

Somerset Waste Board
Friday 10 February 2023
10.00 am in the Luttrell Room,
County Hall, Taunton, Somerset,
TA1 4DY



To: The Members of the Somerset Waste Board

Councillor Andy Sully, Somerset West and Taunton Council
Councillor Dave Mansell, Somerset West and Taunton Council
Councillor Federica Smith-Roberts, Somerset County Council
Councillor Sarah Dyke, Somerset County Council and South Somerset District Council
Councillor Tim Kerley, South Somerset District Council
Councillor Andrew Gilling, Sedgemoor District Council
Councillor Janet Keen, Sedgemoor District Council
Councillor Peter Goater, Mendip District Council
Councillor Tom Ronan, Mendip District Council

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services and Monitoring Officer- 2 February 2023

For further information about the meeting, please contact Laura Woon -
Laura.Woon@somerset.gov.uk 01823 356151 or Andrew Melhuish on
Andrew.melhuish@somerset.gov.uk or Democratic Services on
democraticservicesteam@somerset.gov.uk

This meeting will be open to the public and press.

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?



AGENDA

Item Somerset Waste Board - 10.00 am Friday 10 February 2023

**** 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 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).

4 Minutes from the meeting held on 9th December 2023 (Pages 7 - 20)

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

5 Recycle More Update (Lesson Learnt) (Pages 21 - 26)

To receive the report.

6 Flex Collect- Soft Plastic (Pages 27 - 32)

To consider the report.

7 Reuse and Community Action Group (Pages 33 - 36)

To consider the report.

8 Somerset Waste Partnership Business Plan 2023 - 2028 (Pages 37 - 56)

To consider the report.

Item Somerset Waste Board - 10.00 am Friday 10 February 2023

9 **Performance Report Q3 October 2022 to December 2022** (Pages 57 - 100)

To consider the report.

10 **Financial Performance Update 22/23 and Draft Annual Budget 23/24** (Pages 101 - 114)

To consider the report.

Possible exclusion of the press and public

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supporting appendices available to Board Members contain exempt information and are therefore marked confidential – not for publication.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

Exclusion of the Press and Public

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

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

11 **Any other urgent items of business**

The Chair may raise any items of urgent business.

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1 Inspection of Papers

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

2 Notes of the Meeting

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

3 Public Question Time

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

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

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

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

The Chair will decide when public participation is to finish.

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

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

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

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

4 **Emergency Evacuation Procedure**

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

5 **Somerset Waste Board Forward Plan**

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

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

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

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

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

7 **Recording of meetings**

The Council supports the principles of openness and transparency, it allows filming, recording and taking photographs at its meetings that are open to the public providing it is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone who wishing to film part or all of the proceedings. No filming or recording will take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

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

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

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

SOMERSET WASTE BOARD

Minutes of a Meeting of the Somerset Waste Board held In the Luttrell Room at County Hall Taunton on the 9th of December at 10.00am

Present: Cllr S Dyke, Cllr D Mansell , Cllr T Kerley, Cllr J Keen, Cllr P Goater and Cllr T Ronan (Vice-Chair), Cllr A Sully, Cllr Federica Smith-Roberts- (online),

Other Members Present:

Officers Present: David Oaten, Michael Cowdell, Mark Ford, Colin Mercer, Christian Evans, Jo Currie, Mickey Green, Stuart Noyce,

Chairs Announcement

Chair to inform the Board of the sad passing of Anthony Trollope-Bellew.

Cllr Trollope-Bellew who farmed the family estate at Crowcombe, on the Quantock Hills, also served three terms as a Somerset County Councillor representing Watchet and Quantocks ward from 2001 – 2013. During his time as a Councillor, he was the Cabinet Member for Environment and sat on numerous committees including the Cabinet, the Somerset Waste Board and the Regulation Committee. Anthony was a passionate supporter of the waste partnership and had a strong strategic voice – instrumental for example in achieving consistency on charges across all Districts and embedding the 'producer pays' principle in charges made locally.

Cllr Trollope-Bellew served the South Quantock ward and also represented SWT on the Quantock Hills Joint Advisory Committee and Chairing the Joint Scrutiny Panel of the Somerset Waste Board.

Prior to the formation of SWT in 2019, he represented the Crowcombe and Stogumber ward at West Somerset District Council where he was a long-serving member and leader from 2015-2019.

The Chair invited the Members of the Board to observe a period of one minute silence.

1. Apologies for Absence:

Apologies received: Cllr F Smith-Roberts (present online), Cllr A Gilling.

2. Declarations of Interest- Agenda Item 2

No Declarations declared.

3. Minutes from the previous meeting- Agenda Item 3

The Panel agreed the minutes from 23rd of September 2022 as an accurate record.

Noting the change name for Cllr Tom Deakin.

Noting Cllr D Mansell comments for Item 11 regarding board members questions about the community action groups and the reuse shops with the potential of seeing more around somerset. Ideas about share shops for example library to share items and working on to increase the recycling rates.

4. Public Question Time- Agenda Item 4

There were no public questions.

Feedback from Joint Scrutiny Panel of Somerset Waste Board-

- The Panel commented and noted the Performance report highlighting the update on the Fixy McFixFace and the positive interaction within the community.
- The Panel commented and noted the Recycle More and looking forward to the soft plastic trail.
- The Panel commented and noted Somerset Waste Partnership Business Plan 2023-2028.
- The Panel commented about the update on the partial electrification of fleet and understand that ongoing conversation about the technology for these.
- The Panel commented and noted the Financial Performance Update 2022/2023 and Draft Annual Budget 2023/2024.

5. Performance Monitoring Report Q2 June 2022- September 2022- Agenda Item 5

The Chair invited Somerset Waste Partnership Managing Director, Mickey Green, to provide an update on the performance report for performance monitoring report Q2 June 2022- September 2022 and compares these to the same last year.

The following was highlighted:

- Overall recycling rate continues to improve compared to last year (up 0.93% to 58.29% from 57.36%).
- Almost 96.8% of materials stayed in the UK, with the amount that was reprocessed in Somerset increasing to 56.0%
- Encouraging reuse is a key strand of the SWP Business Plan for 2022-27. The Fixy project and Community Action Groups are the key areas of work that have come from the research commissioned from Resource Futures.
- The aim is to develop a community group network with a designated coordinator(s) to help groups work more efficiently, collaborate better, strengthen community cohesion, facilitate skills share and maximise existing assets in the region.
- A review of how the recycling site network could play a further role in reuse and diverting reusable items from the waste stream will be part of discussions with Biffa once all contractual formalities are complete.

Somerset Waste Partnership Strategic Manager Michael Cowdell highlighted the following:

- To assess performance that have direct customer impacts such as missed collections, total assisted collections, repeat, missed collections and service complaints, and important aspects and represented a key criteria that SWP use to establish value for money.
- The delivery of recycle more across the county, which was a very complex, ambitious change and involved in rerouting of every refuse and recycling ran in the county.
- The garden waste service is significantly underperforming, expertise from outside the local contract has been secured by Suez to undertake a root and branch review of the service.
- The Driver Shortages experienced during the summer of 2021 in conjunction with the roll out of Recycle More in South Somerset District Council placed the collection operation under significant pressure. The Garden waste service was suspended at this time to ensure that essential services were maintained. Covid-19 has and continues to have impact of sickness absence levels across the contract. The implication is that Sickness levels are

unpredictable and short-term fluctuations can affect the number of staff deployed at little notice.

Understanding that the labour market is challenging and there is greater variability in sickness levels to secure appropriate level of heads to deliver robust service quality.

The Board Members asked the following question:

Comments made around the process on Community Action Groups and the reuse shops. To have further comments on the two risk that have moved into red; The emission from the energy from waste plant and trace populate but missing Carbon dioxide and would like to see this in the future; Appendix 2 in the missed collection; The charts and text in the reports are small to read; the concerns around missed collection around Somerset Waste and Taunton area are currently high; The missed collection and asset collection for the vulnerable residents and what more can SWP do; The houses and multiple occupancy especially in urban areas and lack of recycling that leads to fly tipping on the public pavement. The work that can be done around encouraging recycling to increase the tonnage on recycling. The work with town and parish councils and circulating contacts for SWP to be able to liaise about projects they may want to take part of or clash with activities that SWP may already be involved in.

The Managing Director of Somerset Waste Partnership informed the board the points on the risks that are red were legislation changes requiring different ways of handling materials around hanging the approach around persistent organic pollutants. The service distribution due to strike action and challenges around the environment due to cost-of-living crisis.

Somerset Waste Partnership Contracts Manager David Oaten informed the board about the persistent organic pollution that it's old regulations and the regulations that came from Europe in 2007 into UK. The Environment Agency are wishing to put it into place in terms of protecting the environment resulting in no longer be able to landfill anything that is a soft furnishing for example padded dining room chair and these items will have to collect it separately from all other items. This will be in place by January, the Environment Agency equally said that they won't come to enforce on any local authority until the summer. Carbon Dioxide figure may come to the next board meeting.

The Managing Director of Somerset Waste Partnership Mickey Green informed the board he agreed in regard to the missed collections. Focusing on continuing to improve services and have done some work in the Bridgwater area. Once SWP become part of the Unitary authority will have enforcement powers. The team are working with the LGR workstream and to have a consistent set of powers and processes with colleagues that deal with the street scene environment.

Harry Mcleman from Suez advised the board the importance to note that some of the background process improvements in the short term and not allowing the poor performance to continue. Each operational team have shifted the missed collection performance, repeat missed and assist missed collection over to the supervisor and getting the detail of those individual crews that were under performing.

The Board noted that the Head of Communication at Somerset Waste Partnership Mark Ford will be the contact for town and parish council to liaise with in the future.

The Chair commented in South Somerset, there is network of environment champions and hopes that that's something that can be expanded out across the County into the Unitary Authority. It would be a good mechanism and for initiatives like that to avoid duplication. The good news stories on the new stories and the challenges that the team have faced, the report shows an open and transparent approach and thank the team at SWP.

Resolved:

That the Somerset Waste Board:

- **Notes the performance results in the Second Quarter 2022-23 Performance Report.**
- **The Board also note the additional report – Key Performance Indicators Review (Appendix 2).**

6. Recycle More Update - Agenda Item 6

The Chair invited Somerset Waste Partnership Head of Communications and Engagement Mark Ford to provide an update on Recycle More

The following was highlighted:

- SWP provides a waste collection service to 273 schools across the county: 36 Secondary, 213 Primary, 24 Specialist. The service is delivered by SUEZ.
- Recycle More has improved the service by adding plastic pots, tubs and trays to collections, providing additional capacity and improving 'binrastructure'. The aim is to have more separation of recycling and increase recycling rates in schools which currently lag behind domestic rates.
- Mendip offers the best insight as it has been running Recycle More the longest (since October 2020). In Mendip, over the first 23 months, up to

September 2022, there was an average decrease of refuse/rubbish of just over 21%, or around 1.7kg each week per household (1% and 0.1kg up since last board report).

- This 42-month period gives context to the impacts of Recycle More over a what has been a turbulent time for waste. It includes a period before any impact from the Slim My Waste campaign (which substantially increased food waste tonnages and may have prompted changes in other materials), Covid (which had varying impacts depending on lockdown restrictions) and Recycle More (being introduced in phases so having an incremental, cumulative effect on tonnages).

The Board Members asked the following question:

In respect of Recycle More will the board see a lessons learnt from the roll out to identify where improvements could be made if any projects like this would happen in the future?; the feedback about the leaflet on the service guide the following three reasons it can go on the fridge, the dates and what goes in what bin; comments around the refuse stats and comparison in the different area acknowledging the extortionary times with COVID and national driver shortage. The refuse performance is higher in some area than others and improvement could be made in some areas; The recycling of each material helps see the overall figures; the reduction in the tonnage and would like to understand what is behind this; Welcomed the insight of the extra data and going forward could SWP look at the area data whether this is by depot to look at the comparisons for recycling data. The calendar of Recycle More is there going to be dates in the future or an update; Interested in the textile and the market has dropped and the delays around the Williton Depot. The Schools Waste programmes could there be potential to have this on the same timetable as Fixy Mc Fix face to embed.

The Managing Director of Somerset Waste Partnership Mickey Green informed the board SWP have looked at previous roll outs of Recycle More through various of stages. Due to the impact over the last couple of years with COVID and amends to the roll out dates and the prediction would be different to how it was rolled out due to those impacts at the time.

The next stages in understanding the behaviour that composition and participation analysis and comparing that to the last one, understanding it by social economic group and that is in the business plan. Also in the business plan, it highlights the need to build that accountability to local Community networks, which will be really challenging data wise and will have to be assumptions applied to that.

The textiles used to go to two places. There were textiles that were good enough to be used again and some would go overseas. What we saw in that market was lots of countries introducing anti-dumping legislation as they would call it to kind of protect their home-grown industry causing that market to change. There was limited impacts in terms the global trade due to COVID. The textiles that are good enough are now being taking to Charity Shops or selling there items SWP do not see a reuse market.

Head of Communication of Somerset Waste Partnership Mark Ford informed the board the complicated operation to get the right dates in calendars. This is currently going out in phases and hoping within the new year calendars will go out the other areas. SWP have had one successful school visit with Fixy McFix Face and have reached out to schools through various different ways and offering three drop-in sessions. If the Board are aware of any School interested to contact SWP to have visits arranged.

Somerset Waste Partnership Contracts Manager Colin Mercer informed the board SWP came across some asbestos when developing Williton depot. Works to remove the asbestos were continuing and it was anticipated that the project would be completed by mid February 2023. The Board noted that closure of the Williton site had caused additional pressure on the service as the crews were currently travelling to Taunton.

Resolved:

That the Somerset Waste Board notes the progress made in implementing Recycle More and that this will be the final separate report on Recycle More now that the roll-out is fully complete.

7. Somerset Waste Board Business Plan 2023/2028- Agenda Item 7

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide an update on the draft business plan 2023-2028. The financial climate affecting local authorities is particularly challenging, and hence the Medium-Term Financial Plan (MTFP) may have a significant impact on the Business Plan.

The following was highlighted:

- The draft Business Plan is attached at appendix A. No changes have been made to the format of the Business Plan as we await the development of a new strategic plan for Somerset Council, and expect that to lead to the development of a new business/service planning approach.

- The financial challenges facing local authorities have worsened substantially since September meaning that significant revenue savings need to be found by all services and that the availability of capital is very constrained.
- Government expects to publish its formal response to the consultation on consistency in collections before the end of the calendar year, and we also expect a final position from them on charging for DIY waste at HWRCs. These will have significant impacts on SWP. SWP is involved in work with Defra to shape packaging Extended Producer Responsibility, which we expect to result in significant income to the Council in 2024/25.
- To explore joint work with food banks and pantries to support waste reduction, recognising the benefit this can have in supporting people through the cost-of-living crisis
- Attending regular meetings explore how SWP can be more accountable to Local Community Networks and work with them to improve waste reduction, reuse and recycling.
- As part of moving to Somerset Council SWP will cease to have a separate website and use this opportunity to refresh our web presence. SWP will maintain a separate social media presence and continue to explore innovation (e.g. extending use of the Chatbot successfully used in later roll-outs of Recycle More) as well as incremental improvements (improving the functionality of the online calendar) and the further use of new channels such as Nextdoor.

The Board Members asked the following question:

The funding for the Community Action Groups having external funding is SWP going to put some funding into the next finance year for the project; comments were made about the recycling and reuse, on the recycling it would have been good to see an action about increasing the recycling; reflecting on a whole that is happening with the waste; new to the business plan is the teracycle schemes and the concerns about what happens to it and the design around packaging; welcome the ability for more reuse shops and the potential for Somerset; Share of Library or larger item that are available for people to borrow through community groups and Fixy; Bio fuels and HVO's with the risks of adding to carbon emissions and deforestation; Concerns about the carbon capture the signs are going to add to our costs significantly and already paying for energy from waste by avoiding landfill tax; Library and Community initiative about sharing items; to increase recycling rate through enforcement to recycling through letters or communication; the ways of working with Community groups looking for leadership and suggestion to them and be welcomed opportunity with engagement from SWP;

Cllr Dave Mansell proposed to remove 4.2 from the Business Plan about HVO's. This was not seconded by other board members.

The Managing Director of Somerset Waste Partnership Mickey Green informed the board when the new contract with Suez, it was agreed to share risk in terms of recycling revenue, 50/50, both of us then contribute 2%. Currently operating a SWEEP fund and still waiting to get a program. The SWEEP fund Suez hold on to, it's on their books that helps make the procurement process a little bit quicker and smoother.

The performance report with the activity and monitor the business as usual, 3.5 will be amended to reflect that it's targeting campaigns, but it's also targeting and activity to get people to recycle more. Point noted about teracycle SWP do not have visible on what supermarket does with the products and making people away of these projects. Before commitment funding for the Community action groups, consultations with members of the public were done. In the report SWP will have enforcement powers going forward and reiterating the approach.

Resolved:

That the Somerset Waste Board: -

- **Notes and approves the draft Somerset Waste Partnership Business Plan 2023-28, noting that the Somerset Council Corporate Plan has not yet been set, that the MTFP process is ongoing, and clarity on national government legislation is expected in the coming months.**

Cllr Dave Mansell abstained from voting on this item.

8. Update on exploring Partial electrification of fleet- Agenda Item 9

The Chair invited Somerset Waste Partnership Managing Director Mickey Green to provide an update on the data behind the recommendations on the numbers of electric refuse fleet proposed to be bid for as part of the partial refleet in 2024.

The following was highlighted:

- 22 of the SWP fleet needs replacing in 2024 and SWP need to commit to a purchase in this financial year in order to ensure we have a reliable fleet capable of delivering good service quality.

- The trial has taken place across a number of rounds that are of appropriate size and distance and serviced by the existing 26 tonne RCV fleet.
- Refuse collection routes in Somerset operate on a three-weekly basis, the way in which individual collection days are arranged means that some areas for collection require more travel distance, and inevitably they cover different types of terrain and service different numbers of properties.
- SWP are currently piloting an alternative fuel (Hydrogenated Vegetable Oil - HVO) in our frontline vehicles. This is not a long-term solution (it lowers emissions significantly but is still based on an internal combustion engine) but it may significantly help achieve our decarbonisation goals in the short to medium term.
- Most UK suppliers of HVO are certified to ISCC standards, and SWP insisted on this in our trial. SWP have no reason to doubt that fuel certified as such comes from anything other used oil as it is purported to – i.e., no virgin crops or feedstocks
- The capital costs of two electric refuse vehicles were set out in the September paper and are reflected in capital bids submitted to SCC.
- Risk normally sits with the contractor in ensuring that the fleet procured is adequate to deliver the services – we cannot force SUEZ to use vehicles they are not confident in without changing the risk profile in the contract.
- This behaviour is adopted when the round length is greater than 80 miles or when the crews have had concerns surrounding the vehicles capacity to complete the round.
- This activity generally provides an addition 10 to 15% of charge to the vehicle. On average the vehicle can achieve 79 miles on a single charge in an environment with moderate changes in terrain and in fair weather.

The Board Members asked the following question:

Have the electric vehicles been testing in the winter months; the refurbished vehicle E RCV's that is not as representative for the technology; Cllr Mansell was disappointed that SWP were not in a position towards more E RCVs and a number of other local authorities are using these vehicles. Noting the difficulties in urban areas. A comment was made about that not enough information has been shared with the board. The arguments have been very well put in the paper and accept that this is proper and sufficient information to make an informed choice; the news about trails on electric vehicles breaking down in all areas across somerset; in the report of 4.2 about learning from the trails that are still ongoing. Papers of previous reports reported to Somerset Waste Board and comments about the business plan highlighting a mistake set out in section 4.4 regarding vehicle suppliers, primarily Rome equipped through recycling Denise Eagle for refuse to trial electric vehicles in Somerset and learnt from the current trial of hydrogenated vegetable oil, HVO for plant operating within Evercreech depot to

identify to its cost effective to roll this out further; the approach to the partial refleet of the vehicles and in September it changed to just two vehicles and the disappointment RCV and exploring using HVO's in front line vehicles. A comment was also made about world wildlife fund and should be acknowledge in SWP views about bioenergy. The current EU bioenergy policy will allow ever more trees and crops to be burned for energy. This will harm nature and increase greenhouse gas emissions even more than fossil fuels would do and strict rules to ensure that the bioenergy delivers.

The Service Manager of Democratic Services informed the board to confirm that under the standing orders for Committee meetings, board meetings, there would be an allowance of up to five minutes and to make a statement and then conclude to make the question or make the statement.

Michael Cowdell informed the board that the battery power units are less efficient in the winter for a start. And on days like today, the cruise will be using heaters, SWP have seen that conflict like a few percent drift in terms of basically the draw on the battery.

The Chair commented regarding HVO not quite there yet and wait for that credible research to be carried out and need to therefore make that kind of true representation going forward and make the right decisions going forward.

The Managing Director of Somerset Waste Partnership Mickey highlighted that SWP think the trial of the refurbished the electric vehicle is a very useful thing and also disappointed with the technology not quite ready. Trialling the vehicle are very useful and clear changes in the technological environment. SWP have kept the Board up to date along the process in terms of HVO's and different types of Vehicles.

Resolved:

That the Somerset Waste Board:

- **Notes the information presented to explain the proposed approach being taken to considering the possibility of electric refuse vehicles as part of the partial refleet and notes the further work undertaken on exploring HVO.**

Cllr Mansell voted against

9. Financial Performance Update 2022/2023 and Draft Annual Budget 2023/2024 –

The Chair invited Strategic Finance Manager, Christian Evans to provide a presentation and update the panel on the Financial Performance Update 2022/2023 and Draft Annual Budget 2023/2024

The following was highlighted:

- The end of October position shows that the Somerset Waste Partnership budget is forecast to be underspent by £3,101,000. This represents 6.3% of the original budget.
- Recycle More now fully rolled out and savings forecast of £2,759,000 (SCC £1,100,000 and Districts £1,659,000).
- Savings on Covid-19 costs in Districts of £320,000.
- Savings on year end accruals for the County Council Disposal contract (£290k), net of additional costs of timber disposal at HWRC sites (£263k).
- Waste disposal costs are forecast to underspend by £1,107,000 This is the largely the Recycle More savings of £1,100,000, however there are also additional costs of timber at the recycling sites (£263k) offset by savings on prior year end accruals for the Disposal contract (£290k), as previously reported to the board.
- Inflation is a very high risk in the present financial climate. This will have a major impact on the base calculation of the collection and disposal contract costs with Biffa, Viridor and Suez.
- All services have been asked to prepare proposals for savings of 5,10 and 20 percent.
- The draft budget for the waste services within the New Somerset Council has been prepared however the budget remains draft until the savings are approved.

The Board Members asked the following question:

The increase of inflation is in line with the contract cost; concerns around bulky waste collection and residents that use this may be on a low income this cost to be affordable for residents; capitalisation entirely about spreading, in effect spreading the cost of the containers and make them available to people; more comments about the Solar panels projects on depots and noting a new business case will need to made; the PVC project and moving forward with the variable and electrical prices better to generate from a renewable energy. link up in work streams about the cost increase or charges and for collection of bulk items and will fly tipping increase; savings of recycle more are SWP getting back the capital

cost; about the extended producer responsibility When will SWP find out what income that's going to bring to Somerset Waste partnership.

The Strategic Finance Manager Christian Evans informed the board the capitalisation of containers just a different way of accounting for it, but that they are the same containers.

The Managing Director of Somerset Waste Partnership Mickey Green informed the board during the Reflets back in 2020 all the money for the depots. The increase in electricity prices and the PVC and installation is increasing week by week. The board sets the terms of the price, the financial benefit recycle more at 1.7 million and delivering 3.1 million that includes all the operational costs. Confidential sessions are happening about the producer responsibility and a timetable set out in a rough calculation with potential changes and will find out in the next financial year for 2024.

That the Somerset Waste Board: -

- **Notes the summary financial performance for 2022/2023 to the end of month 7 (April – Oct) and the potential outturn position for each partner authority.**
- **Considers the draft budget for 2023/2024 and the key factors that will influence the setting of the final budget over the next few months.**

Exclusion of the Press and Public

To consider passing a resolution having been duly proposed and seconded under Schedule 12A of the Local Government Act 1972 to exclude the press and public from the meeting, on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, within the meaning of Schedule 12A to the Local Government Act 1972:

10. Somerset Waste Board Forward Plan

The Panel agreed the current Somerset Waste Board Forward Work Plan

11. Any other urgent items of Business

(The meeting ended at 12.44pm)

CHAIR

Somerset Waste Board meeting
10 February 2023
Report for information

Recycle More Lessons Learned

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

Author: Mark Ford, Head of Comms & Engagement Somerset Waste Partnership, and Michael Cowdell, Customer Experience Manager.

