budget is forecast to be **overspent by £1.157m** (2.5% of the revised budget), This does not include the Recycle More roll out costs, which is accounted for separately. See paragraph 2.3 below.

2.1. Waste Collection

Estimated figures for the collection indicate a predicted combined **£1.044m overspend** across the 4 District partners at this stage. A very minimal movement from the £1.045m overspend reported to the board in December.

There are still additional Suez collection covid related contract costs which fall to District partners (£676k 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 agreed with SUEZ and an additional 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).

Bulky waste has been updated to reflect the increased usage of the service; this is a net nil impact as this is a full cost recovery service. Increased collection costs are covered by additional income from customer payments.

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.

2.2. Waste Disposal

Waste disposal costs are forecast to overspend by £113,000. This relates to increased waste volumes (predominantly residual waste) at the Household Waste Recycling Centres; however, this is a reduction from the £141,000 overspend reported to the Board in December due to the receipt of more tonnage data.

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. Its

previously been reported that breakeven point would be reached in quarter 3 of 2022/23. A full review is being undertaken using the latest actual data from the current roll outs and trends analysis. Until a full analysis has been completed it would not be appropriate to update this anticipated breakeven point. A verbal update of where this work is at will be given at the board meeting.

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.

There are a number of potential significant variables which may affect the breakeven point, 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).

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. Annual Budget for 2022/2023

The February Waste Board is where our Constitution and Inter Authority Agreement require us to agree the Annual Budget for the next financial year. It is also important that partners receive the necessary information to allow them to build any additional costs into their local budget requirements.

The table below shows the total budget requirements for each partner for 2022/2023. The detailed line by line budget requirements for each partner are set out in Appendix 1

		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	Various	592,943	0	0	0	0
Landfill Tax	2.00%	25,400	0	0	0	0
Household Growth	0.99%	0	22,741	51,074	73,033	39,562
Garden Waste	12.0%	0	64,300	74,151	128,725	105,734
Volume Growth	0.93%	221,500	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	2,634	(1,272)	2,524	25
Garden & Bulky Income	12.1%	0	(67,263)	(73,589)	(131,998)	(103,821)
Financing - PV & E-RCV		0	8,208	8,261	12,301	11,229
Covid-19 Costs		0	125,580	126,397	188,212	171,811
Proposed Savings		(715,300)	(123,589)	(124,189)	(169,641)	(157,581)
22/23 Draft Budget		31,694,440	3,514,232	3,578,462	5,314,917	4,800,281
Increase / (Decrease)		250,443	305,911	341,542	511,432	447,345
Percentage		0.8%	9.5%	10.6%	10.6%	10.3%

3.1 Collection Factors

The table above shows the final 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 has now been agreed with the contractor and built into the forward budget.

Inflation for the collection contract has been calculated on 6.11%, 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 average of these figures is growth of 0.99% and has been applied to the final budget. The figures 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.

Household growth is based on the Household numbers provided by the district partners. Members are reminded that each collection partner will be charged according to their individual district housing growth. The growth figures for each area are as follows;

Mendip	0.57%
Sedgemoor	1.32%
South Somerset	1.28%
Somerset West and Taunton	0.74%

Garden waste is based on current subscriber numbers with additional growth of 0.99% 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 housing growth applied for 2022/23 however does not include the increased growth from Recycle More as this currently feeds into breakeven. 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 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. Also included in this proposed savings line in the removal of the additional budget for Fleet Maintenance; this was a one of cost of £125,000 required for 2021/22 only and is therefore now a saving in the final budget.

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.

3.2 Disposal Factors

The disposal budget for the 2022/23 has been set as usual using the following assumptions.

- 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 - 0.86%. 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 contract includes various indices including RPI, labour and fuel these have all been estimated using the latest data available.
- Volume growth is based on an estimate using volume trends and household growth resulting in a budget increase of £221,500.
- Landfill tax is now known for 2022/23 at £98.60 per tonne but this only affects the very small proportion of our waste that is not recycled and cannot go through the Energy from Waste plant. 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 an increase of £250,443. This is 0.80% of the SCC original element of the 2021/22 budget.

3.3. Recycle More

The final 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. As mentioned above a full detailed review of the breakeven model is being undertaken. 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 recycle 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
- 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 (though these are unlikely to impact in the coming financial year)

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 and one option may be to extend the useful life of the fleet. A paper will be brought to the June Board meeting on the partial re-fleet.