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

Michael.cowdell@somersetwaste.gov.uk

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| Forward Plan Reference: | <i>FP/22/05/05</i> |
| Summary: | The Recycle More service was introduced to 260,000 plus residential properties between October 2020 and July 2022. This was achieved despite the considerable challenges posed by the Covid-19 pandemic. The lessons learned from this large scale service change are captured in this report and may assist future projects of this kind. |
| Recommendations: | That the Somerset Waste Board notes the lessons learned. |
| Reasons for recommendations: | Recycle More is the most significant element of our Business Plan, given the environmental and financial benefits it delivers to all partners. The lessons learned through its introduction should inform future work and service change. |
| Links to Priorities and Impact on Annual Business Plan: | Action 3.1 of the Business Plan 2021-27 concerns the implementation of Recycle More. All partners have declared climate emergencies and the environmental benefit from Recycle More has an important part to play in responding to environmental concerns. |
| Financial, Legal and HR Implications: | Recycle More has achieved break even earlier than anticipated, see Financial outturn and use of balances 21/22 report. Additional temporary staff were employed to support the roll-out. |
| Equalities Implications: | An impact assessment on Recycle More was maintained and updated as the project progressed. |
| Risk Assessment: | The residential element of Recycle More is now 'business as usual'. Recycle More expanded collections were rolled-out to schools in October 2022 and are bedding in. Risks to the ongoing delivery of these services include a very challenging labour market (notably the underlying national driver shortage) and potential Covid-related absence which add to service fragility. |

1. Background

1. Background to Recycle More

On 29 March 2019 the Somerset Waste Board chose SUEZ Recycling and Recovery UK as the preferred bidder for Somerset's waste collection contract. The Recycle More service was introduced to more than 260,000 houses over four phases. This started in Mendip in October 2020 and concluded in Sedgemoor and West Somerset in June/July 2022. Being the biggest change to recycling in Somerset for more than a decade, this was a major operational and behaviour change project.

Recycle More added the following materials to weekly kerbside recycling collections:

- Plastic pots, tubs and trays.
- Food and beverage cartons (e.g. Tetra Paks).
- Small household electricals (e.g. a kettle or toaster).
- Household batteries.

A new container – a 60litre weighted 'Bright Blue Bag' – was delivered to all households to provide extra capacity. Refuse collections moved from fortnightly to once every three weeks for mainline domestic properties. Neither schools nor communal properties saw changes to their rubbish collection frequency.

2. Impacts of Recycle More on refuse/rubbish and recycling

As mentioned in previous reports, isolating the impact of the new service on waste tonnages has been greatly complicated by the pandemic and associated lockdown restrictions. The phased nature of the roll-out adds another layer of complexity. The longer the service is in place, the clearer the long-term trends will be.

However, the indications are that Recycle More has reduced refuse/rubbish by around 20%.

The picture for recycling is more complicated. Increases in plastic and other materials are to some extent offset by reductions in paper and textiles. However, the net result is a notable increase in recycling at the same time as the reduction in refuse/residual waste. The arrival of Recycle More correlates with increases in the weights of many recycled materials. In the case of plastic, significantly increased weights.

Most importantly, average total arisings have fallen by around 500 tonnes per week - around 15% - as the decrease in refuse outstrips the increase in total recycling. This reduction in overall waste is a win-win: less waste is being generated and a greater proportion of what is generated is going to recycling.

3. Lessons learned

The introduction of Recycle More has been a significant achievement, particularly given the challenges posed by the Covid-19 pandemic. SWP approached this as a behaviour change project – recognising that to deliver the benefits we needed the public to change their behaviour as a result of the service change. This change in emphasis is considered to have been critical to enabling us to realise the benefits, and will be an approach we continue to take forward where appropriate.

It has helped Somerset’s recycling rate climb to 57.3% - its highest rate on record. Given the scale of the change and the potential sensitivities of three weekly refuse collections, the vast majority of residents appear to have been well-informed and enthused about the new service. The combination of a ‘carrot’ (more recycling) and a ‘stick’ (less frequent residual waste collection) was crucial in enabling us to realise the benefits, and where possible this will inform planning for future major changes.

A survey of Mendip residents, carried out five months after launch, reenforce this.

- 96% said Recycle More has made it easier to recycle.
- 84% agreed the new service is an improvement on the previous service.
- 91% said they know what can be recycled.
- 94% said they know how to separate the materials.
- 86% said they remember their recycling day easily.
- 84% said they found the information leaflets helpful.

It should be noted that SWP’s introduction of Recycle More won the “Environmental Services” award at the Local Government Chronicle Awards 2022.

However, there are always improvements to be made and lessoned to be learned.

| Lesson learned | Notes | Actions |
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| Communications | | |
| Early and sustained engagement with stakeholders, notably elected members, is worth the time and resource required to do it. | There seemed to be good awareness prior to launch and little negative feedback. ‘Test-driving’ of the bright blue bags by community leaders was very useful as we saw a greater degree of nervousness about the bag than we anticipated. | Ensure that resources are available to replicate this approach for future change. |
| Direct mailing still has place (this aligns with the findings of the WRAP Recycling Tracker survey). | Two direct mailings were sent to all residents. There is a significant and growing role for digital communications. However, changing a universal service affects people across the digital divide and direct mailing remains an effective way to reach everyone. In the customer survey 84% found the information leaflets helpful. | Ensure that direct mailing is considered as part of the communications approach for future changes of this kind, subject to costs. |
| Phased service change is helpful for comms. | This allowed communications and related materials to be refined at each stage to take account of | We should always consider phasing when introducing this scale of change, subject to |

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| | feedback and experience. E.g. leaflet content reviewed and improved, community collection points for bags introduced for phase 2 onwards. | operational and cost implications. |
| Collection day calendars are important. | This was clear from feedback once initial Recycle More calendars expired, especially with the introduction of three weekly rubbish collections. In the resident survey only 60% said it was easy to remember rubbish collection days. | We are in the process of distributing Service Guides to all residents and these will contain a collection day calendar. |
| Facebook can be an effective channel for communicating a change of this kind. | The investment in good quality digital content, and time spent engaging/responding to comments helped deliver information and address concerns. | There will continue to be a separate 'waste' Facebook presence post vesting day. |
| Facebook Q&As may not be the best platform to engage in subject-specific online conversations. | Engagement levels in the Q&As started well but tailed off throughout roll-out. | Investigate alternative platforms for hosting this kind of online conversation. |
| The level of perceived potential difficulties did not materialise. | Most pre-launch concerns focussed on possible capacity issues and the suitability of the Bright Blue Bag. In the vast majority of cases these have not translated into issues after roll-out. | 'Give it a go' is a valid message for comparable service change. |
| Continued work is needed to clarify the plastics we do and do not collect at the kerb. | This has been one of the most common subjects of post roll-out queries. It is a complicated area and a difficult to communicate succinctly. | Continue to reiterate the 'plastic bottles, pots and tubs' messaging. This will be addressed to some extent in the Service Guide and we will look for new and engaging ways to give clarity. |
| Resource management | | |
| It is important to plan ahead and be able respond quickly to the additional demands that change of this kind can place on staff. | We restructured SWP to bring in additional communications and data/operations/customer expertise. We forecast the likely demand on Customer Service teams, SWP and SUEZ staff. This helped ensure temporary staff were in place. When the national driver shortage prolonged disruption during the South Somerset and Sedgemoor roll-outs, garden waste suspension queries were rapidly outsourced to relieve the pressures. | Make sure this kind of contingency planning and flexibility is in place before undertaking change of this scale. Continue to recognise the value of appropriate level of communications and customer/data capability and resource. |
| Operations | | |
| Strategic decision making must be quick to respond to unexpected factors (e.g. direct and indirect impacts of Covid-19). | A successful roll-out needed strategic decisions to be taken at short notice e.g. the decoupling of communal properties for the phase 1 and 4 roll-outs. These decisions were taken based | Ensure that clear and agile decision making processes are in place before undertaking change of this scale. |

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| | on professional judgement and swiftly ratified through partnership senior management. | |
| Container demand can be hard to manage and forecast. | Although container demand forecasts were relatively accurate, they were exceeded at times in phases 2 and 4. This put significant pressure on deliveries and led to delays for some residents. | Ensure that the Recycle More experience informs future forecasting and that there are systems in place to increase delivery capacity if needed. |
| The challenge of new rounds should not be underestimated. | Missed collections rates on the new service were higher than anticipated and crew unfamiliarity with new routes was a key cause. Improved route maps provided to crews from phase 2 onwards. However, pressures on the service (national driver shortage, Covid) meant missed collection rates were still too high. Productivity assumptions were also over optimistic. Support rounds needed to provide assistance and when this support was withdrawn it led to a second wave of service instability (particularly in phase 4). | Ensure that the Recycle More experience informs future resource planning and that there are systems in place to increase support for collections if needed. |
| Support staff were needed for longer than expected. | As support staff were withdrawn from the snagging processes corrections to routing and communications became slower, particularly for properties only accessible by narrow access refuse vehicles. | Ensure this support is available for longer when embarking on change of this scale. |
| The collection contractor (SUEZ) have not realised the productivity benefits it expected. | Commercial pressures on our contractor remain and whilst our contract protects us from this, the risk of a commercially unsustainable contract is one we need to work with our contractor to address. | Continue to engage with our contractor at a senior level and consider requests which come from them which help to improve their productivity whilst not undermining our wider priorities. |
| Communal collections | | |
| Improvements are needed in the data held on communal collections. | Communal properties require a different kind of collection vehicle and off-cycle refuse collections. They were isolated from the rest of the service for planning and communications purposes. The work to capture information about communal properties and the individual requirements of specific sites was challenging. There were instances where properties did not initially receive a waste collection or received an unsuitable service. | Carry out further work to understand communal housing locations, ensuring data is comprehensive and site specific issues captured – ahead of any food waste collection roll-out. |
| Training and systems | | |
| The triaging requests for extra capacity work well. | Forms were produced to triage resident requests and this allowed | Ensure this approach is replicated in future change |

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| | early officer intervention. | work. |
| Iterative customer service training worked well. | Staff in later phases learned from the experiences of earlier phases. | Ensure this approach is replicated in future change work. |
| The Recycle More chatbot had limited success. | A chatbot was piloted on the Recycle More web page. This aimed to help reduce Customer Service contact and improve the digital customer experience. The levels of use did not justify the efforts required to deliver the chatbot function. | Do not replicate in future change work - unless better iterations of the technology are available. |
| Project delivery | | |
| Working arrangements with SUEZ were efficient and effective. | SWP and Suez met regularly throughout. Meeting frequency varied with proximity to service changes and key milestones. This helped successfully manage the complex array of tasks and risks, allowed stakeholders to be updated milestones achieved. The only slippage was the communal phase that was supposed to be incorporated into Phase 4 (SDC) and the Schools Phase that was moved out of a Covid window. | Ensure this approach is replicated in future change work. |
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12. Background papers

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



Somerset Waste Board meeting
 10th February 2023
 Report for information

Flex Collect – Soft plastics collection pilot

Lead Officer: Mickey Green, Managing Director

Author: Julie Searle, Strategy Officer

Contact Details: 01823 625717

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| Forward Plan Reference: | <i>FP/22/02/02</i> |
| Summary: | This report summarises SWP's role in national pilots testing the collection of flexible plastics from the kerbside. |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>It is recommended that the Board endorses the proposed approach to the flexible plastics collection pilot.</p> |
| Reasons for recommendations: | Flexible plastics are a particularly difficult material to recycle, being low quality and made of many different plastic types. The national FlexCollect plastic recycling pilots is a great opportunity to take part in, learn from and help us achieve our aim of adding these materials to the kerbside collections in the future. |
| Links to Priorities and Impact on Annual Business Plan: | Action 3.1 in the Business Plan for 2023-28 highlights the aim to take part in the soft plastics recycling pilots. |
| Financial, Legal and HR Implications: | <p>Financial savings: The national pilots are funded by Defra, UK Research and Innovation (UKRI) and the Flexible Plastics Fund (FPF). The trial will be financed as an open book contract, but staff time will not be included. Expected costs will be approved in principle before the signing of the contract. Unexpected costs arising during the trial will need to be approved.</p> <p>Legal: A project agreement will be signed between the local authority, the FPF, Suez, WRAP before commencement.</p> <p>HR: No implications identified.</p> |

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| Equalities Implications: | No adverse impacts were identified. |
| Risk Assessment: | The project manager (Suez) will maintain an up-to-date risk register. Key risks will be incorporated into SWP's risk register. |

1. Background

1.1. After the roll out of Recycle More, one of the key materials left in the residual waste is flexible plastics. This comprises roughly 8% by weight of residual waste (SWP composition analysis, 2018), but it is a lightweight material that takes up a lot of volume in the bin. Residents are very keen to be able to recycle this material. Nationally, flexible plastic packaging represents nearly a quarter of all UK consumer plastic packaging but only 6% is currently recycled

1.2. Flexible plastics are a challenging material to collect and recycle. They are comprised of many different types of plastic and in many cases multi-layered materials (e.g., food pouches made up of laminated layers of metal and plastic). Altogether, flexible plastics are lightweight, high volume, low value, difficult to sort and recycle. There are few reprocessors who accept them, and it is difficult to recycle them into closed-loop applications (i.e., into the same material again). Poor quality unsorted plastic films have been found dumped overseas. For these reasons, SWP has not wanted to collect plastic films until such time as we could be sure that the whole system changes to create viable markets for them and they would actually be recycled.

SWP with WRAP conducted a small trial of collecting flexible plastics in 2015, covering 1400 households. The trial itself was successful, though participation levels were low. The quality of material collected met the specification of the reprocessing plant, but there was some contamination of non-target material, and the reprocessing plant went into administration shortly after the trial ended. We can see that the design of the new pilots reflects learning from these and other campaigns, with a much more detailed communications plan, and clear guidance for households on what is and isn't collected. The FlexCollect pilots will also be accepting a wider range of materials than the original trial.

1.3. Government, through the collection and packaging reforms (Consistency in collections and Extended Producer Responsibility) has indicated that households and businesses will be able to recycle flexible plastics by March 2027. As a result of this guidance, WRAP (the Waste and Resources Action Programme) has been working with manufacturers, reprocessors, supermarkets and other parties, to stimulate demand for the material, and encourage investment in reprocessing facilities. The supermarket flexible plastic collection points that have recently started being introduced are the first phase of this work.

- 1.4.** The Flex Collect project builds on previous work done by the Flexible Plastic Fund. Funded by DEFRA, UK Research and Innovation (UKRI) and the FPF, the trial will be project managed by SUEZ and run for three years, starting in April 2022. The first phase of the project was the 'Pioneer' phase, with Cheltenham Borough Council, South Gloucester Council and Maldon District Council taking part in this phase.

SWP are in the 'industrialisation' phase, and joining the pilot from April 2023, for 2 years. Five other local authorities are expected to join in this phase.

2. Approach to the pilot

- 2.1.** The project will trial the collection of flexible plastic packaging and will seek to understand:

- The likely and actual volumes of flexible packaging arising from households, the impact of collecting these items on current waste and recycling streams, and the impact on the entire value chain
- The cost, operational efficiencies and challenges associated with different types of collection methodologies, sorting processes, logistics, and reprocessing of flexible plastics
- The success of varied communications approaches with regards to participation rates, compliance, and contamination
- The process, challenges, and cost of reprocessing the materials once sorted, and the current and future end markets and infrastructure available and required

- 2.2.** Somerset has been chosen to represent a rural area with some levels of deprivation. The pilot area to be chosen needs to take this into account. Due to space constraints and capacity issues at the depots the pilot will need to be run from Evercreech Depot. For these reasons, initial thoughts are that the stage 1 pilot will take place in the Mendip area. Stage 2 areas will be determined at a later point (and is not contingent on the stage 1 area chosen).

The pilot will run in two parts:

- Stage 1: Small pilot of c.3,500 properties to run for 1 year. This will allow us to trial the collection system and learn lessons.
- Stage 2: The pilot will be extended to around 15-20,000 households – enough to take it to a wider range of properties and learn from that.

- 2.3.** The pilot is still in the design stage but key principles are:

- Flexible plastics that will be accepted are plastic bags and wrappers – e.g. bread bags, frozen food bags, salad bags, cheese wrappers and similar. It is

- expected that crisp packets and sweet wrappers will also be included.
- We await confirmation as to whether 'wet' materials such as pet food pouches and baby food pouches will be included.
 - Residents will receive clear guidance developed by WRAP on what can and can't be accepted. Households involved in the pilot will receive a teaser leaflet 4 weeks ahead of the start, a reminder leaflet 2 weeks ahead of the start and a 'nudge' leaflet around 6 weeks post-start date. We will seek to apply the lessons learnt from the Recycle More roll-out e.g. test-driving bags with community champions
 - Households will be provided with a pack of blue translucent bags to collect their flexible plastics in. The bag should be tied and placed out for collection in either the green or black recycling container in which there is space.
 - Flexible plastics must not be placed loose within the bright blue bag for cans and plastic bottles and pots, tubs and trays, as they need to be recycled separately.

2.4. End destinations of materials.

Whilst SWP requires that materials collected for recycling must be recycled within the UK as a preference, for these national trials, arrangements are being made with a number of reprocessors to take the material and report back.

The primary treatment solution will be recycling, where options include both mechanical and chemical recycling and seeking to avoid down-cycling (e.g. using the material to make benches). Secondary options would send materials to be used as Solid Recovered Fuel (SRF), which would be used only as a last resort. Reprocessing within the UK will be prioritised; 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.

2.5. The trial will be financed as an open book contract. It will be fully funded by the FPF, apart from staff time.

Financing covers the fixed asset costs (bins, bags, boxes, weighing systems, cages, compactors and modifications to facilities), and costs associated with storage, logistics, treatment, testing, communications, and training.

These costs will be discussed before the trial commences and expected costs will be approved in principle between the local authority, SUEZ, and the project steering committee.

Additional costs which arise after the trial has commenced will also need to be approved. Costs will be managed directly with Future Recycling Limited (FRL) on behalf of the Flexible Plastic Fund

- 2.6.** The pilot will end in 2025, but at this stage, it is expected that EPR funding will be in place, which will enable those taking part to continue with the collections. The results of the pilot will feed into how we might roll out flexible plastic collections across the county.

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Somerset Waste Board meeting
 10th February 2023
 Report for information

Reuse and Community Action Groups (CAG)

Lead Officer: Mickey Green, Managing Director

Author: Julie Searle, Strategy Officer

Contact Details: 01823 625717

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| Forward Plan Reference: | <i>FP/22/06/05</i> |
| Summary: | This report updates on progress on reuse and developing a Community Action Group network. |
| Recommendations: | The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report. It is recommended that the Board notes the progress made. |
| Reasons for recommendations: | Reusing things that would otherwise become waste is better for the environment than recycling them. The activities within this also have wider social value impacts and help support people through the cost of living crisis. |
| Links to Priorities and Impact on Annual Business Plan: | Action 2 in the Business Plan for 2023-28 is focussed on reuse with a number of supporting activities including Fixy and CAG. |
| Financial, Legal and HR Implications: | Financial: The CAG project is to be funded by SWP and Suez through the SWEEP fund. The future of Fixy is largely dependent on sourcing external funding. Legal: No implications identified. HR: No implications identified. |
| Equalities Implications: | No adverse impacts were identified. |
| Risk Assessment: | Key risks will be incorporated into SWP's risk register. |

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1. Background

- 1.1.** Encouraging reuse is a key strand of the SWP Business Plan for 2022-27. The Fixy project and Community Action Groups are the key areas of work that have come from the research commissioned from Resource Futures.

From this research, Resource Futures proposed three models:

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

We are effectively exploring how we can progress all three models, with sequencing determined to some extent by funding availability (including external funding), internal capacity and the right contractual conditions to enable progress.

2. Progress of the projects

- 2.1.** A review of how the recycling site network could play a further role in reuse and diverting reusable items from the waste stream will be part of discussions with Biffa once all contractual formalities are complete.

2.2. Fixy (Repair Bus)

Delivered in partnership with Resource Futures, Fixy is supporting and promoting the repair and reuse of electricals and electronics throughout the county. It has been taken forward with grant funding from the Ecosurety Exploration Fund, the availability of which made this the priority reuse action.

The Fixy van provides practical support for Somerset's network of repair groups and has visited all but one at least once. Fixy is also promoting repair and reuse at other events, from Eat festivals to cost of living drop-ins.

A popular strand of its work has been Fixy 'tech amnesties' – collecting unwanted tech items for refurbishment, data-cleansing and redistribution to good causes by project partner DonateIT. Anything that cannot be fixed is recycled.

Recent weeks have seen focus on targeting businesses to collect tech and talk to staff and linking in with the Schools Against Waste programme to engage with primary schools.

By the end of December Fixy had achieved the following:

- 58 events attended.
- Over 2,100 people engaged (spoken to/sign-posted).
- 435 items (2,200+kgs) of tech donated (mostly laptop/desk top computers).
- 40 volunteer leads generated.
- 15 group set up enquiries

We have recently sent a follow up survey to members of the public who had completed a general Fixy survey and agreed to be contacted again about the project. From this we can track attitudes on reuse and repair. The initial responses are showing very positive results:

- More than 90% saying they are very or quite likely to get something repaired for reuse
- More than 60% saying they felt better informed about how and where to get things fixed,
- More than 50% saying they now think more about buying refurbished or second-hand items.

We have also recently sent a survey to the repair groups to see how Fixy has helped them. We await the results of that survey, but anecdotal feedback from the groups is very positive.

Funding for Fixy formally runs out at the end of December. However, we have reached agreement to 'stretch' remaining funding to keep the service going until the end of February 2023.

We are considering all options for how the service may be able to continue beyond this and potentially be broadened beyond electricals and electronics.

This includes seeking further external funding and looking at how it could potentially be absorbed into the developing project to support Community Action Groups in the county. We are in the process of submitting two bids to funds focussing on increasing reuse and recycling of electrical items. There is a risk that the project will have to be put on hold at the end of February if these funding bids are unsuccessful and alternative funding cannot be found but we hope that this will be a short-term issue.

2.3. Community Action Group network

The aim is to develop a community group network with designated coordinators to help groups develop and expand, work more efficiently, collaborate better, strengthen community cohesion, facilitate skills share and maximise existing assets in the region.

Resource Futures have successfully set up and managed CAGs in Oxfordshire and Devon. They also conducted research in Somerset whilst developing the proposal and found that there is a clear need and support from groups for the project. Developing a Community Action Group network will support community projects to reduce, reuse, recycle, share, swap, mend and compost.

Key benefits include:

- An opportunity to build internal group capacity and improved resilience.
- Enables skills sharing and skills training across the network.
- Helps to build awareness and connections across the network.
- Could act as a route to facilitate skills and asset share regionally.
- The coordinator would provide a focal resource for all groups to utilise and could take responsibility for reuse coordination across the region.
- Creates online presence for the benefit of all groups to advertise events etc.
- Provides insurance cover for all member groups freeing up time and money.
- Provides support and advice for developing risk assessments, seeking external funding and similar activities
- Reduces waste tonnages for disposal over time with increased activities.
- Provide point of collection for group stats to show wider impact, and provides social value in volunteering opportunities, upskilling, knowledge share.
- Helps to build community and individual resilience, including helping communities respond to and recover from the cost of living crisis.

At December's Joint Management Board, approval was given to develop the CAG project, using funding from the SWEEP fund. The SWEEP fund is a joint fund developed by SWP and Suez, which is a behavioural change fund ringfenced from income from sales of materials for recycling. Both Suez and SWP contribute 2% of their share of recyclate income so 4% in total. The fund has been underused during Covid so there is a pot that will cover the CAG project with funds left over to tackle other behavioural change projects as well. The CAG project will initially run for 2 years with the possibility to extend for a further year.

This will involve the recruitment of two community development managers to cover the whole county, and a CAG network officer to provide administrative support. Resource Futures will manage the project with support from Suez and SWP. There will also be a small grant fund to support groups with projects.

We are in the process of setting up the partnership agreement with Resource Futures, and once this is approved, then the project will be able to progress and recruitment for the new posts will commence with the aim to start in Spring 2023.

Somerset Waste Board meeting
10 February 2023
Report for decision



Somerset Waste Partnership Business Plan 2023 - 2028

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green, Managing Director

Contact Details: 01823 625707

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| Forward Plan Reference: | <i>FP/22/06/02</i> |
| Summary: | The draft Business Plan for partner consultation was approved by the Somerset Waste Board (SWB) on 9 th December 2022. This report updates the board on revisions to the plan, updating on soft plastics and HVO, ensuring it is aligned with the new Council Plan, and seeks approval to the final Business Plan 2023-28. |
| Recommendations: | The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report. The board notes and approves the draft Somerset Waste Partnership Business Plan 2023-28, noting that the format and approach to business planning may change in Somerset Council. |
| Reasons for recommendations: | Approval is required to set a clear mandate for SWP activities for the period and is a constitutional requirement. The approach to reflect local government reorganisation has been previously agreed by the Board. |
| 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. It may be revised if this is necessary to align with the Somerset Council County Plan. |
| 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. The business plan reflects the MTFP savings being considered by Somerset County Council (as the continuing authority) in February 2023. |

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| <p>Equalities Implications:</p> | <p>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.</p> |
| <p>Risk Assessment:</p> | <p>Failure to approve a Business Plan will impact on the ability of the SWP to effectively deliver the board's vision. There is a risk that the Business Plan may be affected by:</p> <ul style="list-style-type: none"> a) The ongoing impact of Covid-19, which has already disrupted progress in achieving the current business plan. The cumulative impact on staff from the intense work required to maintain services cannot be understated. b) Uncertainties due to the takeover by Biffa of some aspects of Viridor's contract with SWP (inc recycling centres), the potential takeover of Biffa and the recent take-over of SUEZ. c) Central Government policy changes, in particular Extended Producer Responsibility, Deposit Return Scheme, Collection Consistency and charging at HWRCs. d) The recession and its impact on both public behaviour and Local Authority funding, in particular to deliver SWP's ambitions on reuse and decarbonisation in particular. e) The Future of Local Government in Somerset, including resource pressures that this will inevitably bring to senior management in SWP and partners, and the uncertainty it may mean for staff. <p>Risk assessments will be undertaken for any service changes or new programmes as they are developed and the SWP risk register will be updated accordingly as part of the business planning process.</p> |

1. Background

- 1.1.** In normal circumstances the Board is required to approve a draft business plan annually. The plan is rolling five-year plan reflecting current priorities, risks, issues and opportunities, updated to reflect where we have greater detail and also where factors (e.g. Covid or delays in clarity on national legislation) have resulted in changes to the anticipated timescale. 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. This is the final SWP Business Plan and is aligned with the new Somerset Council Plan and priorities.