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 figures as set out in the budget in section 3 above will form the Annual Budget for 2021/2022.

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

Final SWP Budget 2022/23

			SCC	MDC	SDC	SSDC	SWAT
Expenditure							
Single Client Group							
Salaries & on-costs	1,045,230	1,045,230	478,297	114,250	122,245	171,231	159,206
Salaries pension deficit	84,500	84,500	38,667	9,236	9,883	13,843	12,871
MDC customer services impact	7,230	7,230		7,230			
Travel & Subsistence	51,770	53,064	24,282	5,800	6,206	8,693	8,083
Admin, training, meetings & IT	85,420	87,556	40,065	9,570	10,240	14,343	13,336
Advertising & campaigns	47,000	48,175	22,045	5,266	5,634	7,892	7,338
Office rent & accommodation	70,380	72,140	33,011	7,885	8,437	11,818	10,988
Support Services							
Legal	10,400	10,660	4,878	1,165	1,247	1,746	1,624
Insurance	5,280	5,412	2,477	592	633	887	824
Finance	81,490	83,527	38,222	9,130	9,769	13,684	12,723
Internal Audit	10,920	11,193	5,122	1,223	1,309	1,834	1,705
Human Resources	5,200	5,330	2,439	583	623	873	812
ICT	5,360	5,494	2,514	601	643	900	837
Democratic Services	6,960	16,330		3,291	3,521	4,932	4,586
Direct Services							
Waste Disposal							
Disposal - Landfill includes clinical disposal	13,337,960	15,553,730	15,553,730				
Disposal - HWRCs	10,583,030	8,347,990	8,347,990				
Disposal - food waste	1,569,920	1,677,800	1,677,800				
Disposal - Hazardous waste	223,420	244,650	244,650				
Composting	1,941,890	1,951,390	1,951,390				
Kerbside Recycling							
Sort it+ SP5 all districts	10,656,950	10,656,950		2,186,772	2,200,994	3,277,389	2,991,795
Communal Recycling SP5	93,430	93,430		15,509	21,561	25,911	30,450
Garden	3,455,060	3,455,060		650,423	758,302	1,064,060	982,275
Garden sticker admin	18,000	18,000		3,399	3,966	5,561	5,074
Household Refuse							
Fortnightly	6,772,790	6,772,790		1,389,755	1,398,793	2,082,873	1,901,369
Refuse - Communal SP5	329,710	329,710		66,341	66,785	88,529	108,054
Assisted Collections	112,220	112,220		23,027	23,177	34,512	31,504
Assisted Collection Review	10,000	10,000		2,052	2,065	3,075	2,807
Clinical Waste	140,930	140,930		28,401	30,388	42,565	39,576
Bulky Waste Collections	99,040	99,040		23,476	17,317	28,054	30,193
SWB Directed Collections	3,690	3,690		744	796	1,114	1,036
Day Works	9,500	9,500		1,914	2,048	2,869	2,668
Container Maintenance	67,870	67,870		13,677	14,635	20,499	19,059
Container Delivery	201,060	201,060		46,606	42,263	62,670	49,521
Container Supply	528,490	528,490		112,885	126,045	163,726	125,833
Admitted Body Pension Costs							
Base pension cost	60,380	60,380				60,380	
Incremental pension cost	8,620	8,620		1,737	1,859	2,604	2,421
Depot Costs	209,440	209,440		42,207	45,161	63,257	58,815
Village Halls	5,500	5,500			5,500		
Inter Authority Transfers							
Transfer Station Offset Cost	361,340	361,340	361,340				
Payment in lieu of Recycling Credits	2,833,690	2,833,690	2,833,690				
Third party Recycling Credits	31,830	31,830	31,830				
Advance Payment Saving	- 31,900	- 31,900		- 6,429	- 6,878	- 9,635	- 8,958
Lease Repayments - Sort It Plus Vehicles	262,430	262,430		58,580	47,800	87,160	68,890
Financing PV and E-RCV	-	40,000		8,208	8,261	12,301	11,229
Fleet maintenance - one off cost	125,000	-		-	-	-	-
Covid costs	-	612,000		125,580	126,397	188,212	171,811
Recycle More Saving	- 450,000	- 450,000		- 92,339	- 92,939	- 138,391	- 126,331
Total direct expenditure	55,088,430	55,753,471	31,694,440	4,878,350	5,024,685	7,421,972	6,734,024
Income							
Kier Discount all Districts on SP5	- 80,000	- 80,000		- 16,122	- 17,250	- 24,162	- 22,466
Willton Transfer Offset	- 361,340	- 361,340		- 72,819	- 77,914	- 109,136	- 101,472
Garden Income	- 3,481,300	- 3,481,300		- 655,362	- 764,061	- 1,072,142	- 989,735
Bulky Income	- 94,810	- 94,810		- 22,474	- 16,577	- 26,856	- 28,904
District Recycling Credits	- 2,833,690	- 2,833,690		- 597,342	- 570,422	- 874,760	- 791,166
Total income	- 6,851,140	- 6,851,140	-	- 1,364,118	- 1,446,224	- 2,107,055	- 1,933,742
Total net expenditure	48,237,290	48,902,331	31,694,440	3,514,232	3,578,461	5,314,917	4,800,281