1.2. Deposit Return Scheme

On 20 January 2023 the Government published their response on Deposit Return Schemes (DRS) setting out how they intend it to work. Key points of the proposals are:

- **Timetable:** DRS regulation will be laid in 2023, a not-for-profit Deposit Management Organisation (DMO) will be created by Govt by Summer 2024 with the DRS to start 1st October 2025. Gap between start of EPR and start of DRS. Producers of DRS packaging will not have EPR payments to cover costs of DRS materials placed into residual waste streams (kerbside or litter bins). We and many others pushed for LA role (esp. given very different issues in rural areas compared to urban ones) but this isn't a feature of the proposals. The DMO will be funded by selling the materials, producer registration fees and unredeemed deposits.
- **What's included:** DRS will be an 'all in' type scheme covering plastic (PET) and Steel and Aluminium beverage cans up to 3 litres in volume. Glass will not be included in England or Northern Ireland but will be included in Wales and Scotland. Multi-packs are included. Things drunk inside pubs, cafes and restaurants don't need the deposit. Not taking glass as Defra feel this will add increased handling costs and equipment complexity (and concerns that what they collect will be worse quality than how we collect it at the kerbside). These are materials that go in the bright blue bag in Somerset and are not sorted at the kerbside.
- **Deposits:** No deposit level established yet (which may vary by size, material type and multi-packs). It will be for the DMO, once appointed to set the deposit level on each container. Govt will however set a maximum. No decision yet by Govt on whether VAT will apply on DRS deposits. Mandatory marking of bottles and cans that they are in the DRS (inc. some sort of barcode/QR code)
- **Expected impact:** Govt expect DRS to increase capture of in scope packaging from 70% to 90% within 3 years of scheme launch. Govt expect littering of in-scope packaging to decrease by 85% after scheme launch. Penalties on the DMO if they don't reach this level.
- **Return points:** All retailers will be obliged to host a DRS return point (subject to exemptions made through the DMO – if there's one nearby or if it's unsafe). DMO may also want to see return points outside retail areas (e.g. high footfall places such as transport interchanges). Reverse vending machines will be a permitted development right (no detail yet). Expectation that online retail offers takeback from day 1.
- **Enforcement:** EA will be regulator for the scheme but they will also place responsibility for monitoring and enforcing certain retailer obligations with local authorities through Trading Standards – expect it to be intelligence led working with DMO. Government envisage a payment from the DMO to the regulators to be made to cover the required regulatory activity, but unclear if that means to trading standards.
- **Impact on kerbside collection:** Local Authorities can redeem unclaimed

DRS packaging placed into kerbside recycling bins but only if we separate it (no real indication or acknowledgment how we are supposed to do this). Digital DRS still be trialled and researched (especially in Wales) but will not form part of DRS launch.

This should help tackle littering (though we'll need to collectively think about what it means for growing on-street recycling), but it will cost us – we will lose the revenue from this high value material and there is no corresponding efficiency in collection. Welsh research suggests each Local Authority could lose almost £100k. We will model the financial impact but must remember that we will likely be getting significant funding in from Extended Producer Responsibility on packaging – so we need to see these things in the round. We're disappointed there is no digital scheme, worried about the impact in rural areas, remain of the view that this won't capture more/better than we and other kerbside sort collection authorities do, but it will have a much more significant impact in urban areas with other collection systems/capture rates. The composition and participation analysis we're undertaking in the next few months should help us understand the picture better.

The DEFRA response is at: [Introducing a Deposit Return Scheme for drinks containers in England, Wales and Northern Ireland - government response \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/consultations/introducing-a-deposit-return-scheme-for-drinks-containers-in-england-wales-and-northern-ireland)

2. Options Considered and reasons for rejecting them

- 2.1.** The SWP Business Plan is a constitutional requirement, and no other option is available. This will be Somerset Waste Partnership's final Business Plan before the establishment of the new Somerset Council.

3. Consultations

- 3.1.** The draft Business Plan was taken to the Board in December 2022. As noted by the Board, the formal consultation process with partners has not happened this year, due to the Local Government Reorganisation process.

4. Updates on the Business Plan

4.1. Pilot alternative fuels in our fleet

Action 4.2 in the Business Plan sets out our plan to review alternative fuels. Following the trials that took place in 2022/23 on using Hydrogenated

Vegetable Oil in the fleet, it has been decided not to move to develop a business case for using these fuels at this stage. The paper taken to the Board in December 2022 outlined the additional costs (c.£1.2m per annum) which have not been budgeted for, or bid for, as well as the continuing uncertainty about the true environmental impact of using HVO as fuel, and the potential for indirect deforestation. We hope that further studies will be done by reputable bodies that can feed into any future considerations. In the meantime, we will continue to look at other options where opportunities arise.

4.2. Other changes to the Business Plan

Other minor changes to the Business Plan since the draft reflect:

- Joint work SWP is participating in to support the development of a food strategy
- Finalisation of our contract with Biffa meaning we can finally work with them on reuse at HWRCs
- Agreed funding for the Community Action Groups to support a growth in reuse
- Our success in securing a place on the national flexible plastics trial
- The need to review the business case on PV panels at two of our depots given price changes whilst we have been delayed in finalising this
- Our joint success (working with economic development colleagues) in securing funding for a Green Business Support pilot
- The need to review if and how we charge developers for costs associated with the bins and boxes for new housing, as many other authorities do
- Noting the work needed to be undertaken in relation to branding as we become part of Somerset Council and hence remove the separate identity of SWP in order to improve transparency and accountability

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 2023 - 2028 (Appendix A)

- 6.2.** Waste Board Constitution:

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

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SWP Business Plan 2023 – 2028

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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 (Collections), Viridor (Energy from Waste and transfer stations) and Biffa (Household Waste Recycling Centres, composting and food Anaerobic Digester). There is significant corporate change in the waste sector affecting all three of our contractors.

In April 2023 the five existing councils in Somerset will be replaced by a new single unitary authority – Somerset Council. This Business Plan highlights the work after this date to exploit the opportunities this creates, noting that SWP has operated as a virtual unitary for many years. The Business Plan is in alignment with priorities identified in the new Somerset Council Plan.

Key Challenges and Opportunities

| | |
|---------------|--|
| Political | <p>Geopolitical impacts: The conflict in Ukraine and the ongoing impact of Brexit is likely to continue to have indirect impacts on SWP</p> |
| | <p>National legislative change: The Government has still not finalised its approach on DIY waste charging and collection consistency – but these are expected this year. It has clarified its approach on Extended Producer Responsibility and we expect this to deliver a multi-million pound benefit to Somerset from 2024/25, but the detail is still being developed so we cannot be certain or quantify this. Early in 2023 Government confirmed that a Deposit Return Schemes will be introduced for steel and plastic beverage containers.</p> |
| | <p>Future of Local Government in Somerset: The transformation required after vesting date creates opportunities but also risks, especially in relation to capacity.</p> |
| Economic | <p>Financial pressure: The financial environment challenges on local authorities are extremely acute, especially with inflation running at very high levels. These pressures also create significant commercial pressures on our contractors.</p> |
| | <p>National Driver shortage: The national challenges are unlikely to go away overnight and there is a real risk of pay inflation and further future shortages.</p> |
| | <p>Recyclate risk: SWP share risk with its collection contractor on recyclate value. This will directly impact upon the SW:EEP fund and hence the money we have to drive behavioural change. A global recession presents an income risk.</p> |
| | <p>Cost of living crisis/recession: The national economic outlook is gloomy. This may result in lower consumption, but we cannot be certain how the changes in behaviour will impact upon us.</p> |
| Social | <p>Demographic changes: Somerset’s growing and ageing population inform our planning for the future. Somerset has historically benefited from near full employment, which makes recruitment more challenging.</p> |
| | <p>Aftermath of Covid-19: 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 presents an opportunity to reach more people but raises expectations about speed of response.</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.</p> |
| | <p>New materials: New materials may emerge onto the market quicker than our ability to manage them at the end of their life.</p> |
| Environmental | <p>Somerset’s Climate and Ecological Emergency: This remains at the heart of what SWP is here to do and what motivates all our staff. However, our ability to implement change will be constrained by resources.</p> |
| | <p>Public Awareness: Many people are much more aware of climate change and keen to do more, and frustrated if they feel they cannot do more. We need to continue to do all we can to ensure people know what happens to their recycling and hence builds trust.</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 April 2023 this will be the last year of an SWP Business Plan to be delivered through the Board. When guidance is issued on Business Planning approaches for the new Council this plan will be revised.

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 we will be particularly focussed on:

- **Supporting people to reduce waste**, especially food waste given that this contributes to people coping with the cost of living crisis as well as supporting our environmental agenda.
- **Focussing on reuse**, including launching Community Action Groups and exploring how we can promote much more reuse at our recycling centres, potentially involving more reuse shops.
- **Increasing recycling including by adding in additional materials** at the kerbside and HWRCs, noting that this will be subject to the availability of funding.
- **Continuing to focus on improving service quality** following the disruption over the last few years, for example due to Covid and the National Driver Shortage
- Realising the potential benefits of being part of Somerset Council
- Playing our part in helping Somerset Council meet its extreme financial challenges

| <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 | | | |

| 1. Waste Reduction | | |
|--|--|---|
| In accordance with the waste hierarchy, reducing the amount of waste we generate in the first place is the best environmental outcome and delivers savings to the Council & residents. c70% of food waste was avoidable and it is one of the most carbon intensive items in our waste. | | |
| What | When | Why |
| 1.1 Food strategy | Ongoing | We will seek to work with partners to develop a food strategy for Somerset (to avoid food becoming waste in the first place) whilst looking at the whole system from production, consumption, environment, food poverty and health. |
| 1.2 Joint work with food banks | 2023/24 | Explore joint work with food banks and pantries to support waste reduction, recognising the benefit this can have in supporting people through the cost of living crisis. |
| 1.3 Online map of zero waste shops | 2023/24 | Building on SWP's crowd-sourced listing of zero/minimal waste shops across Somerset will launch an online map (on the new Somerset Council website) that helps identify these shops. |
| 1.4 Reviews: reusable nappies and refill | Ongoing | Review effectiveness of support provided to nappy library groups (funding for loan kits) and for the Refill Campaign and potentially revise approach. |
| 1.5 Waste prevention campaigns | Ongoing | SWP now has an annual 'reduce' week in addition to embedding this in our seasonal campaigns (e.g. in the run up to Christmas) and seeking to support the cost of living crisis. |
| How will we measure success? | Total household arisings is the key measure of waste reduction, as well as updating on specific projects. Waste composition analysis will help us understand what Somerset residents are throwing away and hence may inform future priorities. | |

| 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 | 2023/24 onwards | Full review of how we handle and promote reuse, including the viability of additional reuse shops at Recycling Sites, working closely with Biffa, our new HWRC contractor and learning from good practice elsewhere. |
| 2.2 Community Action Group | 2023/24 onwards | Having agreed SWEEP funding we will launch a network which supports reuse groups to sustain and grow (helping reuse groups work more efficiently, collaborate better, strengthen community cohesion, facilitate skills share and maximise existing assets), building on successful approaches in other authorities and supported by Resource Futures. |

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|-------------------------------------|------------------------------|---|---|
| 2.3 | Fixy McFixface | Ongoing | Following expiry of funding in in 2021/22 SWP will review how we can continue with Fixy, aligning it with our emerging approach on Community Action Groups. |
| 2.4 | Reuse campaigns | Ongoing | Reuse week is now part of SWP’s annual calendar of events. |
| 2.5 | Bulky waste diversion | 2023/24 | Develop proposals to divert bulky waste collection to reuse |
| How will we measure success? | | We will seek to learn from emerging best practice which seeks not only to report on tonnage of reuse, but items reused and economic value achieved. | |

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 recycle— with c.97% currently staying in the UK.

| What | | When | Why |
|-------------------------------------|--|---|---|
| 3.1 | Pilot soft plastic collection | 2023/24 onwards | We will trial the collection of soft/flexible plastic (e.g., bread bags, carrier bags, the film on punnets/ready meals) at the kerbside. A very small pilot (c.3500 properties) will take place in 2023, expanding to a larger pilot in 2024/25. The results of these pilots will feed into how these materials can be added to collections for all in future. This trial is fully funded and part of a national programme. |
| 3.2 | Recycle even more at our HWRCs | Ongoing | Exploring whether we can accept further ‘hard to treat’ materials at our recycling centres, including mattresses, hard plastics, UPVC window frames. If funding allows we will seek to improve our recycling centres (Minehead and Frome being particular priorities). |
| 3.3 | Food waste in communal properties | 2024/25 | Through Recycle More many communal properties accessed our kerbside food recycling and we will continue to offer this. We will aim to ensure all communal properties have access to food recycling though this will be dependent upon future national policy and funding. |
| 3.4 | Recycling A-Z guide | 2023/24 | A comprehensive, up to date and user-friendly guide will help people understand all their reuse and recycling options in Somerset – not just through the Council collections/HWRCs, but through shops/supermarkets, Terracycle schemes etc. |
| 3.5 | Targeted campaigns | Ongoing | Campaigns targeted at key peaks in waste in addition to Recycle Week as one of our 4 awareness weeks. |
| How will we measure success? | | <ul style="list-style-type: none"> • Headline recycling rate (both kerbside and recycling centres) • Progress on individual projects reported via the quarterly board report • Annual tracker showing what happens to our recycling • Carbon measurement of recycling and using that (not weight) to prioritise | |

| 4. Decarbonising our operations | | |
|---|---|--|
| 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, including our fleet and how we decarbonise black bag waste. | | |
| What | When | Why |
| 4.1 Decarbonising Energy from Waste | Ongoing | SWP will continue to work closely with Viridor to develop the pilot project to extract plastic from black bag waste, 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. SWP will continue to work closely with Viridor to ensure that Avonmouth sees carbon capture and storage installed at the earliest viable point. |
| 4.2 Pilot alternative fuels in our fleet | Ongoing | Learning from the 2022/23 trials of Hydrogenated Vegetable Oil in our fleet, the additional costs required, and ongoing reviews into the sourcing of HVO (and hence its true environmental benefit) SWP is awaiting further evidence on the risks/benefits of using HVO in the fleet before a decision can be made whether to use it in the fleet. As other potential technologies appear viable (e.g. hydrogen) we will explore them. |
| 4.3 Exploring electrifying our fleet | Ongoing | Continue to pilot electric and other decarbonised fleet and learn from the e-RCV used in Somerset. Further electric fleet will depend upon the availability of funding. Work with our contractor to move small vans to electric vehicles (including working with them to enable on-street charging where necessary). |
| 4.4 Depot green infrastructure | 2023/24 | Subject to finalisation of contractual issues and a review of the business case, 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. |
| 4.5 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? | SWP reports on key projects and involvement in Council wide work to better map all carbon emissions from or operations. | |

| 5. Tackling non-household waste |
|--|
| Whilst not part of our statutory responsibilities, as part of our work on the climate emergency we have identified ways in which we can help businesses and other non-household waste producers in Somerset reduce their environmental impact. |

| What | | When | Why |
|-------------------------------------|---|---|---|
| 5.1 | Support Schools to recycle even more | 2023/24 | Review the effectiveness of the transition to Recycle More for schools, analyse individual school performance to identify opportunities for further improvement, including a review of pricing and operating 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 waste: shaping the market | 2023/24 | 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 become 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 | Collaborative procurement | tbc | Potentially 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 |
| 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) and together we were successful in securing funding for a pilot project. |
| 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. SCC and SWP are working with WRAP to pilot new tools aimed at increasing Business Recycling in early 2023. This pilot will also help inform the Green Business Support programme. |
| How will we measure success? | | SWP reports on projects at key milestones | |

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 Local Community | Ongoing | In addition to regularly attending meetings explore how we can be more accountable to Local |

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| | Networks & Parish Councils | | Community Networks and work with them to improve waste reduction, reuse and recycling. |
| 6.2 | Local Engagement Programme | 2023/24 | Work with SUEZ to understand how they will deliver on their social value commitment to deliver 100 activities and interventions per year in deprived and poor recycling areas (Local Engagement Programme) |
| 6.3 | Working with young people | Ongoing | Our Schools Against Waste programme highlights waste reduction, as does the successfully piloted Eco Schools grant funding. We will review both to seek to increase their impact subject to availability of funding. |
| 6.4 | Embed recycling in planning system | Ongoing | Embedding our refreshed Developer’s Guidance in local plans/unitary planning policies. Engagement 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. |
| 6.5 | Developing partnerships & engagement with front-line staff | Ongoing | With limited resources, we need to develop strong partnerships, especially with third sector organisations, in order to ensure that we cost-effectively drive people to change behaviours. Our people are our most important asset and act as our ambassadors. Working closely with Suez and Biffa it is important that SWP engages closely with our frontline staff. |
| How will we measure success? | | SWP reports to the board at key milestones | |

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 100,000 customer contacts each year and over 18,000 followers on Facebook.

| What | When | Why |
|--|-------------|---|
| 7.1 Increasing our reach, including through the new website | Ongoing | As part of moving to Somerset Council we will cease to have a separate website and use this opportunity to refresh our web presence. We will maintain a separate social media presence and continue to explore innovation (e.g. extending use of the Chatbot successfully used in later roll-outs of Recycle More) as well as incremental improvements (improving the functionality of the online calendar) and the further use of new channels such as Nextdoor. |
| 7.2 Customer Relationship Management System Review | 2024/25 | To support a smooth transition to the new unitary SWP have extended their Customer Relationship Management (CRM) system - My Waste Services - contract from September 2021 on 2 + 1 + 1 year basis (with early termination ability). Working with the customer service team in the new council we will review our future system needs to cope with c.100,000 annual contacts in a way consistent with the goals of Somerset Council. |

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| 7.3 | 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. This will include reviewing whether we charge developers for certain costs that result from the building of new homes, as many other authorities already do. |
| 7.4 | Service guide | 2023/24 | Publish and distribute to every household an annual service guide including a collection day calendar. This aims to encourage sound recycling behaviours and provide the information residents need to manage their waste effectively. |
| 7.5 | HWRC Signage review and branding changes | 2023/24 | 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. Following the creation of the Somerset Council the Somerset Waste Partnership brand will no longer be used (which will impact on all aspects of our operations) and the Council’s new branding will be rolled out as quickly and cost effectively as is practically possible. |
| How will we measure success? | | Proportion of online transactions, level of complaints, reach on key channels, survey feedback, resolution at first point of contact, reporting on project at key milestones | |

8. Supporting wider goals in Somerset

SWP spends approximately £50m of public money every year, our contractors employ well over 500 people locally, and we visit every house in Somerset every week. It is important that SWP looks beyond its ‘day job’ to support the Council’s wider goals.

| What | When | Why |
|---|-------------|---|
| 8.1 Tackling waste on the go | Ongoing | Whilst the street scene is not an SWP responsibility, what we do and how we do it impacts on the street-scene, and to make improvements we need to work closely with our colleagues. The move to a unitary authority should make it easier to improve how we work together, building on the effectiveness of recent pilot work (e.g. St John Street in Bridgwater). |
| 8.2 Tackling fly tipping | Ongoing | Whilst tackling fly-tipping is not an SWP responsibility, what we do and how we do it can impact on fly-tipping or create a concern that it may impact on fly-tipping even where this isn’t supported by the evidence. SWP will work closely with other parts of the unitary council and other stakeholders to seek to tackle fly-tipping even more effectively across Somerset. |
| 8.3 Supporting local businesses and those far from the labour market | Ongoing | Ensuring we realise the relevant social value commitments from Suez including: <ul style="list-style-type: none"> • 5% of collection contract spend retained in Somerset • 2 campaigns delivered each year to improve the capture of materials • 2 work placements per year (16 in total) for young people, inc. NEETs and care leavers, • 2 community payback scheme placements per year (16 in total) |

| | | | |
|------------------------------------|---------------------------------------|---|---|
| | | | <ul style="list-style-type: none"> Ensuring 5% of staff are in apprenticeships every year of the contract |
| 8.4 | Supporting our most vulnerable | Ongoing | In addition to training collection staff to be dementia aware, SWP will identify other ways we can support the wider agendas of our partner authorities – e.g. how we can more effectively use the eyes and ears of our staff on the ground to better support vulnerable residents. |
| 8.5 | Assisted collection review | 2023/24 | Periodic review of our database of assisted collections to ensure that customer still require the service. |
| How we will measure success | | SWP reports on projects at key milestones, fly-tipping data (in particular highlighting waste streams that potentially link to waste collection/HWRC activities) 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. Business as usual activities (such as maintaining an up to date Business Continuity Plan) are not included here

| What | When | Why |
|-------------|-----------------|---|
| 9.1 | 2023/24 | To review the collection contract and recycling credits mechanism following national legislative change (extended producer responsibility, deposit return scheme, collection consistency) and to reflect a post-Covid world and post Recycle More. |
| 9.2 | 2023/24 | It will be crucial that SWP uses its reputation as a sector leader and continues working through national bodies to influence policy and explore regional collaboration opportunities. Once national policy is clarified then SWP will seek to develop its own long-term strategy. |
| 9.3 | 2023/24 | 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. This will look at both kerbside and recycling centres to get a full picture of behaviour post Recycle More. |
| 9.4 | 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. |
| 9.5 | 2023/24 onwards | With the transition to a unitary authority SWP will have enforcement powers for the first time in our history. Enforcement will remain the last option and SWP will continue to work closely with contractors and other services (e.g. street-scene) to resolve complex issues, investigate |

Business Plan 2022-27

| | | | |
|--|--------------------|---|---|
| | enforcement | | complaints, find solutions to problems and clamp down on abuse (including trade waste abuse & side/excess waste). Other transformation will also be possible once we are part of a unitary council, including as a result of potential legislative change (including on Persistent Organic Pollutants). |
| <i>How will we measure success?</i> | | SWP reports on projects at key milestones | |

Draft Budget 2023-24 (to be added to final business plan)

[to be inserted to final Business Plan in February, following any MTFP decisions]



Somerset Waste Board meeting
February 2023
Report for information

Performance Report Quarter 3 – October 2022 to December 2022

Lead Officer: Mickey Green, Managing Director

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| | |
|--|--|
| Forward Plan Reference: | <i>FP/22/06/03</i> |
| Summary: | This report summarises the key performance indicators for the period from October 2022 to December 2022 and compares these to the same period last year. |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>That the Somerset Waste Board notes the performance results in the Third Quarter 2022-23 Performance Report.</p> <p>The Board also note the additional report – Key Performance Indicators Review (Appendix 2) - updated for Q3.</p> |
| 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.

2. Summary

2.1. Key headlines are:

- **Business Plan:** The roll-out of the school's phase of Recycle More was completed at the beginning of Q3, with the delivery of additional and replacement containers. The new collection service went live on Monday 10th October. Some other items have not yet started or have suffered some slippage due to time and resources being devoted to ongoing LGR work streams. SWP have been accepted onto the national flexible plastics trial and secured funding for Community Action Groups (reuse).
- **Waste Minimisation:** Overall household arisings (incl. kerbside and recycling centres) across the first three quarters reduced by almost 13,857 tonnes, or - 6.77% compared to 2021-22. This equates to a reduction of 60.15kg/hh for household arisings (of which 28.82kg/hh is recycling and 31.34kg/hh residual). Dry recycling decreased by 686 tonnes at the kerbside, and by 2,580 tonnes at recycling sites. Kerbside collected residual waste reduced by just over 7,500 tonnes, with residual waste at recycling sites increasing by just over 64 tonnes.
- **Recycling:** Our overall recycling rate continues to improve compared to last year (up 0.73% to 57.31% from 56.58%). Although not as big a jump as we saw in the previous two quarters, we continue to see the benefits of Recycle More, with the overall Kerbside rate increasing by 2.74%. Unfortunately, this was offset by a reduction in the rate at the Recycling Sites, with an overall loss of 3.89%, mainly from a drop in garden waste of over 3,722 tonnes and wood sent for recycling of over 1,323 tonnes.
- **End use:** For Q3 2022-23, almost 96.2% of materials stayed in the UK, with the amount that was reprocessed in Somerset decreasing to 50.0%, mainly due to reductions in garden waste tonnages at this time of the year, all of which is composted within the County. Currently, this amounts to just over 1,279 tonnes of recyclate that was reprocessed outside of the UK, with this material being mixed paper and cardboard sent to Taiwan, Thailand and Turkey from Recycling Sites and Schools (1,042 tonnes), with kerbside collected paper going to France (237 tonnes).
- **Missed collections:** We saw an improving picture with missed collections in Q3, compared to Q2 (1.102 per 1,000 collections against 1.135 in Q2). There were decreases in missed collections for both recycling and residual collections, but again with an increase for garden waste collections. However, the numbers

across all service areas peaked in October, with numbers continuing to drop through November and December, returning to more acceptable levels of service. These higher figures in October were due to failures affecting both garden waste and residual collections. The levels of missed collections continue to be one of our primary areas of focus with SUEZ, particularly those affecting assisted collections. 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. However, it only requires a small operational issue to adversely affect missed collection performance.

- **Risk:** In addition to our corporate risk register we maintain a detailed risk register for Covid-19. The separate Recycle More risk register is now closed, and any remaining open risks incorporated into the main register. Risks have also been updated to reflect those largely relating to the impacts of Contractor cost pressures and financial claims, along with the national driver shortage and other staff resourcing issues.

2.2. Recycle More in Schools

The expanded collections were introduced to the 273 schools in the county who have their waste services provided by SWP.

Recycle More has:

- Added plastic pots, tubs and trays added to the materials collected for recycling (plastic bottles already collected).
- Requires more separation of recycling, with paper and card in a separate bin from the plastics and metals (tins/can, foil, aerosols in one bin).

Extra outside bins were provided where needed, and schools were offered recycling boxes and food waste bins for inside to help and encourage separation.

The new service required a change to collection days and refuse and food waste are now collected on the same day, by the same vehicle, but put into different compartments.

New Recycle More collections for schools started from 10 October, and some local challenges (e.g. accidents and vehicle breakdowns) affected the first two weeks of its operation.

At this stage we do not have any useful tonnage data to share, largely due to the timing of the introduction of the new service. Its launch was quickly followed by a half-term break and then the disruption of the festive period, all of which make compiling reliable comparable data difficult.

Anecdotally, schools seem to be getting to grips with the service and contact with the Schools Waste Manage Officer (SWMO) returned quickly to business-as-usual levels.

The greater separate of materials will clearly be a challenge for schools, which present a particularly difficult to control environment in terms of managing waste.

We expect it to take some time to see improvements and SWP and SUEZ will continue to provide support and information and seek to learn from good practice elsewhere.

The SWMO officer role will be critical to this. The role has been vacant since shortly before Christmas and recruitment is underway.

Changes to our Contractors

2.3

Viridor/Biffa: As updated to the Board in December, the services provided through the Core Services Contract (Recycling Sites, Compost Sites, Walpole Anaerobic Digester & closed landfill management) was expected to transfer to Biffa shortly. It can now be confirmed that the contract novation has been completed. This allows greater control over future operational standards and presents the opportunity to formally discuss service enhancements & developments with Biffa.

Suez/Veolia: As expected SUEZ Recycling & Recovery UK Limited re-joined the SUEZ Group after an offer of £2bn was matched to buy the business in the UK, with the sale finalised in December. Whilst the new group remains called SUEZ it is no longer a French stock market listed entity, but instead majority owned by a number of corporate investors (Meridiam and GIP).

3. Consultations

- 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, along with staff resourcing issues affecting service provision.
- 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 engage closely with SUEZ and Biffa following their corporate changes to understand any 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 2022-23 (Appendix 1).

5.2. Key Performance Indicators Review (Appendix 2).

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Somerset Waste Board
Third Quarter 2022-23

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 strategy
 - 1.2 Joint work with food banks
 - 1.3 On-line map of zero waste shops
 - 1.4 Reviews: Reusable nappies and refill
 - 1.5 Waste prevention campaigns
2. **Promoting Reuse**
 - 2.1 Reuse at Recycling Centres
 - 2.2 Community Action Groups
 - 2.3 Fixy Repair Bus
 - 2.4 Reuse campaigns
 - 2.5 Bulky waste diversion
3. **Increasing Recycling**
 - 3.1 Pilot soft plastic collection
 - 3.2 Recycle even more at our HWRCs
 - 3.3 Food waste in communal properties
 - 3.4 Recycling A-Z guide
 - 3.5 Targeted campaigns
4. **Decarbonising Our Operations**
 - 4.1 Decarbonising energy from waste
 - 4.2 Pilot alternative fuels in our fleet
 - 4.3 Exploring electrifying our fleet
 - 4.4 Depot green infrastructure
 - 4.5 Reduce carbon intensity of fleet
5. **Tackling Non-Household Waste**
 - 5.1 Support schools to recycle even more
 - 5.2 Public sector estate waste: Shaping the market
 - 5.3 Collaborative Procurement
 - 5.4 Green Business Support
 - 5.5 Helping business to respond to national legislation
6. **Working With Others**
 - 6.1 Local Community Networks and Parish Councils
 - 6.2 Local engagement programme
 - 6.3 Working with young people
 - 6.4 Embed recycling in planning system
 - 6.5 Developing partnerships and engagement with front-line staff
7. **Improving the Customer Experience**
 - 7.1 Increasing our reach particularly through the new website
 - 7.2 Customer Relationship Management system review
 - 7.3 Improve processes around occupation of new homes
 - 7.4 Service guide
 - 7.5 HWRC signage review and branding changes
8. **Supporting Wider Goals in Somerset**
 - 8.1 Tackling waste on-the-go
 - 8.2 Tackling fly-tipping
 - 8.3 Supporting local businesses and those far from the labour market
 - 8.4 Supporting our most vulnerable
 - 8.5 Assisted collection review
9. **Enabling Activities**
 - 9.1 Contract reviews
 - 9.2 Influencing policy and developing a long-term strategy
 - 9.3 Waste composition and recycling participation analysis
 - 9.4 Using data effectively
 - 9.5 Post Unitary transformation, including on enforcement

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.

| 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 2022-23 (Submitted to the Somerset Waste Board on 10th February 2023)

| Measure | Page | Headlines | Performance Direction | Performance Rating |
|-----------------------|------|--|-----------------------|--------------------|
| Business Plan | 5-10 | Collection service pressures, the ownership changes at Viridor and various workstreams around LGR have continued to place SWP under considerable pressure at the start of 2022-23, which has resulted in delays to a number of planned workstreams set out in the 2022-27 Business Plan. | | |
| Key Risks | 11 | Our risk register is up to date with our top 2 risks being: 1) Contractor cost pressures and financial claims. 2) Driver / loader shortages. | | |
| Health & Safety | 12 | A single minor Staff accident. Site visitor accidents (all minor) reduced by one to 6, meaning accidents per 100,000 visits dropped to 1.73. Near Misses and Hazard Spotting dropped a slightly to 32. There were no Environmental Incidents or RIDDOR's. The SUEZ accident ratio was 12.3 per 100,000 hours worked (35 accidents), up from 7.8 (23 accidents) in Q2, with no notifications under RIDDOR. | | |
| Waste Minimisation | 13 | Compared to Q3 in 2021-22 we have seen an decrease in total arisings of 13,857 tonnes of household waste – with a decrease seen at the kerbside of 34.38kg/hh and at recycling sites of 25.80kg/hh. This equates to a decrease of 7.71%, from 780.13kg/hh to 719.96kg/hh. Residual Household Waste per Household reduced by 9.25%, or 31.34kg/hh from 338.72kg/hh to 307.38kg/hh. | | |
| Energy Recovery | 14 | The Avonmouth plant operated well through Q3 with no operational concerns. Preparations took place to accommodate the new regulations regarding Persistent Organic Pollutants within household upholstered furniture - new regulations commence 1st January 2023. | | |
| All Recycling | 15 | Our recycling rate (NI192) increased slightly by 0.73% to 57.31% compared to Q2 2021-22, with mixed plastics (up 671 tonnes), other electrical goods (up 175 tonnes) and cans (up 139 tonnes), along with decreases in garden waste (down 3,140 tonnes), wood (down 1,323 tonnes) and paper (down 882 tonnes). Other sources that contributed to the overall changes in Q3, include recycled street cleaning residues (down 185 tonnes) & schools recycling (up 114 tonnes). | | |
| Recycling Sites | 16 | Total arisings decreased slightly by 276 tonnes compared to 2021-22 and was made up of decreases in garden waste (534 tonnes), dry recycling and reuse (534 tonnes) and hardcore & soil sent for disposal (112 tonnes). All offset by increases in waste sent to recovery (735 tonnes) and to landfill (42 tonnes). Visitors to recycling sites in Q3 2022-23 increased slightly by 1,727, up from 344,259 to 345,986. See Page 16 regarding updated ANPR software. | | |
| End Use of Materials | 17 | We continue to see demand from the UK for our materials. Excl. residual waste, in Q3 96.22% was recycled in the UK, with 50.12% staying in Somerset & 3.78% being exported. This was mixed paper & cardboard from recycling sites & schools (1,019 tonnes sent to Taiwan, Thailand and Turkey) and cardboard from the kerbside (237 tonnes sent to France). In Q3, over 95% of Somerset's residual waste was sent for recovery at the Avonmouth EfW plant. | | |
| Missed Collections | 18 | We saw an increase in missed collections at the start of Q3, mainly across the garden waste service in Somerset West and Taunton and South Somerset. Levels rose to a peak of 1,593 reported missed collections across all service areas and Districts in Q3. However, numbers began to fall towards more normal levels during the final two months of the quarter, (Oct = 658, Nov = 525 & Dec = 410). These numbers exclude dropped and incompletd rounds. | | |
| Fly-Tipping | 19 | There was an increase in Q3 2022-23 of 120 fly-tips, up from 989 to 1,109. With the three biggest waste types being: 'Black bags - household' (up 64 to 289), 'Other (unidentified)' (up 30 to 38) and 'White goods' (up 12 to 46). There was only one waste type that showed a reduction, with this being: 'Other household waste' (down 25 to 386). | | |
| Financial Performance | 20 | Collection Budget: The forecast position for all collection partners is an underspend of £1,635k. Disposal Budget: The forecast for the year is an underspend of £973k. | | |
| Customer Interaction | 21 | Collection complaints during Q3 2022-23 saw the numbers reducing across the quarter, following a similar trend to the previous one. They decreased from 239 at the end of Q2, to 338 in October, 233 in November and 180 in December. Recycling Centre complaints remain very low, with 3 in October, 5 in November and 0 in December. | | |
| Communications | 22 | Almost 428,000 hits on our website in Q3, and 19,500 Facebook followers and over 40,000 'Sorted' e-zine's sent out over the quarter. A Facebook post on 'Reduce at Christmas' reached over 1,200 people. | | |



Why do we measure and report this?

The 2022-2027 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.

Note: Only Business Plan items that have made progress since the last quarter, have been updated.

| 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 | Continued to use social media and other channels to promote, and look for opportunities to work with partners on relevant initiatives (e.g. support for food banks) and Platinum Jubilee celebration advice. | Continue to promote food waste reduction initiatives, as well as ensure food waste reduction becomes an important component of future public 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 and support the SWT/SCC/Wessex Water refill points in Minehead, Taunton and Wellington. |
| 1.3 Signpost to zero waste shops | Yellow | Some work through social media channels, especially through Somerset Reduce Week (Nov). Progress on mapping (along with other relevant reduce/reuse services) stalled due to capacity. Will be incorporated in the A-Z work and development of waste content on the new authority's website, though will not be ready for vesting day. | Seek opportunities to sign-post and promote through existing channels. |
| 1.4 Reusable nappies | Yellow | No specific action on this due to other priorities. | Continue to seek information from hiring organisations and feedback from any customers. Review and consider options and next steps. Continue to seek opportunities to promote through social media and other channels. |
| 1.5 Waste prevention campaigns | Green | Delivered Somerset Reduce Week in Nov. Actions incl. website info, PR, special edition of SORTED, Talking Cafe, social media content). Support for Fixy project - PR, social media, video content etc. 2 food pantries given waste collections _ food waste prevention materials. | Planning and delivery of Food Waste Week (March). Continued support for Fixy initiative and relevant national campaigns through existing channels. Further engagement with existing and emerging food pantries to provide food waste reduction materials. |
| 1.6 Engaging with young people | Green | SAW contract reviewed and retendered, adding flexibility to support with public engagement as appropriate. Agreed future approach to Eco-School grants - 10 grants of £500 to be offered, to be opened/promoted in Sept 2023. | Seek updates from schools in receipt of grants and share good case studies with schools. Seek opportunities to engage with younger people, e.g. Youth Parliament. Ensure SAW work continues to reflect SWP priorities. |
| 2. Promoting Reuse | | | |
| 2.1 Reuse at Recycling Centres | Green | Reuse options continue to be investigated to determine how we can maximise reuse from the household items we collect at the kerbside and receive via the recycling sites. | Reuse options will be discussed with our strategic contractual partners to determine how we can maximise reuse from the household items we collect at the kerbside and receive via the recycling sites. |
| 2.2 Community Action Groups | Green | Surveys sent to key community groups involved in waste prevention, reuse and repair about potential for CAG support. Also to parish councils to help identify key groups. Findings from Resource Futures for presentation to Joint Management Board in December, including consideration of any links to long-term planning for Fixy initiative. Funding request from SWEEP approved. | Continuing to liaise with Resource Futures to progress project. |
| 2.3 The Repair Bus | Green | In Q3 Fixy attended 27 events & spoke to 909 people, accepted over 668 tech items for reuse / recycling (1,579.88kg), 7 hr volunteer time with Fixy. In Nov Fixy supported launch of new monthly repair sessions at Shepton Mallet Art Bank. Confirmed first Fixy visit to complement Schools Against Waste at Beechgrove School, Wellington in January. Fixy promo e-leaflet for schools developed. | Continue devising and delivering Fixy schedule of events. Continuing developing offer for schools and businesses, building contacts and relationships with local repair groups. Aiming for at least 10 events in Q4 and to have supported all local repair groups since the launch of the project. Continue to pursue additional funding to continue project beyond end of February. |
| 2.4 Reuse campaigns | Green | Continued engagement with and support for repair cafe network, largely revolving on the Fixy project. e.g. Using Fixy events to provide info about and signpost to local groups and repair events. Confirmed first Fixy visit to complement Schools Against Waste engagement. | Continue engaging with repair network and supporting Fixy. Continue to promote the broader reuse message through all channels, notably social media. |

| What did we commit to do? | RAG | Progress in previous quarter | Planned activity for next quarter |
|---|--------|---|---|
| 3. Increasing Recycling | | | |
| 3.1 Further plastic kerbside collections | Green | Successful application to join the trial is successful. Initial scoping meeting held with WRAP and Suez project management team to implement a relatively small trial during April 2023. | Mobilise delivery of the trial including communications and containerisation. |
| 3.2 Recycling even more at our HWRCs | Yellow | We continue to investigate the possibilities of recycling the hard to treat materials (mattresses, hard plastics) and prepare for the implementation of the Upholstered Furniture Persistent Organic Pollutant regulations from 1st January 2023 - this will have some impact on both the Recycling Site operation and possibly kerbside bulky collections. | Continue to investigate recycling outlets for the difficult to treat items such as mattresses, carpets and hard plastics. |
| 3.3 Food waste in communal properties | Yellow | We are still waiting further clarity from Government on requirements and funding around food waste. | Once Government requirements have been published, start planning for communal food waste (noting that this will impact on fleet and so may have a substantial lead time). |
| 3.4 Ensuring homes are built with recycling in mind | Green | Review guidance to ensure it is working as it should. Work with planners to ensure it is kept high profile in LGR work. | Continue to ensure guidance remains high profile as we move towards a single Somerset Council. |
| 3.5 Recycling A-Z guide | Yellow | Work paused and A-Z to be incorporated into review web content as part of new authority website. Initial discussions have taken place. Finalising content delayed by lack of capacity. | Resume work on content if capacity allows, ensure A-Z is part of the thinking for the new waste presence on the single authority website. |
| 3.6 Targeted campaigns | Green | Service Guide to approx. 55k residents in Mendip, reviewed content through Customer Panel. Delivered Somerset Reduce Week actions (see 1.5). Follow-up comms to schools post launch of Recycle More. Seasonal comms re waste reduction , recycling changes to service. | Finalise content and logistics re future Service Guides for remaining areas. Likely to be staggered to accommodate rerouting changes. Deliver Somerset Food Waste Week actions (March), continue to support Fixy initiative. Support 'Business of Recycling' pilot project (launches Feb). |
| 3.7 Local Engagement Programme | Yellow | Continue discussions with SUEZ following completion of mainline Recycle More roll-out. Note: SUEZ social value commitment due to start 2023-24. | Identify actions for 2023-24 and progress any that can be actioned before then. |
| 3.8 Service Guide | Yellow | Service Guide (with calendar) distributed to approx. 55k residents in Mendip, content reviewed and improved through the Customer Panel. | Finalise content and logistics for Service Guides for remaining areas. Likely to be staggered to accommodate rerouting changes. |
| 3.9 Recycle More: Schools and mop-up | Green | The Recycle More scheme for schools was rolled out during October 2022. The operational deployment of the service was largely successful with few operational issues. | Assess impact of the new service against residual waste diversion and recycle yield. |
| 4. Decarbonising our Operations (Incl. Residual Waste) | | | |
| 4.1 Heat off-take from Avonmouth | Yellow | Work continued to prepare for the heat connection to the adjacent Polymers plant - a tender having been released by Viridor to undertake the works in 2023. | It is expected that the heat connection between Avonmouth EfW plant and the Polymer plant will be concluded in Q2 2023. |

| What did we commit to do? | RAG | Progress in previous quarter | Planned activity for next quarter |
|--|-----|---|---|
| 4.1 Cont.. | | | |
| 4.2 Carbon capture and storage | | Viridor have continued work toward their Carbon Capture, Storage & Utilisation plans and continue to lobby Government to provide adequate statutory drivers and subsidies to encourage the Energy from Waste industry to better engage with the need to reduce carbon from such operations. | Although the initial results from the trial to extract plastic from our household waste stream were disappointing, work continues to try and improve the product and find alternative reprocessing outlets. |
| 4.3 Roll-out electric supervisors vans | | Initial work to install charging infrastructure at depots has begun and should be completed and ready for use shortly. Limited off road parking when supervisors charging at home makes this option problematic, therefore investigating options to have on street charging capability. | Continue to investigate on road charging as many supervisors are unable to charge at home as they do not have off road parking. This unforeseen issue has caused a delay to completion of this project. |
| 4.4 Pilot alternative fuels in our fleet | | HVO trial complete we are awaiting a final report from Suez to establish the efficiency and sustainability for pursuing this as a longer option to meet climate change objectives. | Since the end of the trial we have ceased using HVO until the final report has been published. |
| 4.5 Partial refleet of refuse vehicles | | Capital application for 2 eRCVs has been submitted and is awaiting approval. Final Fleet Options paper has been produced by Suez outlining future fleet requirements and the configuration of vehicles. | Work with Suez to ensure best value is achieved through the procurement of new vehicles. |
| 4.6 Green infrastructure improvements to depots | | Problems with the manufacture of panels and issues with international freight have delayed delivery of this project. | Capital bid has been approved and SWP/SUEZ have begun to programme installation for 2022-23. However, delay in supply and difficulty in sourcing panels will require further costings to be ratified and checked. |
| 4.7 Reduce carbon intensity of fleet | | Use of onboard data to improve day to day carbon usage (heavy braking/acceleration), with the aim of changing driver behaviour. | Pending the outcome of eRCV capital bid and adoption of electric vehicles from Suez supervisor cohort. |
| 5. Tackling Non-Household Waste | | | |
| 5.1 Schools: Recycle More roll-out | | The Recycle More programme has been rolled out to schools, operationally the deployment was successful and well received from school customers. | Review of the tonnage and participation data to understand the impact of the new scheme. |
| 5.2 Public sector estate | | Working with Assets to pick up the project. Providing input and support. | Continue to provide input and support. Pre-Market engagement. |
| 5.3 Business waste: Collaborative Procurement | | Chard TC shared the report from their business waste audit - highlights lack of understanding of legal responsibilities and inappropriate disposal of business waste. | Catch up with Chard TC to see how projects are progressing and what we can learn. Review new national policy (EPR published, but still waiting for consistency and DRS - now expected early in the new year). |
| 5.4 Green Business Support | | 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 the Economic Development team, with SWP supporting. | Waiting to hear about funding decisions to progress the project. WRAP Business of Recycling Pilot will feed into the waste aspect of the programme. |
| 5.5 Helping business respond to national legislation | | SCC leading on project with SWP support. Recruited Business Recycling Advisor, waiting for confirmation from Defra/Wrap to proceed with Business Recycling Support project. | Continue working with WRAP on Business of Recycling pilot. Delayed launch, now to start in February, end in April. Promote through SWP channels as well as other business channels. |

| What did we commit to do? | RAG | Progress in previous quarter | Planned activity for next quarter |
|---|-----|--|---|
| 5.5 Cont.. | | | |
| 6. Working with Others | | | |
| 6.1 Parish Councils | | Responding to request for talks or materials, attending when resource allows. All parishes received copies of the SWP Briefing in October, November and December. | Attending events on request to promote services and initiatives. All parishes to receive SWP briefings in January, February and March. |
| 6.2 Local Community Networks | | Agreed approach to how to reporting quality (missed collections/100k). Waiting for information re LCN boundaries to progress further. | Liaise with LGR/LCN team to work out proportionate and workable approaches to reporting service quality and recycling rates at LCN level. There will be a limit to what is possible. Exploring how to redesign data architecture to produce more local insights. |
| 6.3 Developing partnerships | | Continued liaison to update new at-a-glance monthly listing of community repair events. Fixy update meeting with repair groups held in June. Ongoing liaison with community organisations about potential Fixy promotional locations. Explored options for working with partners to businesses to host Fixy. Responded to Repair Cafe Toolkit requests from interested parties. | Continue to update new at-a-glance monthly listing of community repair events, as well as ongoing liaison with community organisations. |
| 6.4 Engagement with front-line staff | | Employee forums were disrupted because of Covid pressures but are being reintroduced with the support of SWP who will look to be a regular contributor to these focus groups. | Continue to refocus time on depot and crew visits and expand our presence at H&S and supervisors forums and monthly senior management meetings.. |
| 7. Improving the Customer Experience | | | |
| 7.1 Using data effectively | | Initial scoping work with Suez and SCC County Business Intelligence team has been undertaken with the aim to automate processing of performance data, activity is focussing on migration and accessing data. | Working with SCC Business Intelligence to use our data better and develop and improve insights across contractor performance and customer behaviour. |
| 7.2 Growing our channels | | Facebook following continuing to grow. Garden Waste renewals were this year communicated by email with direct renewal links into MWS, with around 81% of customers renewing online. | Continue to use Facebook as key channel, seek to further expand use of Nextdoor e.g. in support of Fixy and Jubilee collection changes. |
| 7.3 Website review | | We have been working alongside SCC Digital to scope and develop our website ahead of vesting day. | Discussions with SCC web team regarding future presence within Somerset Council, appropriate actions to follow and will include a review/refresh of content. |
| 7.4 Customer contact review | | Technical work to migrate customer information from the subsets of MWS into a single platform has begun. All Districts other than MDC have been migrated to a single platform. | Ensuring that all unitary customer service staff are trained in MWS and waste functions. |
| 7.5 Processes and Policy | | 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. |

| | | | |
|--|--|--|--|
| 7.5 Cont.. | | | |
| 7.6 Assisted collection review | | Deliver has been deferred until 2nd Quarter 2023. | |
| 7.7 Improve process around occupation of new homes | | A central LLPG custodian is being created for vesting day. Suez and our IT supplier are being lined up to make the transition to the new data source. | Progress with extending new approach to the final District. |
| 7.8 Education and enforcement | | Draft policy from Enforcement workstream has now been produced with direction from SWP. | Continue engaging with the enforcement workstream. |
| 7.9 HWRC signage review | | Now the new Somerset Council branding is available, works to update the recycling site signage has recommenced. | Progress towards updating the recycling site signage, inclusive of appropriate Somerset Council branding. |
| 8. Supporting Wider Goals in Somerset | | | |
| 8.1 Tackling waste on-the-go | | Monitoring of fill levels to determine appropriate collection frequency and of contamination levels. Produce report summary report for discussion and action. | Receive final report, discuss with SMG how to take this forward, noting the move to a single authority in 2023. |
| 8.2 Tackling flytipping | | An enforcement policy and process is being developed as part of LGR work. | Continue development of the policy ahead of move to single council. |
| 8.3 Supporting local businesses and those far from the labour market | | 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. |
| 8.4 Supporting our most vulnerable | | Toolbox talks for Dementia Awareness delivered to frontline workforce and extended to supervisory staff. | Consider how this training can be extended to customer-facing SWP staff e.g. Customer Contact. Continue to ensure that assisted collections receive appropriate priority and attention, especially during periods of service pressure. |

| What did we commit to do? | RAG | Progress in previous quarter | Planned activity for next quarter |
|--|--------|---|---|
| 9. Enabling Activities | | | |
| 9.1 Depot infrastructure improvements | Green | Depot improvement works at Williton Depot (Roughmoor) are now underway following appointment of replacement development contractor. Temporary tipping arrangements for recyclables from Williton Depot, with these currently going into Taunton. Asbestos has been located within the soil on site and has delayed the project. likely completion date now in Q4 of this year. | Finalise minor (non-operational impacts) at Taunton. Monitor progress of development works at Williton and ensure that collection service is not impacted while temporary tipping arrangements are in place. |
| 9.2 Contract reviews | Green | Contract negotiations for Covid/National Driver shortages now complete. | Scheduled contract review with Suez for 2nd Quarter 23/24 currently being scoped. |
| 9.3 Contract Management (Incl. Health & Safety) | Green | Work to novate the Core Services Contract to Biffa Ltd continued during Q3. Continued to review potential impact on SWP services (although still need further detail on some policies), and await publication of DRS and consistency policies post consultations. Within the collections contract, continue to monitor contract performance, working closely with SUEZ particularly on Health & Safety. | Expected to conclude the Core Services Contract novation to Biffa. Limited scope to plan until all policies published and interaction between them is fully understood. Now expected early in the new year. We intended to bring further detail to the board in this report concerning H&S but as we continue to develop and examine this aspect of the contract in more detail, it was felt too early in the process to change this metric and will look to do so this year. |
| 9.4 Influencing National Policy | Green | Continued to review potential impact on SWP services (although still need further detail on some policies), and await publication of DRS and consistency policies post consultations. At the time of writing the Consultation responses have not been published. | Limited scope to plan until all policies published and interaction between them is fully understood. Now expected by the end of this year. |
| 9.5 Developing a long-term strategy | Grey | Revised timetable reflected in draft business plan. | No significant work planned until national legislation is clarified. |
| 9.6 Waste composition and recycling participation analysis | Green | Waste Composition Analysis to be conducted by MEL waste insights, with Participation Monitoring to be done by Resource Futures. Both to take place in March 2023. | Continue liaising with contractors to plan and develop the projects. |
| 9.7 Business Continuity Planning | Yellow | Ensure as we move toward a more stable period, business continuity remains updated and accessible. | Continue to ensure Business Continuity Plan is up to date and is compatible with risk profile. |
| 9.8 Transition to a Unitary Authority | Green | As we transition to a Unitary Authority, work around governance, finance and customer contact and data has been taking place, along with exploring opportunities of potential synergies with other services and contracts across the Somerset Authorities. | Continue with ongoing and new workstreams as LGR work progresses towards a single Somerset Council. |



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) Contractor cost pressures and financial claims.
- 2) Driver / loader shortages.
- 3) Health and Safety of staff and public at kerbside and recycling sites.
- 4) Contractor changes due to sell off of parts of business, or takeover.
- 5) Financial pressures on partners.
- 6) Legislation changes requiring handling of materials - e.g. POPs.
- 7) 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.
- 8) Legislation changes requiring minimum standards for collection services.
- 9) Potential inclusion of EfW in carbon trading schemes.
- 10) Changes in demand and value of recycle.