Somerset Waste Board meeting
 11 February 2022
 Report for decision

Somerset Waste Partnership Business Plan 2022 - 2027

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green, Managing Director

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Forward Plan Reference:	25/01/2022
Summary:	The draft Business Plan for partner consultation was approved by the Somerset Waste Board (SWB) on 10 th December 2021. This report updates the board on the partner consultation and seeks approval to the final Business Plan 2022-27.
Recommendations:	<p>That the Somerset Waste Board: -</p> <ol style="list-style-type: none"> 1. Notes and considers feedback from the partner consultation process as set out in paragraph 3.1 and as verbally updated at the meeting. 2. Approves the Business Plan 2022-2027, noting the significant ongoing risks to implementation of the Business Plan. 3. Notes the approach proposed to the trial of collecting soft plastic from the kerbside as set out in section 4.1.
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 annual Business Plan sets key aims and priorities for Somerset Waste Partnership for the next 5 years, with a particular focus on 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. Where actions (e.g. related to climate change) are not currently funded they are clearly identified in the business plan.
Equalities Implications:	Some 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, others relate to future actions, and EIAs will be carried out as appropriate at the time. In most cases the decision to proceed based on the outcome of the impact assessment will be delegated to SWP's Managing Director, unless the implications identified mean that the decision to proceed should return to the Board.
Risk Assessment:	Failure to approve a Business Plan (a constitutional requirement) will impact on the ability of the SWP to effectively deliver the board's vision.

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.
- 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. The SWP Business Plan is a constitutional requirement, and no other option is available. The Plan notes the risks that the ongoing pandemic places on delivery, given the priority attached by SWP and all partners attached to supporting communities through these unprecedented challenges.

3. Consultations

3.1. Consultation was undertaken as follows:

When	Body consulted
19 th January	Somerset County Council Cabinet
19 th January	Somerset West and Taunton Executive
26 th January	Sedgemoor District Council Executive
7 th February	Mendip District Council Cabinet
10 th February	South Somerset District Council Executive

At the time of writing this paper, not all partner consultations had been held, so a verbal update will be provided to the board on any feedback received after the paper deadline. Feedback received to date has resulted in updating references to the work involved and approach to local government reorganisation, and these minor changes are reflected in the Business Plan attached for approval.

4. Updates on the Business Plan

4.1. Possible trial of soft plastics kerbside collection

Action 3.1 of the Business Plan 2022-27 sets out our ambition for further plastic kerbside collection. SWP has accordingly applied to be part of a trial, likely to start in the second half of 2022, to trial the collection of flexible plastics and films at the kerbside. A paper will be brought to the June Board setting out the planned trial approach in more detail prior to SWP agreeing participation and signing a project and funding agreement, but key points are:

- The 3 year project will trial the collection of flexible plastic packaging and will seek to understand what works best (communication with residents, operational impacts and requirements, infrastructure requirements). SWP will join the project at the second stage (Industrialisation) for years 2 and 3 of the project.
- If successful in our application Somerset will be one of 9 Local Authorities nationwide to be part of the trial. Local authorities will be selected in order to represent a range of different 'DNAs' (profiling of various factors such as social demographics, geographies, GDP and social factors), collection systems (kerbside sort, source segregated, twin stream and co-mingled) and operators (outsourced and in house).
- Household numbers in the trial will need to be agreed - whilst each trial participant is nominally starting with 5%, due to its size SWP may start at a lower percentage of households, or at 5% of one district. Numbers of households will also need to be agreed for the second year with SWP, but we would hope to significantly expand the households covered in the trial.
- The nationwide trial is being managed by the Flexible Plastic Fund (a body established by around 18 major brands and working with EcoSurety, a compliance scheme operator, WRAP and others) and is funded by the packaging industry via the Flexible Plastic Fund, Defra and UKRI (UK Research