What has changed since the last time we reported?

| | Risk No. | Risk Summary | Current Rating (Previous) |
|----------------------------------|----------|--|---------------------------|
| New Risks & Opportunities: | 20 | Claim for additional vehicles and crews to cover communal provision before re-route | 16 (-) |
| | 25 | Food waste containers leaking at Suez MRFs | 9 (-) |
| | 40 | Rolling energy cuts over winter | 9 (-) |
| | 52 | Soft plastics trial is unsuccessful and cannot be rolled out widely | 9 (-) |
| | 57 | Lack of funding means Fixy cannot continue | 9 (-) |
| | 58 | Development of CAG network does not deliver the anticipated impact | 9 (-) |
| Increased Risks & Opportunities: | 8 | External agencies fail to understand us and penalise effective joint working (e.g. loss of partial VAT exemption). | 12 (9) |
| | 41 | Contractor costs exceed predicted levels. | 20 (16) |
| Reduced Risks: | 44 | Staff wellbeing due to pressures of roll out and service issues | 4 (8) |

Key changes this quarter relate to financial impacts - SUEZ claim and costs, POPs impacts, risk of energy cuts, and risks relating to continuation of Fixy and development of CAG. Staff wellbeing risk has reduced as rollout complete.

What are we doing to ensure these risks are managed?

- 1) Regular monitoring through operational meetings and senior manager meetings.
- 2) Increased recruitment, retention bonus, internal training to upskill loaders.
- 3) Regular monitoring, supporting Suez in liaison with police to ensure dangerous driving from the public is robustly addressed. H&S management review.
- 4) Regular monitoring through operational meetings and senior manager meetings.
- 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.
- 7-8) Review and respond to future Resources and Waste Strategy Consultations. Continue engagement with national bodies and directly with Defra.
- 9) Regular monitoring through operational meetings and senior manager meetings.
- 10) Monitor price indexes, maintain emphasis on quality and UK recycling.

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) Financial pressures on contractors ease, positive resolution to disputes.
 - 2) Staff shortages are minimised and full permanent employment reached to reduce agency reliance.
 - 3) The issues inherent with the service are well managed, and Avon & Somerset Police take our concerns seriously.
 - 4) Any changes in contractor make-up would result in no degradation to service and a continued good relationship with shared values.
 - 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) We are able to manage any legislation changes with minimal impacts on costs or services.
 - 7-9) 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.

Covid-19: Risk is reducing as cases drop and things get back to normal. Continue monitoring and prepare for potential of autumn surge. Ensure BCP are kept updated.

Covid-19: Covid disruption remains minimal and services continue as normal.



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

Injuries to members of the public visiting HWRC's over this period reported as 6, a reduction of one from the previous figure. However, reduced visitor numbers over the winter period meant a very slight increase in the ratio of accidents to visits. Now standing at 1.73, up from 1.60. All injuries were classed as minor. Five resulted in cuts and grazes and one was eye irritation from blown dust.

A single injury to staff. A muscular injury that was also classed as minor.

Near Misses and Hazard Spots recorded and notified by staff, aimed at identifying accidents and incidents on HWRC's before they happen, decreased from 38 to 32.

No Environmental Incidents or RIDDOR's (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).

Collection Services - H&S Performance and Initiatives

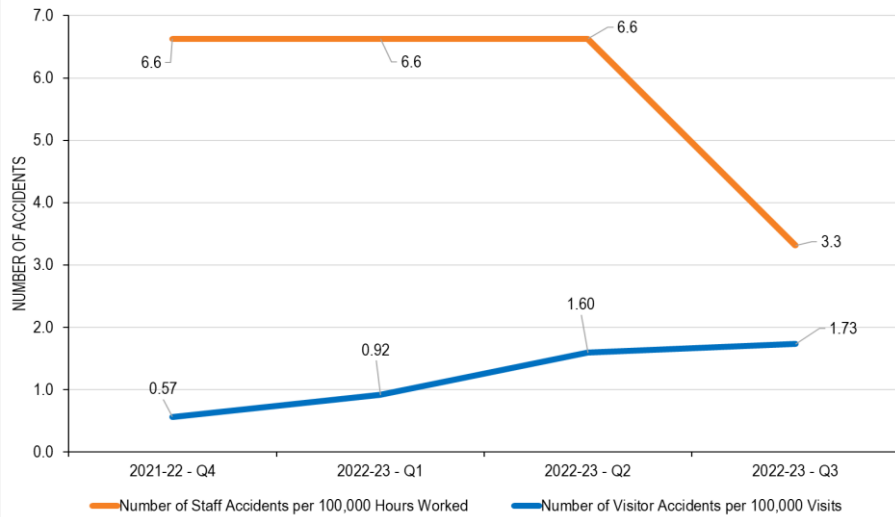
A continued focus by SUEZ Management in identifying and highlighting risks and continuing engagement with staff highlighting the importance of a strong H&S culture. This has seen a positive impact on near miss reporting which continues to increase and shows signs of becoming engrained into the workforces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

The number of reported accidents to Suez operational staff stands at 35 for Q3.

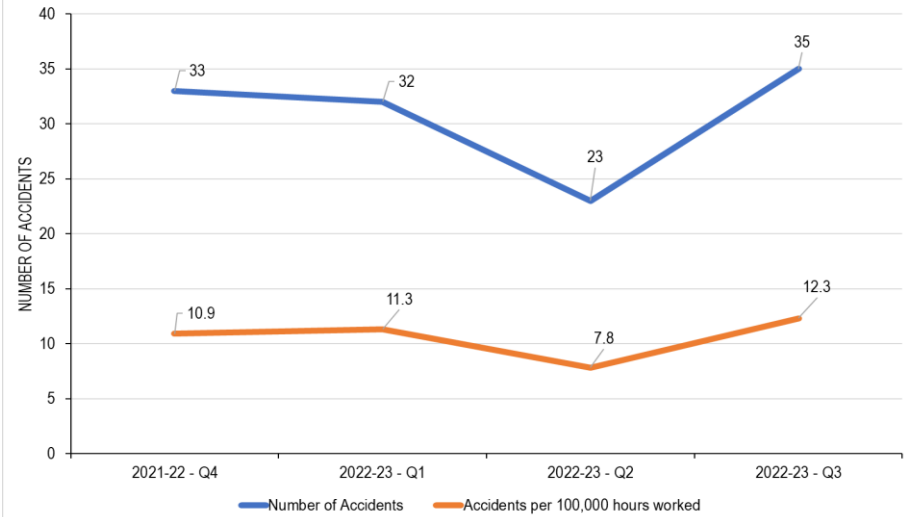
Accidents are measured per 100,000 hours worked across the contract and in this quarter has resulted in a score of 12.3. This figure is disappointing and we have asked for a review by SUEZ.

On a positive note there were no RIDDORS reported in this quarter.

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?

The amount of waste generated across Somerset to the end of Q3 2022-23 showed the following changes:

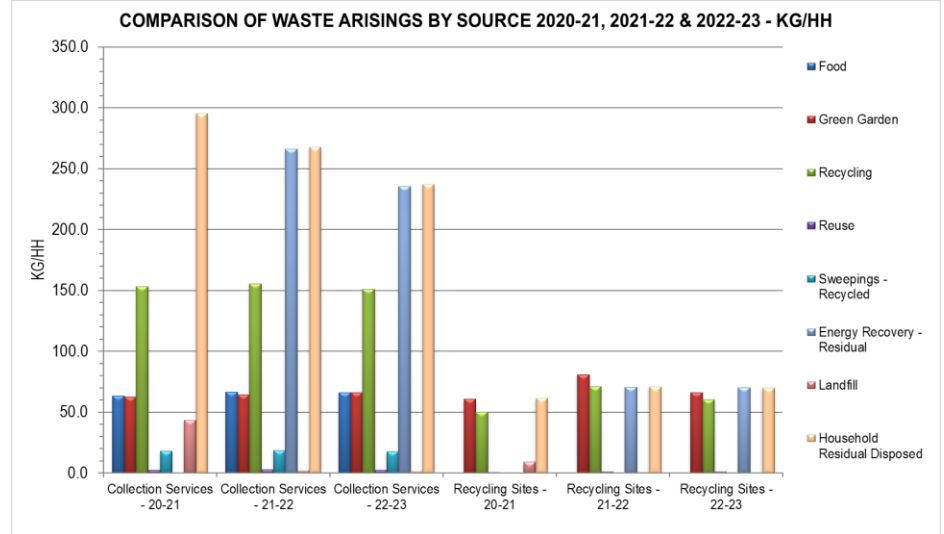
The total household arisings has decreased by 13,857 tonnes to a total of 190,709 tonnes. This equates to 719.96kg/hh, a decrease of 60.15kg/hh (made up of an decrease of 34.35kg/hh at the kerbside and of 25.80kg/hh at recycling sites).

The total amount Reused, Recycled & Composted to the end of Q3 2022-23, decreased by 28.82kg/hh, with reductions of 3.52kg/hh at the kerbside and 25.30kg/hh at recycling sites. Of these amounts, garden waste from the recycling sites decreased the most at 14.86kg/hh, along with recycling at 10.45kg/hh, along with a slight increase in reuse at 0.01kg/hh. At the kerbside we also saw decreases for dry recycling of 4.15kg/hh, sweepings 0.91kg/hh, reuse 0.50kg/hh and food at 0.42kg/hh. However, kerbside collected garden waste did increase by 1.55kg/hh.

Residual Household Waste per Household has continued to reduce in 2022-23 to a total of 307.38kg/hh, down 31.34kg/hh from 338.72kg/hh (a decrease of 30.83kg/hh from the kerbside, and 0.50kg/hh from the recycling sites). There was also a continuing reduction in local authority collected waste (LACW) landfilled, down 2.63% from 5.12% to 2.49%, as a result of even more of our residual waste now being sent to energy recovery, rather than to landfill.

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What has happened and what has changed since last year?



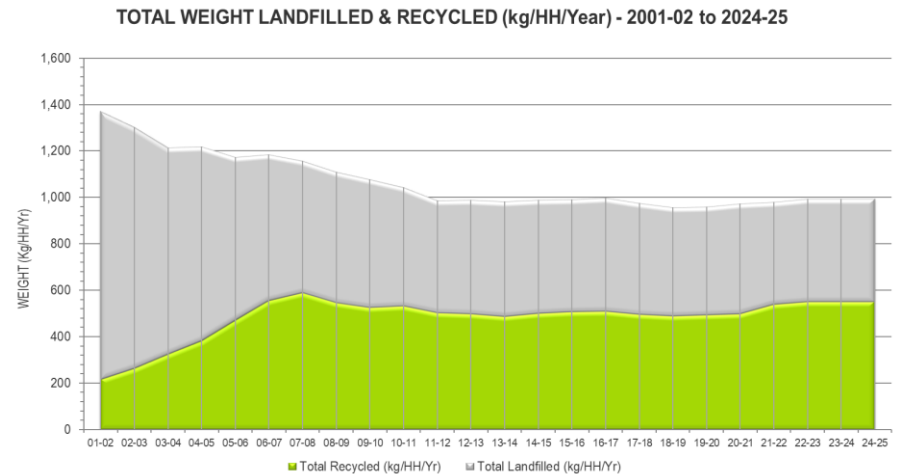
What are we doing to ensure we continue to improve?

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

- 1) Schools education programme; Schools Against Waste
- 2) Increasing targeted social media publicity.
- 3) A new draft Waste Minimisation Strategy - informed by expected national policy, this will include setting targets and considering how we report waste minimisation.
- 4) Focus on plastics.
- 5) Focus on reuse.
- 6) Ensuring new developments are planned with waste in mind.

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.



For more detail on the above initiatives, see the SWP 2022-2027 Business Plan.



Why do we measure and report this?

Under the New Waste Treatment Facility (NWF2) Contract, Viridor have provided 3 new waste plants to help us move the majority of our residual waste away from landfill. Since contract signature in March 2017, formal commencement on the contract in April 2020, through the plant commissioning phases that ran until December 2020 and upon Viridor taking on operational control of the Avonmouth EfW from that point, we have successfully reduced our reliance on landfill. The new facilities provided are Dimmer & Walpole Waste Transfer Stations & Avonmouth Energy from Waste Plant (Walpole Landfill remains as a contingency site). We include this section within the Performance Report to ensure public transparency for operational & emission purposes.

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

Avonmouth EfW

1. The plant operated well with no operational concern during Q3. The works tender for the heat connection to the Polymer Plant has now been released, with the connection expected in Q2 of 2023.
2. Viridor have confirmed that they should be able to provide a measure for Carbon as part of the annual report (April 2023).
3. Work concluded to prepare for the implementation of the new legislation regarding the handling and treatment of upholstered furniture containing persistent organic pollutants (POPs) - this has impacted the handling of such material at Recycling Site & bulky collections.

Avonmouth Polymer Plant

1. The polymer plant heat connection did not occur in Q3 - now timetabled for Q2 2023.

Dimmer Waste Transfer Station

1. The site operated well through Q3.
2. POPs material is accepted at site but currently bulked out to a third party facility - in line with the new legislative requirements.

Walpole Waste Transfer Station

1. The plastic extraction trial has been temporary stalled due to the poor quality of the material.
2. Work to improve the extracted plastic quality is underway.
3. Potential reprocessor are being sought for the plastic extraction material.
4. POPs material is accepted at site but currently bulked out to a third party facility - in line with the new legislative requirements.

Walpole Landfill

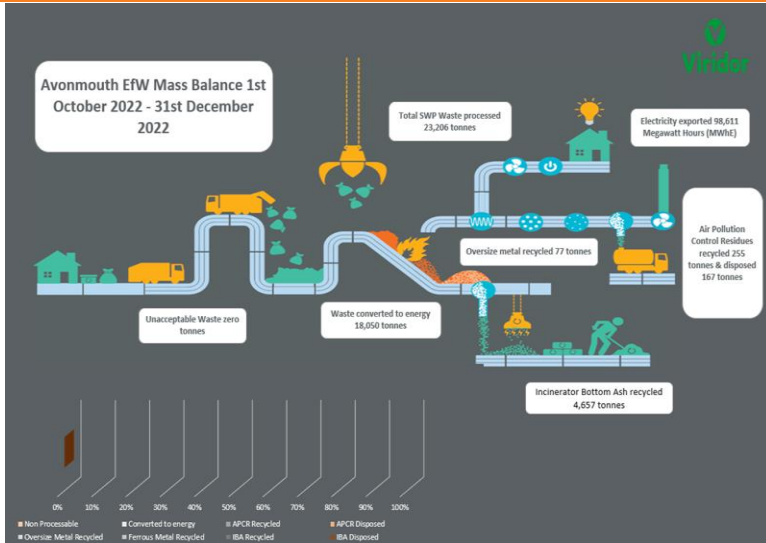
1. No operational issues during Q3. Persistent Organic Pollutants no longer accepted at landfill from 1st January 2023.

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

| SWP Residual Waste Destinations Qtr3 2022/23 | | |
|--|---------------|----------------|
| Avonmouth EfW Plant | 23,206 | 96.11% |
| Other Viridor EfW Plants | 0 | 0.00% |
| Landfill | 938 | 3.89% |
| Total Residual Waste Qtr3 | 24,144 | 100.00% |

| Total SWP Avonmouth Tonnage | | | 23,206 | Between 1st October 2022 - 31st December 2022 | | |
|-----------------------------------|--------------------------------|-----------|------------|---|--|--|
| | | | Percentage | Tonnes | Site | |
| Avonmouth Energy from Waste Plant | Incinerator Bottom Ash | Recycling | 20.07% | 4,657 | Avonmouth, Bristol, BS11 9BT (Permit Number EPR/DR3332JX) | |
| | Metal | Recycling | 0.33% | 77 | Doncaster, South Yorkshire, DN11 OPS (Permit Number EPR/B63394CL) | |
| | Energy Recovery | Recovery | 77.78% | 18,050 | Avonmouth EfW, Avonmouth, Bristol, BS11 0YU (Permit Number EPR/GP3834HY) | |
| | Air Pollution Control Residues | Recycling | 1.10% | 255 | Ilkeston,Derbys, DE7 4BG (Permit Number AP3337SJ) | |
| | Air Pollution Control Residues | Disposed | 0.72% | 167 | 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 | |

Avonmouth EfW Plant Performance



Avonmouth EfW Emission Results

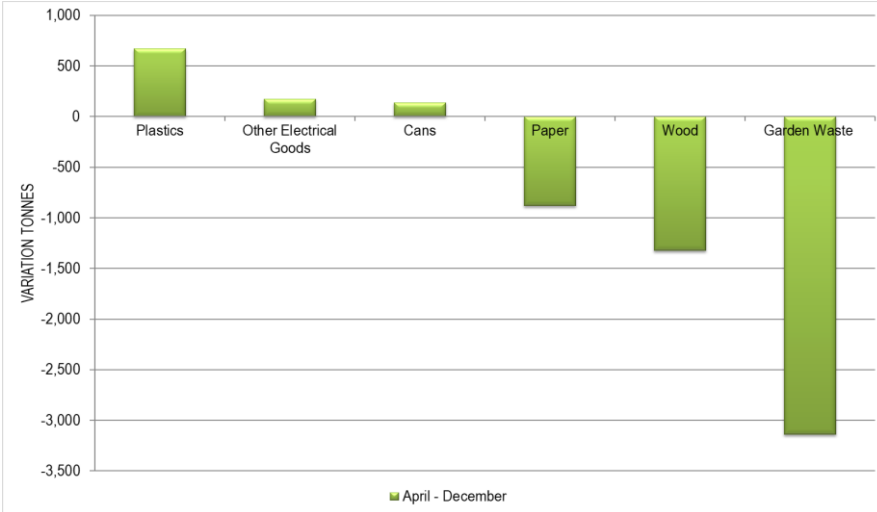
| Substance | Reference Period | Emission Limit Value | Burning Line 1 | | Burning Line 2 | |
|--------------------------------------|---------------------|-------------------------|----------------|---------|----------------|---------|
| | | | Maximum | Average | Maximum | Average |
| Oxides of Nitrogen | Daily mean | 200 mg/m ³ | 177.40 | 176.00 | 182.70 | 179.53 |
| | ½ hourly mean | 400 mg/m ³ | 245.10 | 176.00 | 223.40 | 180.00 |
| Particulates | Daily mean | 10 mg/m ³ | 0.20 | 0.12 | 0.10 | 0.10 |
| | ½ hourly mean | 30 mg/m ³ | 0.20 | 0.10 | 0.30 | 0.10 |
| Total Organic Carbon | Daily mean | 10 mg/m ³ | 0.40 | 0.23 | 0.50 | 0.32 |
| | ½ hourly mean | 20 mg/m ³ | 4.70 | 0.20 | 2.10 | 0.30 |
| Hydrogen Chloride | Daily mean | 10 mg/m ³ | 5.10 | 3.31 | 6.70 | 4.77 |
| | ½ hourly mean | 60 mg/m ³ | 17.00 | 3.30 | 23.80 | 4.10 |
| Sulphur Dioxide | Daily mean | 50 mg/m ³ | 11.10 | 6.63 | 9.60 | 6.66 |
| | ½ hourly mean | 200 mg/m ³ | 76.50 | 7.20 | 55.20 | 6.70 |
| Carbon Monoxide | Daily mean | 50 mg/m ³ | 20.01 | 8.40 | 8.67 | 5.52 |
| | 95%ile 10-min avg * | 150 mg/m ³ * | 87.14 | 8.41 | 26.58 | 5.52 |
| Ammonia | Daily mean | No limit set | 0.30 | 0.02 | 0.70 | 0.28 |
| Dioxins & Furans (Toxic Equivalency) | 6-8hrs | 0.1 ng/m ³ | N/A | 0.026 | N/A | 0.0061 |



Why do we measure and report this?

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

What has happened in this quarter?



What has driven the changes in this quarter?

SWP's recycling rate to the end of Q3 2022-23 of 57.31% is slightly higher when compared to last year (an increase of 0.73%). This uplift consisted of an increase of 2.74% in the recycling rate at the kerbside to 54.64%, but a decrease of 3.89% for recycling sites to 64.35%.

The main changes were, an increase in mixed plastics (up 671 tonnes), other electrical goods (up 175 tonnes) and cans (up 139 tonnes), along with decreases in garden waste (down 3,140 tonnes), wood (down 1,323 tonnes) and paper (down 882 tonnes).

All of these reductions, with the exception of paper were seen at the recycling sites. Kerbside collected garden waste actually increased by almost 582 tonnes, however, we saw a reduction through the recycling sites of over 3,722 tonnes. This drop in weight is likely to be due to the exceptionally hot and dry Summer affecting the growing season, rather than any other factors.

The increase in mixed plastics (up 671 tonnes), was made up of an increase of 773 tonnes from the kerbside, 4 tonnes from schools and a decrease of 106 tonnes from recycling sites. This shows the affect of the Recycle More (PTT) and is probably a change in behaviour as households move away from depositing PTT at the recycling sites, which was previously the only option.

Other sources that contributed to the overall changes we saw in Q3 included recycled street cleaning residues (down 185 tonnes) and schools recycling (up 114 tonnes).

With Schools Recycle More having started early Q3, we have seen small increases in the weights recycled, along with a reduction in the amounts of residual waste collected. It is early days and we have had half term and Christmas holidays in Q3, so the full benefits are slightly unclear at present. However, early signs are encouraging.

Recycling rate (NI192) for Apr-Dec 2022-23: 57.31% (an increase of 0.73% on 2021-22)

What are we doing to ensure we continue to improve?

- 1) Roll-out to the new School's Recycle More service was completed at the beginning of Q3, with the new collections having started on 10th October.
- 2) Ongoing revision of contingency plans so that we are less likely to see significant service disruption due to potential issues as we continue to recover from the Pandemic and face the effects of economic instability.
- 3) 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?