& Innovation). SWP's involvement in the trial will be fully funded (other than existing officer time) with a written project and funding agreement in place. Discussions are ongoing about continuity at the end of the project and to minimise financial risk to SWP.

- The materials to be collected are yet to be finalised, but the potential scope includes all packaging structures which flex easily, and which can be made of both single and multi-layered plastic, including plastic with metallised layers (e.g. crisp packets), both 'dry' (carrier bags, bread bags, films from food punnets) and 'wet' flexible packaging (packaging containing liquid based products, e.g. cat food pouches or toothpaste tubes). It is still to be determined, but it is possible that participating households will be given a supply of recyclable bags to contain all flexibles, with the bag being placed within one of our existing containers – this is to ensure that there is no contamination of our other recycling.
- SUEZ are confident that there is sufficient UK capacity to deal properly with what is collected through the trial, but tracking this and learning from it will be a crucial part of the trial. However, it may be necessary to process some material in EU facilities, particularly where technology is not yet commercially available in the UK. Materials arising from the trials will not be sent outside the UK or EU for sorting/reprocessing. Materials will be used as Solid Recovered Fuel only as a last resort.
- DEFRA's Consultation on Consistency in Household and Business Recycling proposes that plastic films and flexibles should be collected by local authorities as soon as possible, and no later than the end of financial year 2025/26. We are awaiting finalisation of this policy, which is expected soon. It should help clarify what materials are within scope of the trial and the need for any special funding arrangements to ensure continuity at the end of the trial.

5. Implications

- 5.1.** The SWP Business Plan is a constitutional requirement. Failure to approve the plan will result in difficulties as outlined above.

6. Background papers

- 6.1.** SWP Business Plan 2021 - 2026 (Appendix A)

- 6.2.** Waste Board Constitution:

<http://www1.somerset.gov.uk/council/boards.asp?boardnum=32>



SWP Business Plan 2022 – 2027

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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: Government has announced that a unitary council for Somerset will be formed on 1 April 2023, with the 110 councillors elected in May 2022 having responsibility for overseeing the Implementation Plan in partnership with the district councils. Whilst SWP already operates as a partnership, there will be a significant work in developing a single customer service function, a potentially heightened political environment, potential impacts/delays on other projects, as well as opportunities in the future.</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 issue is ongoing and there is a real risk of further disruption, pay inflation and potential industrial action.</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: Most people are aware of climate change, keen to do more, and frustrated if they feel they cannot. 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 to be delivered through the Board. The activity required to smoothly transition to a unitary authority is reflected at a high level in this 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

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.

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

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 recyclate– 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.

What	When	Why
3.1 Further plastic kerbside collections	2022/23	Potentially trialling the 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 a business case (inc. funding/industry support) which demonstrates the customer and environmental benefits and

			affordability.
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	2022/23	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.
3.9	Recycle More: schools and mop-up	2022/23	Roll-out Recycle More to schools and to communals in West Somerset/Sedgemoor and ensure that any delays (e.g. should Covid delay phase 4) or minor amendments required to optimise previously rolled out areas are undertaken.
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 re-fleet 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 Depot green infrastructure	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		
<p>SWP’s delegated powers from District and County Councils are in relation to household waste and whilst for a number of years SWP 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	<ul style="list-style-type: none"> SWP reports quarterly to the board on key projects 	

<i>success?</i>	
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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 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 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.

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 enforcement	Ongoing	SWP work closely with contractors and partners to resolve complex issues, investigate 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
<i>How will we measure success?</i>		<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

<p>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 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	Ensuring we realise the social value commitments from Suez: <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
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Business Plan 2022-27

9.1	Depot infrastructure improvements	2022-23	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 some transitional work still to do), 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. Key strands of work will be around customer contact, enforcement, communications and revising our governance and finance structure. 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 (updated January 2022)

		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	Various	592,943	0	0	0	0
Landfill Tax	2.00%	25,400	0	0	0	0
Household Growth	0.99%	0	22,741	51,074	73,033	39,562
Garden Waste	12.0%	0	64,300	74,151	128,725	105,734
Volume Growth	0.93%	221,500	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	2,634	(1,272)	2,524	25
Garden & Bulky Income	12.1%	0	(67,263)	(73,589)	(131,998)	(103,821)
Financing - PV & E-RCV		0	8,208	8,261	12,301	11,229
Covid-19 Costs		0	125,580	126,397	188,212	171,811
Proposed Savings		(715,300)	(123,589)	(124,189)	(169,641)	(157,581)
22/23 Draft Budget		31,694,440	3,514,232	3,578,462	5,314,917	4,800,281
Increase / (Decrease)		250,443	305,911	341,542	511,432	447,345
Percentage		0.8%	9.5%	10.6%	10.6%	10.3%

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SWP essential info for the festive fortnight

Summary

- **Some collection days change over the festive period to accommodate bank holidays. The attached image will help you share this information.**
- **Encourage residents to 'park smart' as more work from home and take festive leave in the coming weeks.**
- **Recycling sites are open on their usual winter schedule over the festive period, apart from Christmas Day, Boxing Day and New Year's Day.**
- **Options for recycling Christmas trees: All 16 recycling sites, bookable charity collections. Kerbside collections for garden waste subscribers only.**
- **Help and guidance on wasting less this Christmas are online somersetwaste.gov.uk/festive**

Festive period changes to kerbside collections

The festive fortnight always means some changes to kerbside collection days to accommodate bank holidays (see below). Attached is an image that you may find useful if you wish to share it through newsletters or social media.

In the event of disruption to collections at this busy time of year, rubbish collections will be prioritised. The most up to date information will be available on the on the SWP website somersetwaste.gov.uk via the home page.

Usual collection day

Friday 24 December
Monday 27 December
Tuesday 28 December
Wednesday 29 December
Thursday 30 December
Friday 31 December
Monday 3 January
Tuesday 4 January
Wednesday 5 January
Thursday 6 January
Friday 7 January

Revised collection day

No change
Tuesday 28 December
Wednesday 29 December
Thursday 30 December
Friday 31 December
Sunday 2 January
Tuesday 4 January
Wednesday 5 January
Thursday 6 January
Friday 7 January
Saturday 8 January

South Somerset and Taunton Deane residents will be able to check their days on the printed Recycle More collection day calendars.

Check online – check collections days for the festive period and beyond using the My Collection Day online calendar on the SWP homepage somersetwaste.gov.uk Remember to leave a gap in the middle of your postcode (e.g. AB1 2CD). Better still, download your dates into your laptop or mobile device's calendar and get reminders before each collection day.

Garden waste collections – as usual, there are no collections over the festive fortnight. Collections scheduled to resume in the week beginning 10 January.

Park Smart – residents are encouraged to park responsibly. Collection vehicles cannot make collections if they cannot access properties – and if a collection vehicle cannot get through, neither can a fire appliance.

This is always an important issue over the festive period with people on leave, but even more so with more people working from home.

Recycling site opening hours

All sites stay on their usual weekly winter schedules: All 16 open 9am to 4pm Saturdays and Sundays, and up to 12 open 9am to 5pm on weekdays.

All closed on three days: Christmas Day, Boxing Day, and New Year's Day.

Check online for details of your nearest site's opening schedule:

somersetwaste.gov.uk/recycling-site-opening-hours

Two sites have extra, one-off opening days to help cope with post-Christmas waste

- Dulverton: Monday 27 December, 9am to 5pm.
- Crewkerne: Tuesday 28 December, 9am to 5pm.

Over the festive period, all sites will have special bins for recyclable wrapping paper. Recycling sites should be used to recycle large pieces of cardboard.

Disposing of real Christmas trees

The greenest way to dispose of a real Christmas tree is to chip it and compost it at home if you can or use it to attract wildlife in your garden.

Recycling sites: All 16 sites can take trees (decoration-free, max trunk diameter of six inches) in the garden waste skip. They will be composted to produce the soil conditioner.

Garden waste subscribers: Remove decorations and leave your tree – up to six-feet - next to your green bin for your first 2022 collection.

Charity collections: Some charities offer kerbside collections for a donation.