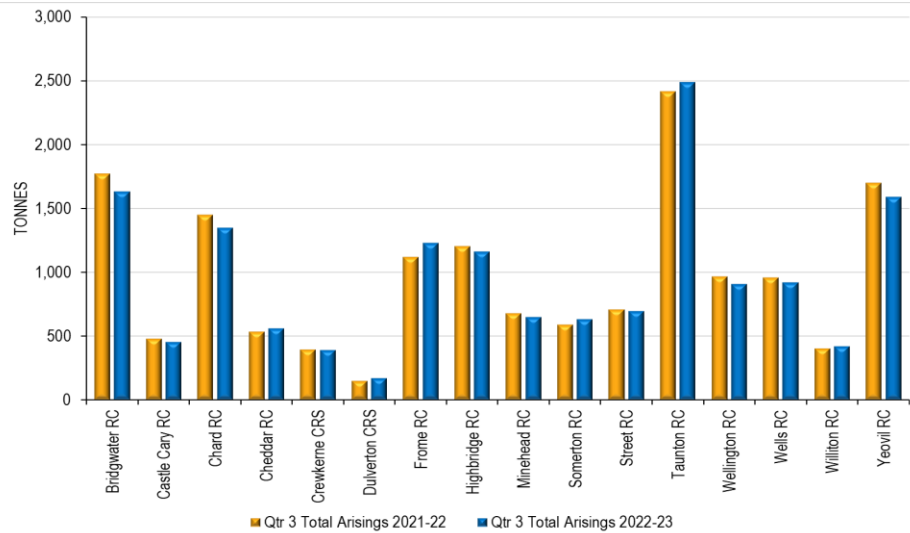
- 1) Recycle More: Successfully implementing Recycle More and delivering the anticipated benefits in terms of increased recycling – increasing food waste by 20% and dry recycling by 30%.
- 2) Behavioural Change: In addition to supporting the behaviour change necessary to support Recycle More, focussing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

Recycling Sites



Somerset's 16 recycling centres are vital resources for the local community. Whilst garden waste and bulky waste (e.g. fridge/freezers) a big driver for people using their local recycling centre, they also enable people to recycle a wide range of other materials - including water-based paint, wood, batteries, gas bottles, oil and light bulbs. There is a reuse shop at the Priorswood site and arrangements at nearly all other sites to ensure materials capable of being reused are captured.

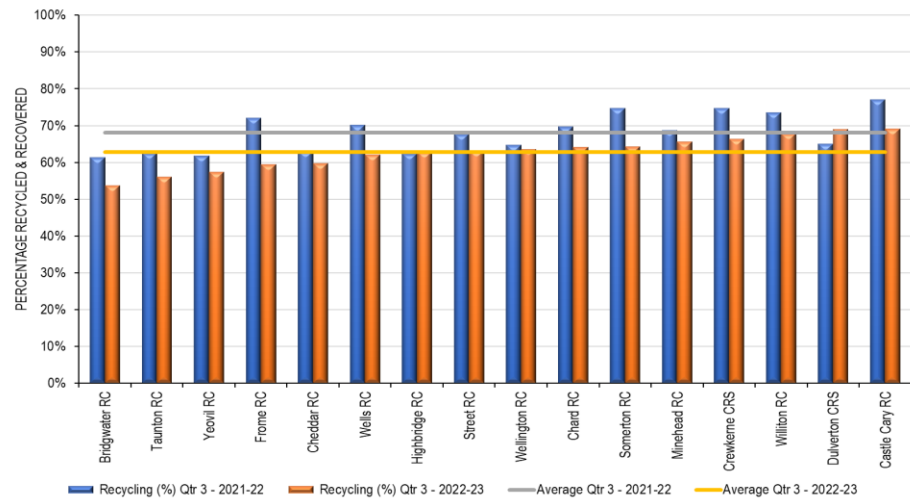
What has happened and what has changed in this quarter?



| Recycling Site | Qtr 3 Visitor Numbers | | Difference | % Change |
|------------------|-----------------------|----------------|--------------|--------------|
| | 2021-22 | 2022-23 | | |
| Bridgwater RC | 40,422 | 38,150 | -2,272 | -5.62% |
| Castle Cary RC | 8,902 | 8,707 | -195 | -2.19% |
| Chard RC | 25,825 | 26,667 | 842 | 3.26% |
| Cheddar RC | 12,104 | 13,587 | 1,483 | 12.25% |
| Crewkerne CRS | 7,483 | 7,757 | 274 | 3.66% |
| Dulverton CRS | 620 | 1,769 | 1,149 | 185.32% |
| Frome RC | 28,152 | 30,558 | 2,406 | 8.55% |
| Highbridge RC | 27,938 | 31,317 | 3,379 | 12.09% |
| Minehead RC | 20,978 | 17,601 | -3,377 | -16.10% |
| Somerton RC | 15,835 | 14,523 | -1,312 | -8.29% |
| Street RC | 11,672 | 16,861 | 5,189 | 44.46% |
| Taunton RC | 59,313 | 56,219 | -3,094 | -5.22% |
| Wellington RC | 22,620 | 21,502 | -1,118 | -4.94% |
| Wells RC | 22,547 | 20,844 | -1,703 | -7.55% |
| Williton RC | 7,498 | 8,045 | 547 | 7.30% |
| Yeovil RC | 32,350 | 31,879 | -471 | -1.46% |
| All Sites | 344,259 | 345,986 | 1,727 | 0.50% |

Note: Table shows Q3 2022-23 only.

RECYCLING SITE RECYCLING RATE % - 2022-23 COMPARED TO 2021-22



In Q3 2022-23, total arisings were down by 276 tonnes compared to the same period last year. This total comprised decreases of 534 tonnes of garden waste, 407 tonnes of dry recycling and reuse and 112 tonnes of hardcore & soil sent for disposal, with increases of 735 tonnes of waste sent to recovery and 42 tonnes sent to landfill.

The best performing recycling sites in Q3 2022-23 were, Castle Cary (69.16%), Dulverton (68.94%) and Williton (67.84%), with the worst performing sites being, Bridgwater (53.72%), Taunton (55.98%) and Yeovil (57.36%). The remaining 10 sites all had a recycling rate of between 59% and 66%, with the average across all sites being 60.54%, a reduction from Q2, which was 65.46%.

The number of visits to the recycling sites was up slightly when compared to the same period last year, with 345,986 in Q3 2022-23 compared to 344,259 in 2021-22, an increase of 1,727 (0.50%).

Towards the end of November installation of the new ANPR software was rolled out across the network, which over the following month was tested and adjusted to each individual site layout, with most sites showing a significant improvement in the accuracy of the data recorded. One site required, Frome, required a bit more work to bring it to the required level of the other sites and we also now benefit in having ANPR installed at Dulverton for the first time. This upgrade has highlighted the issues with inaccurate data collection using the old system, with some quite significant changes at some sites between Q3 this year and 2021-22. As we move forward these discrepancies will reduce, but for the time being drawing any conclusions from comparison between the two years should be made with this factor in mind.

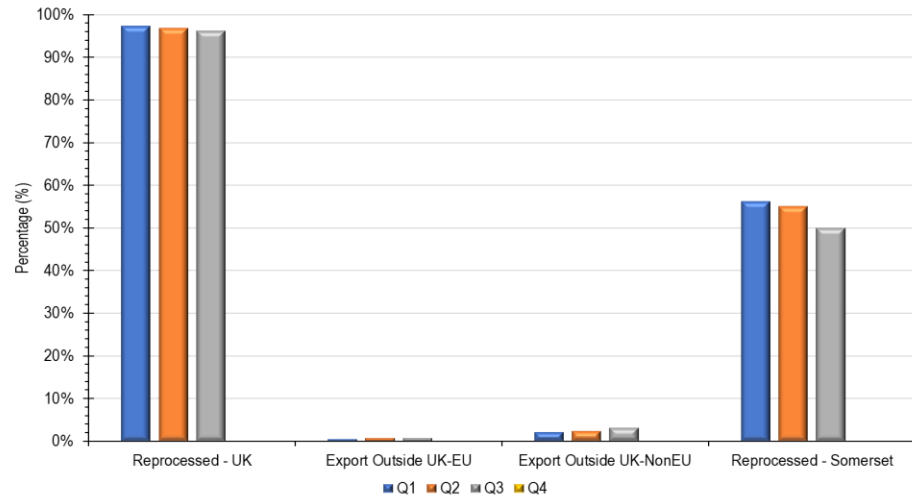


Why do we measure and report this?

As the first Authority in the UK to publish the detail of what we do with our household waste, it remains important that we are transparent to our Members and residents in terms of how and where we treat and recycle the materials we handle - in particular how much stays in Somerset and the UK, and how much remains in closed loop recycling. As we roll-out Recycle More, it is particularly important that we emphasise to Somerset residents that the way they separate their recycling and the way we collect it means that it is nearly all recycled in the UK and in the best way possible - building trust in our services.

What are the headline numbers?

QUARTERLY RECYCLING DESTINATIONS (%) - 2022-23



Have there been any significant changes since the last report?

In Q3, we recycled 96.18% of our waste in the UK. Just 3.82% of the total for the quarter was exported, with this being mixed paper and cardboard from recycling sites and schools, along with a small quantity of cardboard from the kerbside. These figures reflect both market demands and our commitment within both the new collections contract and the recycling site contract to recycle within the UK where possible. The end destinations for the mixed paper and cardboard was Taiwan, Thailand and Turkey, with the kerbside collected cardboard going to France. The fibre markets have been volatile, and demand in the UK has been limited so more has been exported this quarter than previously. It is possible that this may continue if markets remain unstable, but we continue our commitment to recycle in the UK as far as possible.

No plastic waste was exported this quarter, and all was reprocessed within the UK.

Food and garden waste continue to be processed in Somerset, along with some cans, electrical items, scrap metal, plasterboard, rubble and automotive batteries. Overall for the quarter, 49.99% of the material from the kerbside and recycling centres was reprocessed in Somerset.

All of the kerbside refuse and most non-recyclable waste from recycling sites has been sent to Viridor's energy from waste (EfW) plant at Avonmouth instead of to landfill. Bulky waste and that not suitable for EfW was sent to landfill at Walpole, Bridgwater with this equating to 4.97% of residual waste this quarter.

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

We expect that we will continue to see high levels of recycling within the UK and within Somerset. We continue to monitor the markets, particularly for fibre.

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 in 2021 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. A repeat survey is being carried out to understand any changes and we hope to see the results soon.

What will future success look like?

The transition to Recycle More will increase the amount of recyclables captured (both existing and new materials). Our collections contract and recycling centre contract will have ever more stringent requirements on end use. We will continue to produce high quality, in-demand recyclables and will continue to reprocess in the UK where possible, and into closed loop applications.

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

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

Due to ongoing volatility in the textiles market, it may become more difficult for both Suez and Viridor to source a reprocessor willing to take this material. So our continued ability to collect this material and that of our contractors' to find an outlet, although challenging, will be seen as a successful outcome, and this is a key focus of ours as it is the material with a large carbon impact, and also because of problems textiles in the bin can cause with operating machinery.

Missed Collections



Why do we measure and report this?

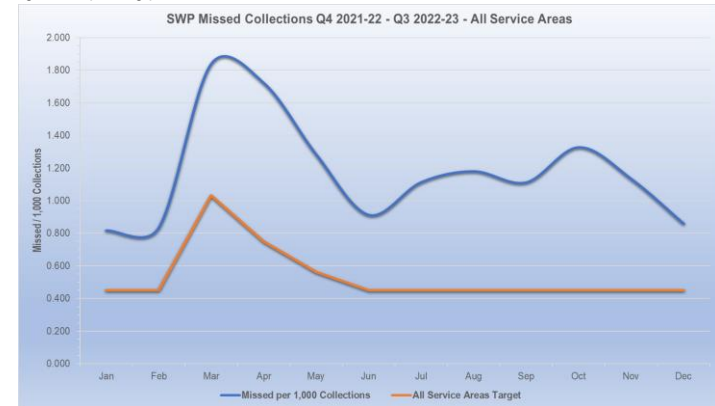
Missed collections remain the cause of the majority of customer contacts to the Waste Partnership and remains an area of concern whilst we are in the process of moving from our incumbent collection contractor, to the new Recycle More contract.

What are the headline numbers?

| | | | Q4 | Q1 | Q2 | Q3 |
|-------------------------------------|-------------------------------------|-----------------------------|--------------|--------------|--------------|--------------|
| Somerset Waste Partnership | Garden | Reported Missed Collections | 407 | 690 | 972 | 961 |
| | | Collections | 365,682 | 396,157 | 402,250 | 396,157 |
| | | Target | 0.644 | 0.588 | 0.450 | 0.450 |
| | Missed per 1,000 Collections | | 1.113 | 1.742 | 2.416 | 2.426 |
| | Residual | Reported Missed Collections | 1,488 | 1,694 | 1,299 | 1,423 |
| | | Collections | 1,238,032 | 1,136,068 | 1,153,546 | 1,136,068 |
| | | Target | 0.644 | 0.588 | 0.450 | 0.450 |
| | Missed per 1,000 Collections | | 1.202 | 1.491 | 1.126 | 1.253 |
| | Kerbside Recycling | Reported Missed Collections | 4,009 | 4,034 | 3,425 | 3,063 |
| | | Collections | 3,408,860 | 3,408,860 | 3,461,304 | 3,408,860 |
| | | Target | 0.644 | 0.588 | 0.450 | 0.450 |
| | Missed per 1,000 Collections | | 1.176 | 1.183 | 0.990 | 0.899 |
| All Service Areas | Reported Missed Collections | 5,904 | 6,418 | 5,696 | 5,447 | |
| | Collections | 5,012,574 | 4,941,085 | 5,017,100 | 4,941,085 | |
| | Target | 0.644 | 0.588 | 0.450 | 0.450 | |
| Missed per 1,000 Collections | | 1.178 | 1.299 | 1.135 | 1.102 | |

What are the issues underlying current performance?

Encouraging to see the collections moving back in the desired direction with an improving picture from the previous quarter. Ongoing above average waste tonnages, continue to create challenging operating circumstances for our contractor. Covid continued to impact services this quarter but we saw a steadying of staff availability and agency provision. This with the continued analysis and focus on areas where services were weaker has been encouraging and although still vulnerable to outside pressures it is good to see a levelling and improving picture across all services.



This measure is for all Districts and includes the roll-out of the final phase of Recycle More.

What are we doing about it?

- 1) Continue to monitor and hold our contractor financially liable against our current performance measures.
- 2) Service recovery plans continue to be reviewed regularly and we are now focusing down to specific plans to concentrate on quality as well as a quantity performance matrix.
- 3) Greater focus on areas of service provision that is impacting disproportionately on overall performance and ensuring service plans are in place to address issues identified.

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

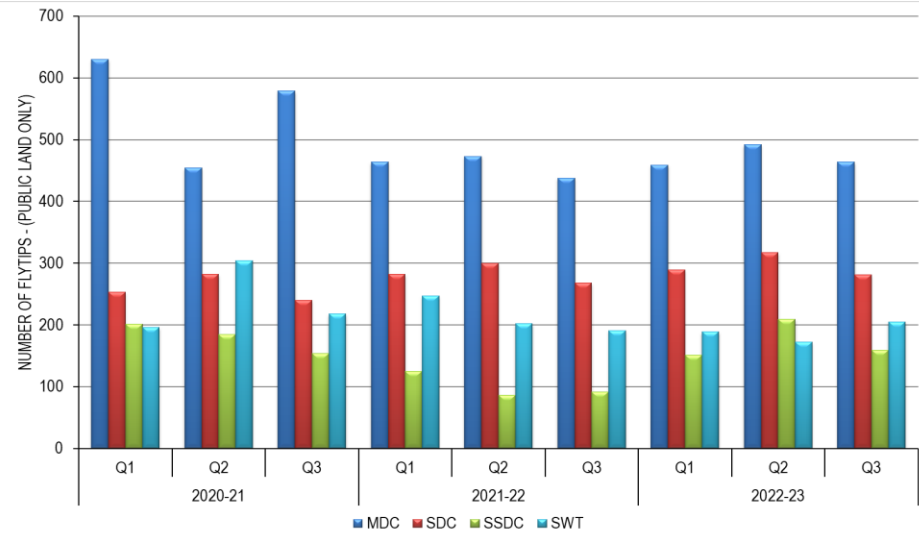
- 1) We expect SUEZ to continue efforts to improve this element of the contract and will continue to measure these against any changes to resource profiles within the contract.
- 2) Continue to review performance measures to ensure they still meet the requirements of the contract.
- 3) As we settle down to the new service we need to make sure moving to the tendered assumptions for resources does not negatively impact on service quality.
- 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 shows an upward trend in Q3 2022-23 when compared to 2021-22.

The number of fly-tips for Q3 2022-23 have reduced compared to Q2 (down 81), but have increased, when compared to Q3 in 2021-22 (up 120). The number of fly-tipping incidents across all four Districts are up compared to Q3 last year, With South Somerset seeing the largest increase (up 67 from 92 to 159 incidents), with Sedgemoor having the smallest increase (up 13 from 268 to 281 incidents).

Across the Partnership the only decrease was 'Other household waste' (down 25 to 386). The areas that have seen the biggest increases in the numbers reported were 'Black bags - household' (up 64 to 289), 'Other (unidentified)' (up 30 to 38) and 'White goods' (up 12 to 46).

There is no evidence that any of the SWP's activities have contributed to any changes in the number of fly-tipping incidents.

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, 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, as shown in the above graph. 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, but is planned to be picked up as part of the move to a Unitary Authority..

What will future success look like?

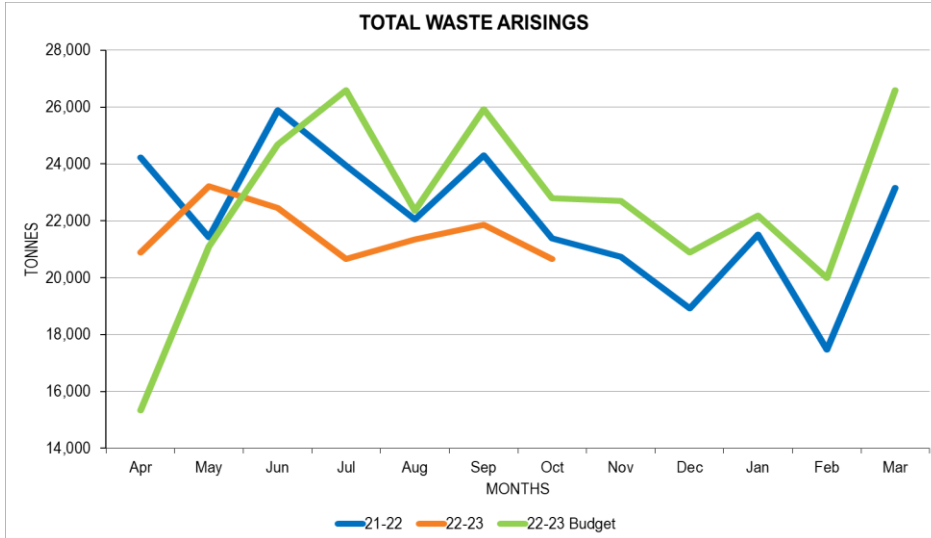
- 1) Continued effective joint working with Districts around enforcement (and crucially, publicising any successful prosecutions).
- 2) The successful development and adoption of a suitable scheme to help combat and therefore reduce fly tipping across Somerset.
- 3) As a result of this project, year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



Why do we measure and report this?

It is important to keep track of how we are managing our finances, ensuring we are remaining within budget. A separate finance report continues to be presented to the SWB, but a summary is included here to ensure that this report presents a rounded picture of our performance.

What is our forecast outturn position?



What has changed since the last time we reported?

This financial report for Q3 2022-23 compares the actual spend for the full financial year against the annual budget which was set in February 2022.

1) Collection Budget: The forecast position for all collection partners is an underspend of £1,635k. The budget includes a Recycle More saving of £450k so the underspend is in addition to this. There is some volatility in the forecast around material yields and market prices achievable for the remainder of the year. Materials income for the first two quarters has been high but prices have fallen significantly in quarter 3. It was previously agreed an equalisation fund would be used for materials income so the current forecast assumes only 80% of income will be accounted for in-year. There is a £1m contingency included in the forecast as previously agreed. There are ongoing discussions with the contractor to understand and validate any potential contractual claims. Recycle More breakeven point was reached at 31st March 2022. This includes some estimated costs which are still to be contractually agreed and invoiced.

2) Disposal Budget: The forecast for the year is an underspend of £973k. The budget includes a Recycle More saving of £250k so the underspend is in addition to this. Recycle More is delivering the desired move of waste from the refuse bin to the recycling boxes, with residual diversion higher than originally modelled. There is some volatility in the forecast around tonnages and national issues such as the impact of the cost of living crisis will impact on both volumes and the mix of waste.

What have we achieved during the year?

- 1) The budget has been set to include part year recycle More saving of £700k, but as the breakeven point on the 31 March 2022 there will be a full year's saving this year which has been reflected in the forecast.
- 2) The Recycle More Fund is effectively closed down with the exception of a couple of outstanding costs. These are still being finalised and small residual balance either way will be added to the in-year costs.
- 3) Continued to manage and minimise the financial costs related to Covid-19 claims, with payments to our collection contractor for additional resources stopping from October 2022.
- 4) All households including communal properties have successfully move to the enhanced recycle more service. (the final communal properties moved across in July 2022).
- 5) Capital borrowing arrangements with South Somerset and Somerset West and Taunton for the depot works have been finalised and loans drawdown.

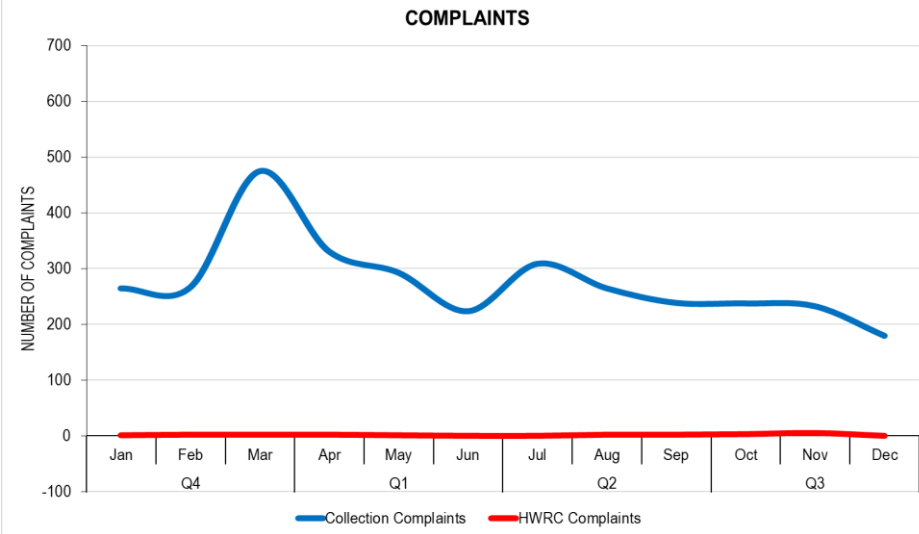


Why do we measure and report this?

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



During the quarter operational performance was relatively stable, although some work still needs to be done to improve failure rates around the waste collection service. Technical work has been specified to improve system intelligence around missed collections that is due to be deployed in Quarter 2 2023.

Work is ongoing with our Customer Experience Platform to ensure that it is robust to deal with temporary large increases in transaction volumes (such as garden waste renewals). Work has been specified with our developers to ensure that times of peak demand are forecast and appropriate technical solutions are applied. The technical solution has now been agreed and in development in advance of projected increase in volumes during June/July 23.

Christmas period collections were satisfactory across the business and complaint and missed collection volumes met expectations.

The Recycle More programme has been rolled out to schools, operationally the deployment was successful and well received from school customers.

Garden Waste renewals have began to bounce back to 21-22 levels with the year on year subscription deficit decreasing from 7% to 5%.

SWP's customer experience system, My Waste Service has been identified as a vesting day product, work is ongoing through the LGR process to ensure readiness for this transition. A single instance of MWS is scheduled has been rolled out to all District councils other than MDC by end of November 2022.

Improved accountability and improvements in processes have seen a reduction in quality related issues from the Collection contract. We are seeing an ongoing improvement in repeat missed collections and complaint reduction.

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) Suez are recruiting to 115% of deployed staff, this will reduce the requirement for temporary labour and improve workforce stability.
- 3) A bedded in Schools Recycle More programme achieving anticipated objectives.
- 4) Service stabilisation to satisfactory levels across all service areas.
- 5) Enhancements to Gate Checks deployed.

- 1) My Waste Services enabled as a vesting day product.
- 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 focus to ensuring service stabilisation and targeted interventions in areas of high waste arisings.



| Present actions | | Key figures | | | | | | | | | | | | | | | | |
|--|--------------------------------|--|--------------------------------|------------|-----------------|------------|-------------------------|--------|----------|----------------|-------------------------|-------------|------------|---|----------------|--|-------------|--|
| 1) Continued support for schools to embed Recycle More. 2) First Somerset Reduce Week awareness week delivered (mid-July). 3) Service Guide delivered to Mendip residents (Dec), content reviewed for the further areas. 4) Communications support for Fixy - social media, PR, development of materials and engagement with repair cafes. 5) Waste reduction and recycling materials provided to two food pantries (Minehead and Bridgwater). 6) Delivered 3 editions of SORTED! e-zine and continue to grow Facebook and SORTED! audiences. 7) Festive related comms re waste reduction and recycling. 8) Reviewing website info for move to the new Somerset Council website. 9) SORTED newsletter moved to new distribution platform (cost saving and aligned to new council). | | Social Media Facebook followers: <table border="1"><tr><td>19,242</td><td>Start Oct</td><td>19,494</td><td>End Dec</td></tr></table> Twitter followers: <table border="1"><tr><td>2,607</td><td></td><td>2,314</td><td></td></tr></table> | | 19,242 | Start Oct | 19,494 | End Dec | 2,607 | | 2,314 | | | | | | | | |
| 19,242 | Start Oct | 19,494 | End Dec | | | | | | | | | | | | | | | |
| 2,607 | | 2,314 | | | | | | | | | | | | | | | | |
| | | Website Hits <table border="1"><tr><td>October</td><td>123,073</td><td>Page Views</td><td>102,724</td><td>Unique</td></tr><tr><td>November</td><td>113,661</td><td></td><td>94,351</td><td>Page Views</td></tr><tr><td>December</td><td>191,176</td><td></td><td>163,046</td><td></td></tr></table> | | October | 123,073 | Page Views | 102,724 | Unique | November | 113,661 | | 94,351 | Page Views | December | 191,176 | | 163,046 | |
| October | 123,073 | Page Views | 102,724 | Unique | | | | | | | | | | | | | | |
| November | 113,661 | | 94,351 | Page Views | | | | | | | | | | | | | | |
| December | 191,176 | | 163,046 | | | | | | | | | | | | | | | |
| | | Sorted e-zine <table border="1"><tr><td>October</td><td>13,281 (up 549)</td><td>Delivered</td><td>8,500 (64%)</td><td>Opened</td></tr><tr><td>November</td><td>13,367 (up 86)</td><td></td><td>8,555 (64%)</td><td></td></tr><tr><td>December</td><td>13,446 (up 79)</td><td></td><td>9,412 (70%)</td><td></td></tr></table> | | October | 13,281 (up 549) | Delivered | 8,500 (64%) | Opened | November | 13,367 (up 86) | | 8,555 (64%) | | December | 13,446 (up 79) | | 9,412 (70%) | |
| October | 13,281 (up 549) | Delivered | 8,500 (64%) | Opened | | | | | | | | | | | | | | |
| November | 13,367 (up 86) | | 8,555 (64%) | | | | | | | | | | | | | | | |
| December | 13,446 (up 79) | | 9,412 (70%) | | | | | | | | | | | | | | | |
| | | Briefings sent to 326 parishes, and County and District Councillors. | | | | | | | | | | | | | | | | |
| Highlights | | Future actions | | | | | | | | | | | | | | | | |
| Facebook <table border="1"><tr><td>17/12/2022</td><td>Reduce at Christmas</td><td>1,211</td><td></td></tr><tr><td>06/11/2022</td><td>Somerset Freegle Groups</td><td>1,162</td><td></td></tr><tr><td>25/10/2022</td><td>Clocks go back</td><td>1,053</td><td></td></tr></table> | | 17/12/2022 | Reduce at Christmas | 1,211 | | 06/11/2022 | Somerset Freegle Groups | 1,162 | | 25/10/2022 | Clocks go back | 1,053 | | Engagement 1) Deliver Somerset Food Waste Week action (March). 2) Continue liaison with/support for schools to bed-in Recycle More collections. 3) Continued considerable promotion and engagement with the Fixy project, including impact video. | | | | |
| 17/12/2022 | Reduce at Christmas | 1,211 | | | | | | | | | | | | | | | | |
| 06/11/2022 | Somerset Freegle Groups | 1,162 | | | | | | | | | | | | | | | | |
| 25/10/2022 | Clocks go back | 1,053 | | | | | | | | | | | | | | | | |
| Total Engagements: October: 4,220 November: 5,691 December: 11,091 | | 4) Finalise and deliver Service Guide to next area(s). 5) Transition from SWP to new Somerset Council branding and website. | | | | | | | | | | | | | | | | |
| Twitter Topics <table border="1"><tr><td>03/11/2022</td><td>Businesses make date with Fixy</td><td>36</td><td></td></tr><tr><td>17/11/2022</td><td>Unwanted tech donated</td><td>35</td><td></td></tr><tr><td>26/12/2022</td><td>Christmas Week Services</td><td>33</td><td></td></tr></table> | | 03/11/2022 | Businesses make date with Fixy | 36 | | 17/11/2022 | Unwanted tech donated | 35 | | 26/12/2022 | Christmas Week Services | 33 | | Engagement 6) Finalising volunteering policy for compost and food waste champions. 7) Expand food pantry support - materials and collections for more of the network. | | | | |
| 03/11/2022 | Businesses make date with Fixy | 36 | | | | | | | | | | | | | | | | |
| 17/11/2022 | Unwanted tech donated | 35 | | | | | | | | | | | | | | | | |
| 26/12/2022 | Christmas Week Services | 33 | | | | | | | | | | | | | | | | |
| Total impressions: October: 3.4k November: 8.5k December: 6k | | 8) Three editions of the SORTED! newsletter (now using new platform aligned to new council). 9) Summarise Eco-School grant projects and share good case studies with other schools. 10) Support the Business of Recycling pilot project.. | | | | | | | | | | | | | | | | |



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.



Performance Report Appendix 2 – SWP Key Performance Indicators Review (February 2022)

1. Background

- 1.1. Suez commenced the waste collection contract in 2020. At contract commencement this required all waste collection staff to transition from Kier to Suez, a new organisation with different culture, values and working processes.
- 1.2. The working practices changed significantly from Kier to Suez, with new vehicle types and complete renewal of underpinning administrative and system processes.
- 1.3. Contract commencement coincided with the first national Covid -19 restrictions, the implication was that the hands-on induction of new starters as well as the scheduled culture change activities were delayed or only partially implemented.
- 1.4. The mobilisation period of the contract also involved the re-development of waste transfer stations and depots requiring the re-location of employees.
- 1.5. Furthermore, an aggressive change programme has been introduced to transition Somerset from fortnightly refuse collections to three weekly and increase the scope and scale of recycling offered to residents, communal properties and schools. The introduction of the Recycle More Scheme has reduced refuse arisings by around 21% diverting c8500t per annum from EfW. This change programme resulted in the redesign of over 600 collection rounds, from 5 (redesigned/rebuilt operating centres and represented a considerable challenge both in planning, communication, deployment and operation of the new service.
- 1.6. The current climate for the recruitment and retention of qualified staff has been difficult, this culminated in a period of severe service difficulty during the summer of 2021 – the National Driver Shortage. The challenge around staff availability is still evident particularly in the temporary labour market.
- 1.7. Covid-19 has and continues to have impact of sickness absence levels across the contract. The implication is that Sickness levels are

unpredictable and short-term fluctuations can affect the number of staff deployed at little notice. Specialist staff, such as drivers are hard to replace at short notice due to pressures on the temporary labour market

- 1.8. Levels of Missed Collection, repeat missed collection and missed assisted collection are reported monthly to SWP and are subject to review and scrutiny by SWP officers, and flow into the contractual performance deduction mechanism. This mechanism is fully operational following the disruption in it due to the impact of the national driver shortage, and it ensures that SUEZ face the costs when there is service disruption, and hence acts as an incentive to them to improve performance.

2. Summary Highlights for the reporting Period November to December inclusive

2.1. Christmas Performance

- 2.1.1. The waste collection performance over the Christmas period was satisfactory. Short term absence in the week between Christmas and New year, resulted in rolling incomplete services in the Mendip and South Somerset Areas. Suez managed to fully recover the situation by deploying staff on the 2 January 2023
- 2.1.2. There was tragic accident outside the Evercreech Depot on the 4 January involving a member of the public. The accident resulted in a road closure that affected the recycling operation at the depot. Incomplete services effected just under 3000 properties for that day were suspended and re-collected on their next collection day.
- 2.1.3. The Christmas and New Year period are always challenging for Crews, Supervisors and Managers involved in domestic waste collection and we are thankful for their hard work over the festive period

2.2. General Factors

- 2.2.1. Suez continue to recruit to 115% and expect to achieve this target by end of January 2023. This will provide greater workforce stability guarding

against short-term absenteeism and churn to allow a consistent deployment. At this time Suez expect to have a zero reliance on Agency

2.2.2. The review into Garden Waste has not yet been undertaken and is has re-arranged for Quarter 1 2023.

2.2.3. Sickness levels within the contract continue to be acceptable levels, just over 3%.

2.3. IT and Technical Aspects

2.3.1. Improvements with software systems and processes have now been specified to allow the timely identification and escalation of repeatedly missed collections. Our software developers are incorporating these improvements in both SWPs and Suez's systems and we expect to go live with this during April/May 2023

2.3.2. An enhancement in missed collection reporting is due to go live during January 2022, this will provide more and better real time feedback to customers reporting missed collections and generally improve the experience, particularly where rounds have been rescheduled from one day to another because, for example, where an weather event has prevented collections taking place

2.3.3. Property Action boards are now in place at all depots

2.4. Missed Collections, Repeat Missed and Complaints

2.4.1. During the period we have seen a slight improvement within the recycling service, headcount deployed to the service has been consistent and allowed a uniform service to be applied.

2.4.2. The refuse service has been effected by intermittent breakdowns on the service particularly on the older 16 and 18 Plate fleet. This fleet is due for replacement during 2024.

2.4.3. The greater consistency of staff deployment has led to a contract wide reduction in repeated missed collections, supervisors and managers have spent less time resolving operational issues allowing more time to be allocated to resolving quality related issues, leading to an overall

reduction in complaint volume and improvements in levels of repeatedly missed collections.

3. Contractor Performance

3.1. General Aspects Affecting Collection Performance

- 3.1.1. All aspects of Missed collection performance and complaint performance correspond closely to changes in service provision and the availability of labour. The labour market has been challenging as has the working environment that Suez have had to mobilise through. Suez have undertaken a number of key and important steps to ensure that they have sufficient staff to deliver the service
- 3.1.2. Understanding that the labour market is challenging and there is greater variability in sickness levels to secure appropriate level of heads to deliver robust service quality. Accordingly, Suez are increasing their staff levels from 115% to 110% of actual staff required to fulfil the service - this allows greater in-house resource to overcome short term fluctuations in staff absence and employee churn to allow more consistent and full deployment of services.
- 3.1.3. To enable the transition to 115% and to ensure that recruitment of staff is ongoing and seamless, Suez appointed a full time recruiter position to manage this process within the contract. During the 2021/22 pay award Suez maintained an above inflationary pay award to make sure that their specialist driver roles are attractive to prospective employees. Joiner bonuses and refer a friend bonus have also been developed to as an incentive to attract and retain staff. Suez expect to achieve 115% of employed staff by the end of January 2023
- 3.1.4. Furthermore, to stabilise the workforce Suez have invested heavily to ensure that sickness and absence are well managed and have shown month on month improvement to achieve just over 3%
- 3.1.5. Where there have been short-term gaps in required headcount, the temporary labour has been difficult to secure, to alleviate this Suez have increased the casual labour rate by 20% to unblock the barriers in temporary labour supply. Suez are significantly less reliant on the

temporary labour market than Kier were (who only had around 80% FTEs working in Somerset).

3.1.6. Suez continue to work and transform the culture of the workforce, making sure that the right people are in the right jobs and that underpinning performance levels are visible and transparent to allow them to target performance improvements in a sustainable and manageable way. This remains work in progress.

3.2. Missed Collection Performance

3.2.1. Missed collections are reviewed daily and league tables produced of crews that are underperforming. This is tracked through by the senior management team within the contract to understand what the drivers of poor performance are and to take the right level of action. Crews that achieve good levels of performance are recognised and rewarded.

3.2.2. The garden waste service is significantly underperforming, expertise from outside the local contract has been secured by Suez to undertake a root and branch review of the service. The root and branch review has been delayed and is now planned to take place Quarter 2 2023

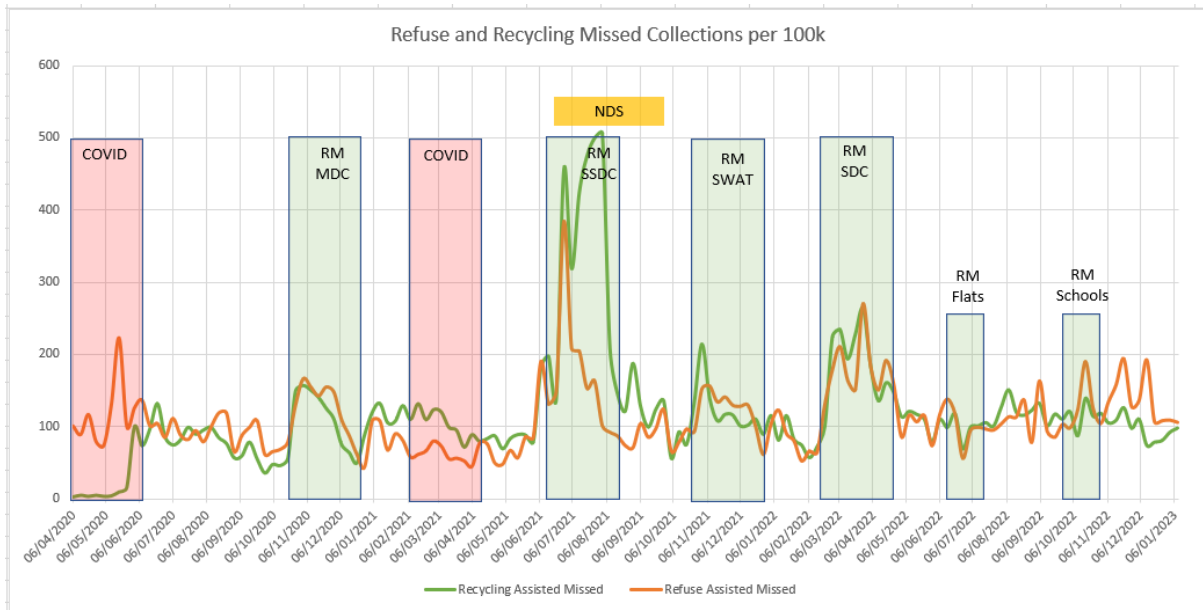
3.2.3. Trend analysis of missed collection is undertaken weekly by the senior management team to highlight areas of underperformance and provide targeted improvement.

3.2.4. Graph 1 shows the missed collection performance across the contract since commencement. Missed collection rate has fluctuated in line with Recycle More phases, and once implemented has been achieved a strong reduction is noted in the following months.

3.2.5. The Driver Shortages experienced during the summer of 2021 in conjunction with the roll out of Recycle More in South Somerset District Council placed the collection operation under significant pressure. The Garden waste service was suspended at this time to ensure that essential services were maintained.

3.2.6. Lately missed collection performance has not been as strong as expected, deployment issues related to pressures on the labour market remain and impacts from the transfer station closure at Williton have impacted overall contract performance levels.

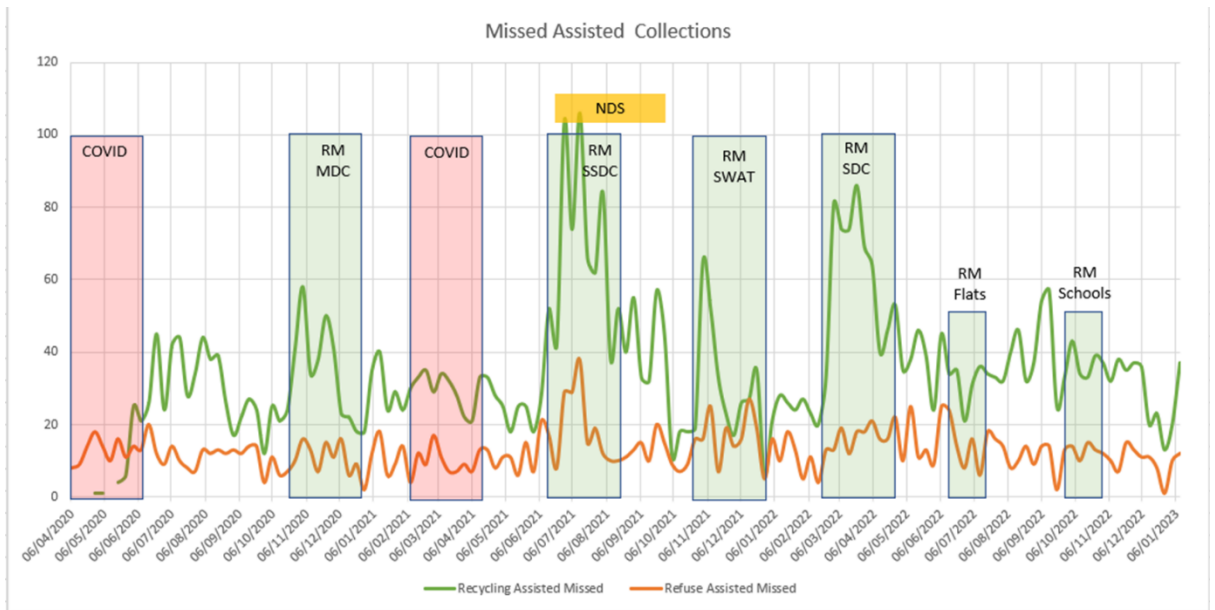
Graph 1 – Contract Missed Collection Levels per 100,000



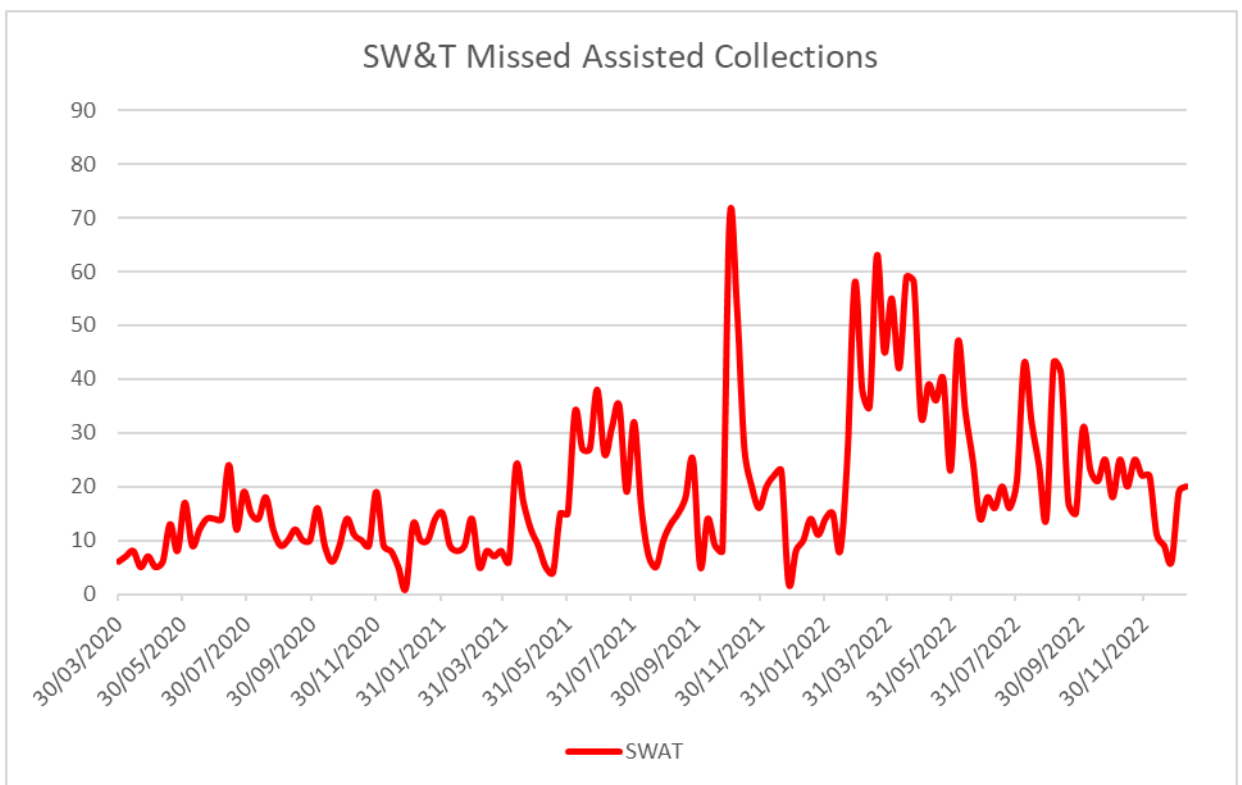
3.3. Missed Assisted Collection

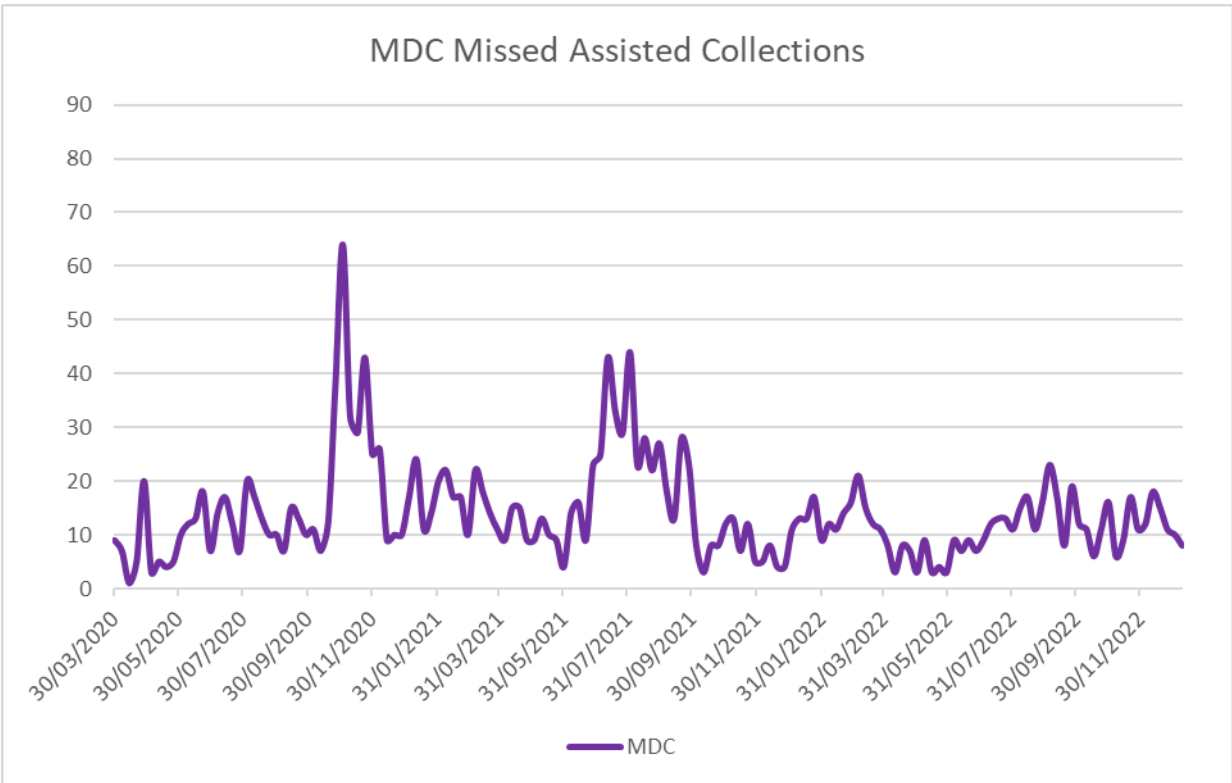
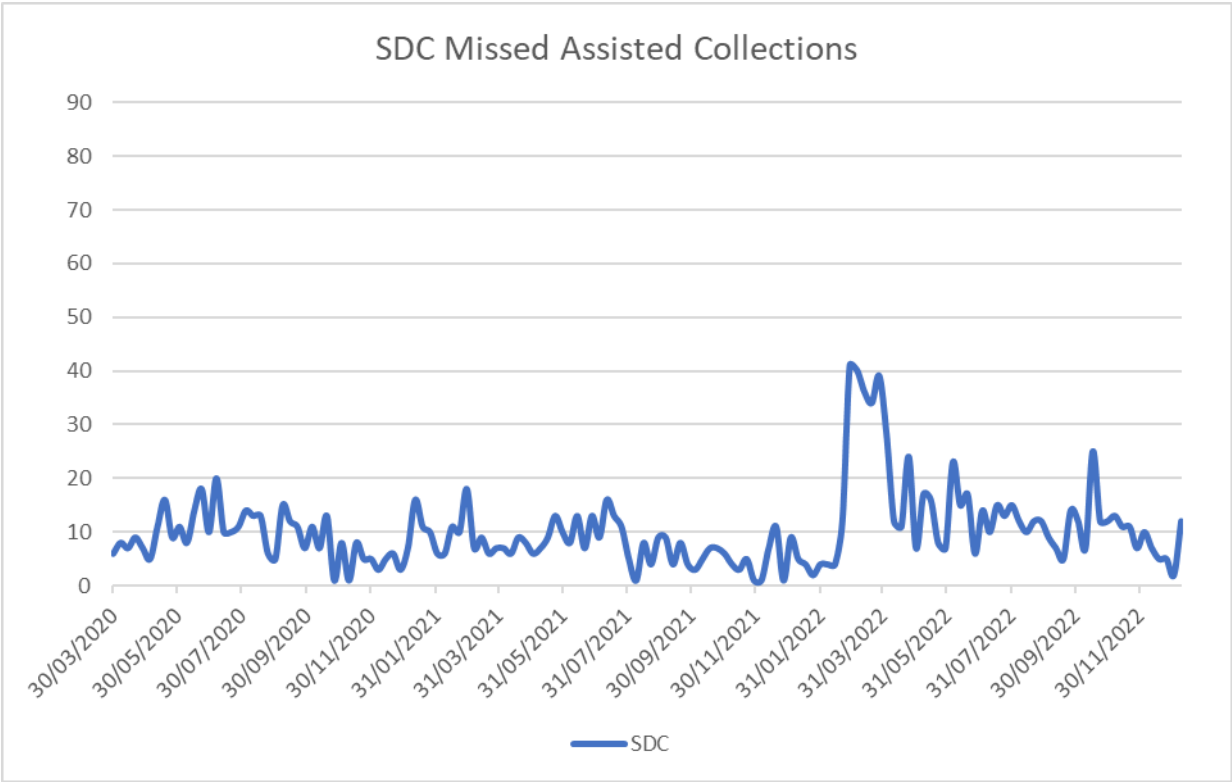
- 3.3.1. Residents that cannot manage to get their waste to the kerbside because of ill health or infirmity are entitled to an assisted collection
- 3.3.2. There are just over 10,000 properties that have registered for an assisted collection. Details of assisted collections are stored on crews devices where crews have to provide confirmation of collection
- 3.3.3. Missed Assisted collection performance closely aligns to the total missed collection performance (i.e. when overall missed collections increase so do missed assisted collections) and has been adversely affected by service change and staff deployment issues.
- 3.3.4. Missed assisted collections are a deductible element within the contract with a zero threshold level – reflecting the vulnerability of these residents and our determination to deliver the best possible service to them.