These include Dorothy House and St Margaret's hospices. Collections for both must be booked in advance online just-helping.org.uk/register-tree

- Dorothy House Hospice Care (dorothyhouse.org.uk) can collect from the Frome and Shepton Mallet area and all these postcodes: BA1, BA2, BA3, BA4, BA11, BA12, BA13, BA14, BA15, SN11, SN12, SN13, SN14, SN15, SN16 and BS31.
Register your collection before 23.59 on Monday 3 January.
- St Margaret's Hospice Care (st-margarets-hospice.org.uk) can collect from around Bridgwater, Taunton, Wellington and Yeovil including these postcodes TA1, TA2, BA20, BA21 and parts of TA3, TA4, TA5, TA6, TA21 and BA22.
Register your collection before 23.59 on Monday 3 January.

Other options: Look out for other charity collections, environmental schemes that need trees, or for zoos or farms that want Christmas trees as food or fun for animals.

Wasting less this Christmas

For lots of information on how to reduce, reuse and recycling this Christmas, visit the Somerset website somersetwaste.gov.uk/festive

Festive collections 2021-22

Usual collection day

Revised collection day

Usual collection day

Revised collection day

Friday 24 December

No change

Monday 3 January

Tuesday 4 January

Monday 27 December

Tuesday 28 December

Tuesday 4 January

Wednesday 5 January

Tuesday 28 December

Wednesday 29 December

Wednesday 5 January

Thursday 6 January

Wednesday 29 December

Thursday 30 December

Thursday 6 January

Friday 7 January

Thursday 30 December

Friday 31 December

Friday 7 January

Saturday 8 January

Friday 31 December

Sunday 2 January 2022

No garden waste pick-ups in festive fortnight, above. All collections resume from Monday 10 January. Recycle sites on usual schedules except all close Christmas Day, Boxing Day and New Year's Day. Extra site open days: Dulverton Monday 27 December, Crewkerne Tuesday 28 December

 Somerset recycles

 Somerset
Waste
Partnership



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Disruption to some recycling collections

Summary

- **Despite considerable planning for the festive period, extremely heavy loads and increasing Covid-related staff absence means some recycling collections are being delayed.**
- **In some instances, missed recycling collections will not be returned for until the next scheduled collection day the following week.**
- **Rubbish and clinical collections are being prioritised.**
- **The latest information and advice can be found on the SWP website [here](#) and daily summaries will be circulated to members.**
- **Please encourage residents to report issues online and direct them to SWP web information and social media channels wherever possible.**

Background

As forecast in the information sheet of 16 December, the combination of very heavy waste presentation over the festive period and growing Covid-related staff absence is putting mounting pressure on collection services.

Despite considerable planning to mitigate this pressure, some recycling collections are, regrettably, delayed.

Like all services, we are monitoring the Covid situation closely and taking all relevant steps to manage the impact of increased staff absence.

Services in different parts of the country are already seeing collections affected. The Covid mitigation measures introduced by our collections contractor, Suez, have been maintained throughout the pandemic and include staggered starts and regular cleansing.

Please note that until next week, collections days are still slightly changed as we accommodated festive public holidays. The schedule is as follows – there were collections on Sunday (2 Jan) and there will be collections on Saturday (8 January).

Usual collection day

Monday 3 January
Tuesday 4 January
Wednesday 5 January
Thursday 6 January
Friday 7 January

Revised collection day

Tuesday 4 January
Wednesday 5 January
Thursday 6 January
Friday 7 January
Saturday 8 January

Impact on collections

SUEZ crews are working very hard (as they have throughout the pandemic) but we are unfortunately now starting to see a notable impact.

We prioritise rubbish and clinical waste – if these are missed, they will be returned for as soon as possible and within two working days.

If recycling collections are missed, we will do our best to return within two days. If we cannot get back in that time we will return on the next scheduled collection day the following week.

If it is clear that the available crews will not be able to complete all of a day's scheduled collections rounds will be 'dropped' in a planned way. These will not be returned for until the next scheduled collection day (which will be the following week).

This helps manage the situation and avoid a growing number of 'rolling' incompletions in different parts of the county which are difficult to return for efficiently.

Today (4 January) a number of recycling collections in Mendip and South Somerset will be missed and returned for on Monday 10 January. Details are available on the SWP website.

Information and communications

The best place to find the latest information and updates is the SWP website [here](#).

This will be updated when information is available in as much detail as possible. We are also posting into local Facebook pages and groups where relevant and available.

Please direct any social media contact you may have to the SWP Facebook page @somersetwaste

Wherever possible signpost people to the My Waste Services feature on the SWP website to report missed collections or raise other issues.

We will restart the daily updates for members until services are back on track. The first is attached with this information sheet.

Managing waste if your collection is delayed

Information and guidance on how residents can manage their waste if collections are delayed can be found on the same SWP webpage as the latest updates [here](#).

Key points:

- Make use of recycling sites – all 16 are open on winter hours and are the best place to take large loads.
- If it is safe, crush, squash and flatten recycling to save space and speed up collections.
- Use a makeshift container, such as a cardboard box or similar, for extra recycling.
- Keep food waste somewhere cool and make sure the food waste bin lid is always closed. If it really has to go, then double-bag it and put it in your rubbish bin. Better still, home compost it if you can.
- Report any issues online using the My Waste Services feature on the SWP [homepage](#).

Somerset Waste Partnership

Tuesday 4 January 2022

SWP service update

Collections: Some recycling collections are being delayed as a result of very heavy loads and increasing Covid-related staff absence.

Crews are working extremely hard, as they have throughout the pandemic, and we would ask for everyone's patience and help as we cope with this difficult period

The current position regarding returning for reported missed collections is:

- **Missed rubbish and clinical collections** - we will return within two working days. Make sure you leave it out in the usual place.
- **Missed recycling collections** - we will do our best to return within two days. If we cannot get back in that time we will return on your next scheduled collection day the following week.

To help manage delayed collections, rounds may be dropped in a planned way and not returned for until the next scheduled collection day. This avoids a growing number of 'rolling' incompletions in different parts of the county which are difficult to return for efficiently.

UPDATE: Tuesday 4 January

For detail, most up to date information and tips for how to cope if your collection has been delayed visit the [SWP website](#).

TODAY'S COLLECTIONS

Recycling collections missed today (Tues4Jan) in parts of Mendip and South Somerset will be RETURNED FOR ON MONDAY 10 JANUARY.

Mendip: In parts of Frome.

South Somerset: In parts of Crewkerne, Merriott, South Petherton, Over Stratton, Wigborough and Yeabridge.

RETURN COLLECTIONS

Returning Tues4Jan for recycling collections missed on Sun2Jan in parts of Mendip and South Somerset:

Mendip: Parts of Nunney, Evercreech, and villages around Shepton Mallet, Wells and the Mendip Hills including Oakhill, Batcombe, Egford, Blagdon, Priddy.

South Somerset: Bruton, Wincanton, Stowell, Templecombe and Henstridge.

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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?RPIId=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?RPIId=196&RD=0>

Weekly version of plan published on 1 March 2022

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/21/10/01 First published: 22 October 2021	Somerset Waste Board 11 Feb 2022 To consider the report	Issue: Finance Q3 2022/2023			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
SWB/21/10/02 First published: 22 October 2021	Somerset Waste Board 11 Feb 2022 To consider the report	Issue: Performance Report Q3 2021/2022			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

Weekly version of plan published on 1 March 2022

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/21/10/03 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>
<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 2022/2026</p>			<p>Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707</p>
<p>22/02/04 First published:</p>	<p>Somerset Waste Board 24 Jun 2022 To Consider the Report</p>	<p>Issue: Constitutional Matters, Waste Board Membership and Meeting Dates 2022/2023</p>			<p>Monitoring Officer</p>

Weekly version of plan published on 1 March 2022

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
22/02/06 First published:	Somerset Waste Board 24 Jun 2022 To Consider the Report	Issue: Performance Monitoring Report Q4 2022/2023			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
22/02/05 First published:	Somerset Waste Board 24 Jun 2022 To Consider the Report	Issue: Finance update Q4 2022/2023			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
22/02/01 First published:	Somerset Waste Board 24 Jun 2022 To consider the report	Issue: Approach to partial re-fleet			Colin Mercer, Contracts Manager Tel: 01823625700
22/02/02 First published:	Somerset Waste Board 24 Jun 2022 To consider the report	Issue: Trialling the collection of soft plastics at the kerbside			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707

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22/02/03 First published:	Somerset Waste Board 23 Sep 2022 To Consider the report	Issue: Energy from Waste: Carbon Capture and Storage			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707