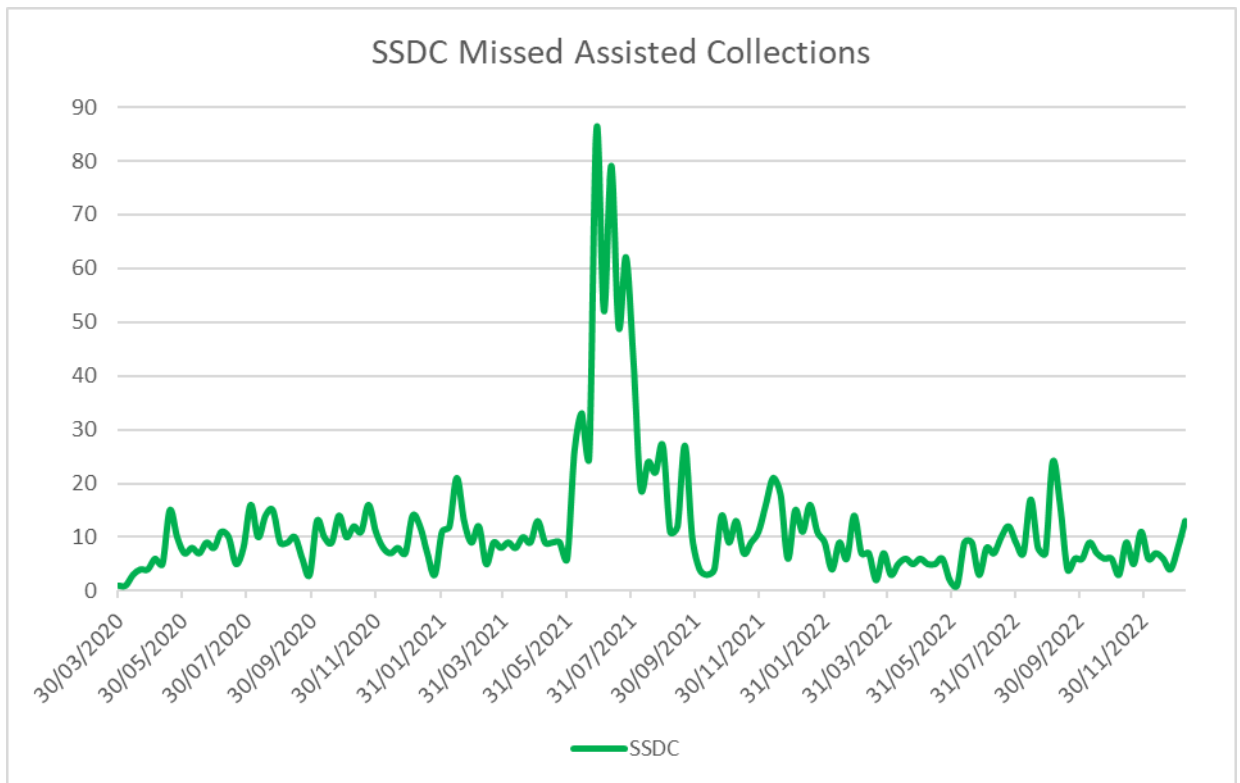
Graph 2 Missed Assisted Collections



Graph 3 Missed Assisted Collections per week per District







3.3.5. Within the East of the county assisted collection have returned to more satisfactory levels after the introduction of service change and focussed work from SWP and Suez. Missed assisted collections in SW&T are still far too high and work is ongoing to understand the root causes of these.

3.3.6. Improvements were noted during the reporting period particularly in SW&T and SDC

3.4. Repeat Missed Collections

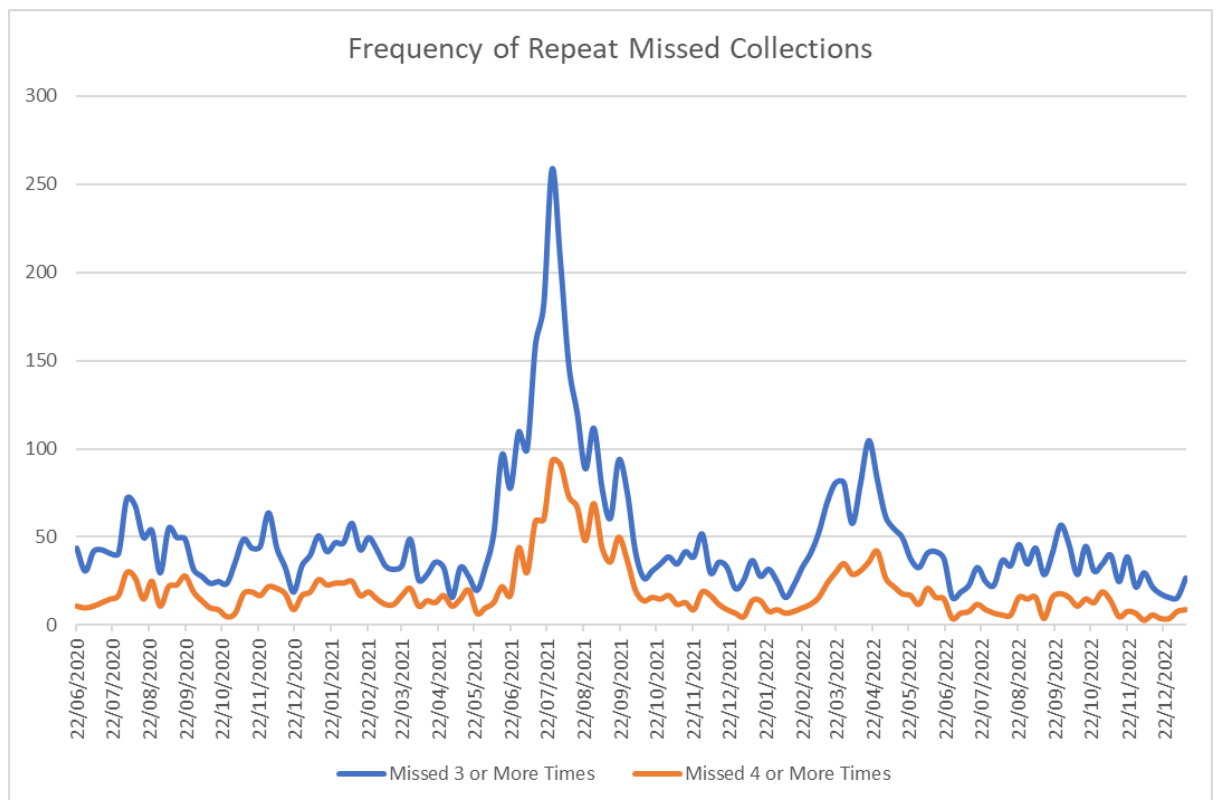
3.4.1. In a contractual context repeat missed collections are missed collections that have been missed more than once in a rolling quarter. This is a (rightly) high bar but a difficult metric to achieve and the deductions on repeat missed collections are significant, providing a strong financial incentive for SUEZ to improve this – something they are committed to.

3.4.2. Technical and procedural work has been specified to target assisted and repeat missed collections, currently work is waiting with Suez’s IT developers. Suez have committed to spend c£40K to deliver these procedural improvements. The objective of this is two fold: Firstly, to provide supervisors and managers targeted information to highlight areas of weakness and to ensure that accountability is provided at the right levels. Secondly, to ensure that the information provided on crew devices

are succinct and relevant – currently there is too much information held which can lead to information overload. We expect this improvement to be deployed in Qtr 2 2023, this has now been fully specified with both Suez and SWP developers and are in process of building this wit.

3.4.3. Processes have been developed and implemented to ensure serious and ongoing repeated missed collections are avoided, however the processes are manual, require expertise in data manipulation and can be de-prioritised during times of operational strain. Work on processes to date have resulted in improvements in quality, however, SWP and SUEZ’s review has identified a concern that the process is not sufficiently robust and when the service is under pressure this can result in higher levels of missed collections – this is what the current work is focussed on addressing.

Graph 3 Frequency of Repeat Missed Collections



3.4.4. There have been some success stories, particularly in the east of the county where Recycle More was deployed early on in the change process

allowing Suez to focus on culture change and embed a performance culture within the depots. Within both MDC and SSDC we have seen an ongoing and lasting improvement in repeated missed collection performance, and we are working with SUEZ to see this replicated across the contract and maintained.

3.5. Complaints

3.5.1. Complaint frequency has been falling consistently and continuously reviewed by SWP and Suez. The volume of complaints is primarily driven by service failure and the prevalence of repeated missed collections. Repeat missed collections form the majority of complaints and key to complaint reduction is the successful and consistent application of process to avoid repeat missed collections

3.5.2. Suez have rolled out visual Property Action Boards to achieve an “at a glance” overview of live complaints see figure 1 below

Figure 1 Property Action Board



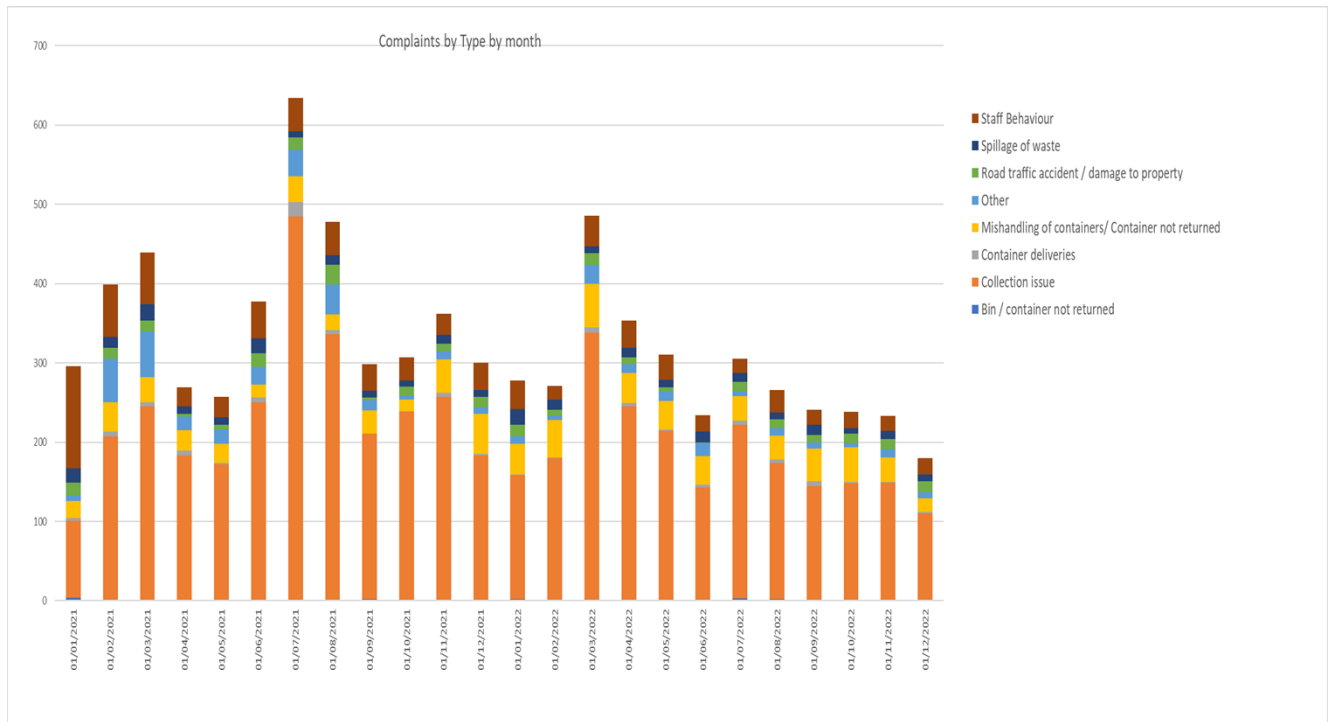
3.5.3. Suez supervisors are being put through customer service and complaints handling training

3.5.4. Improved ways of investigating complaints have been rolled out to supervisors, with a focus on preventative actions and learning lessons from why complaints have happened, this has led to a reduction in

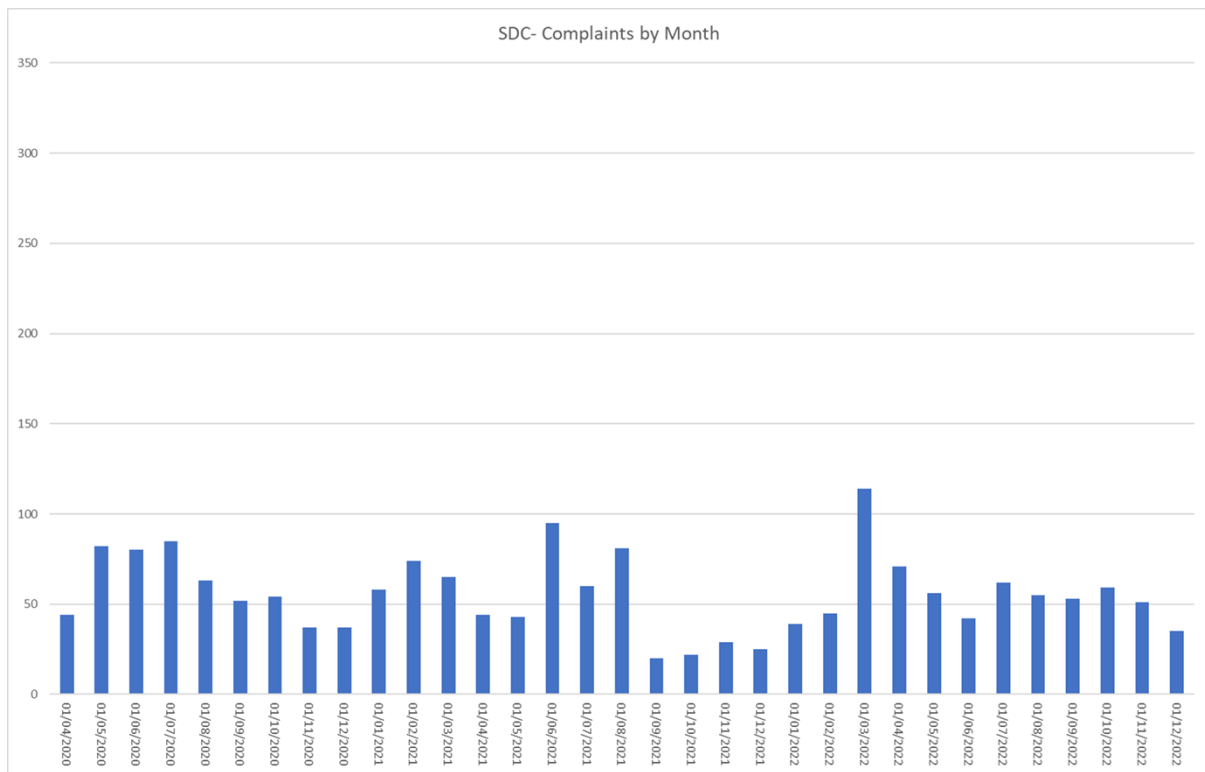
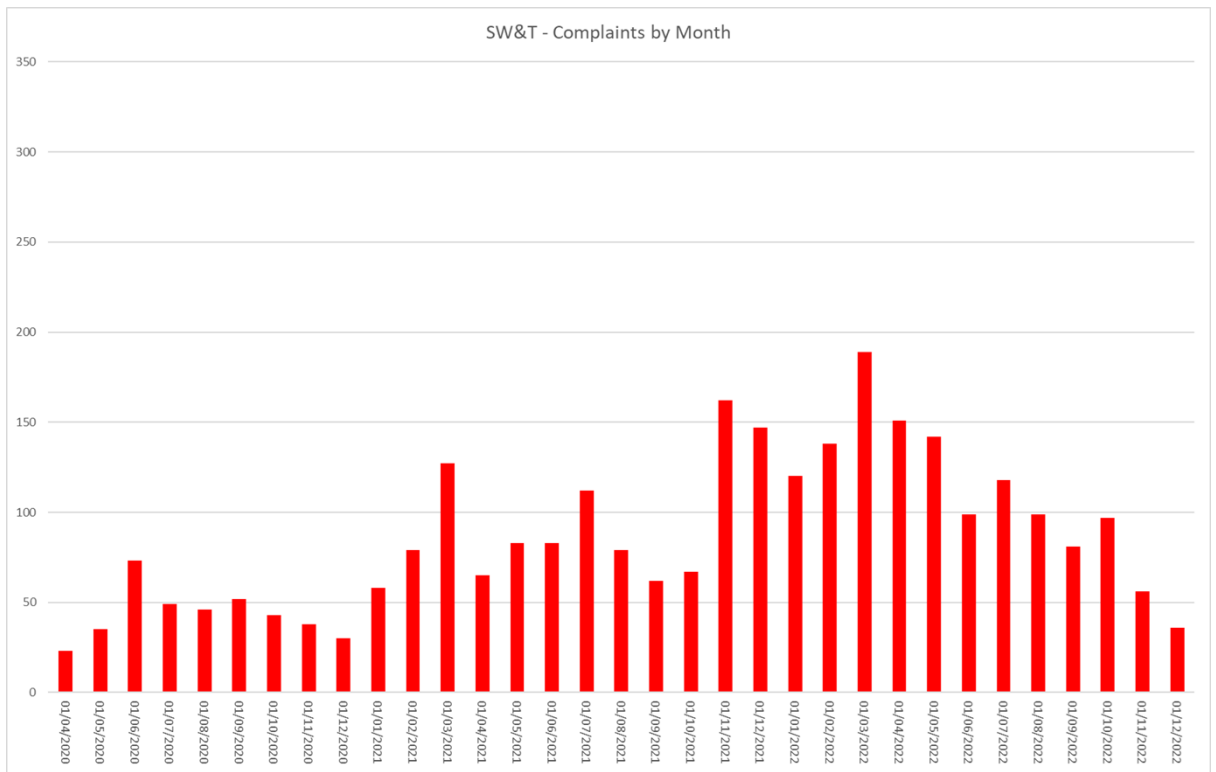
complaints over the past Quarter where there has not been a corresponding improvement in service provision.

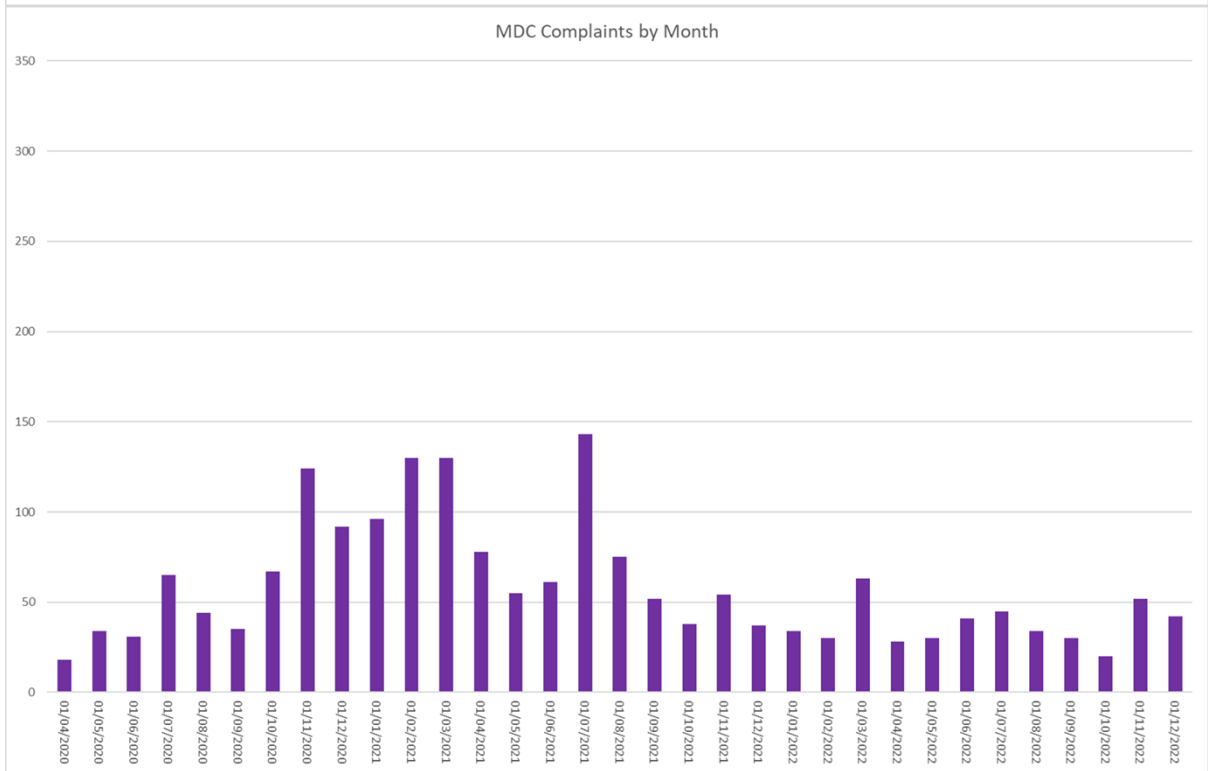
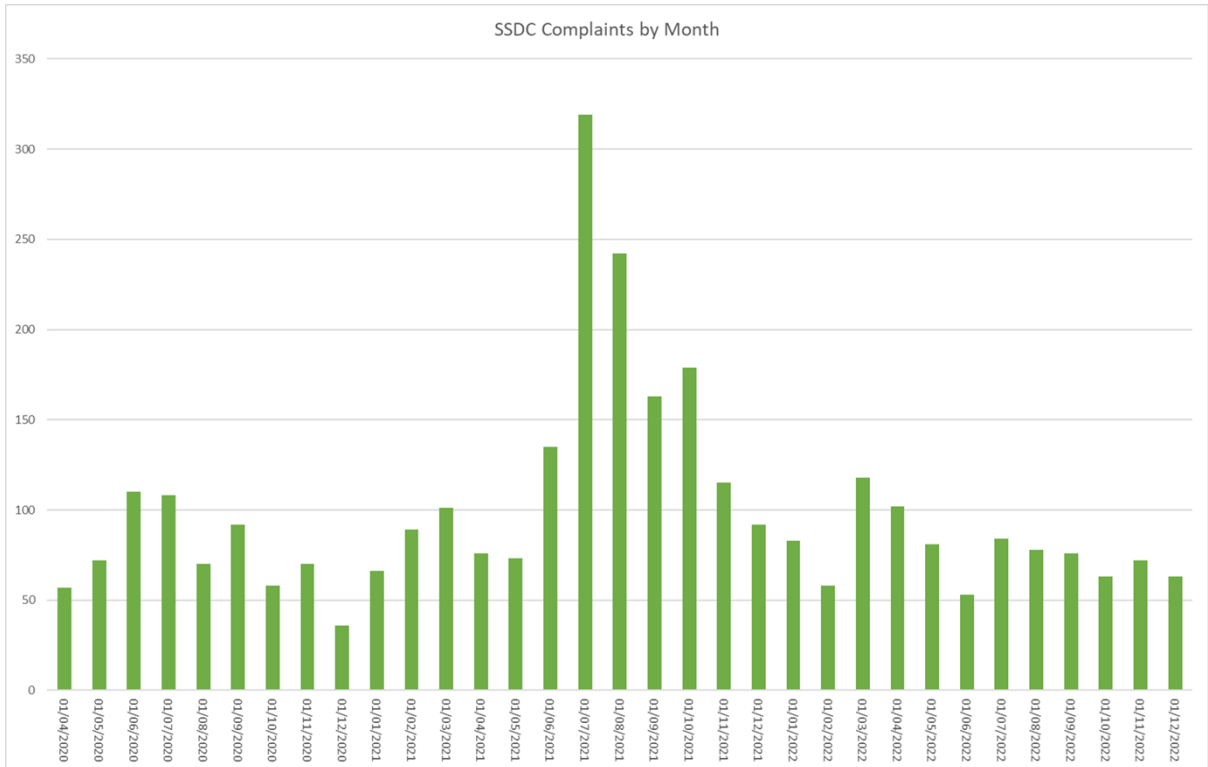
3.5.5. Complaint performance in the period is strong and has shown the best complaint levels since contract commencement.

Graph 4 Total Complaints by Month



Graph 5 Complaints by District Area







Somerset Waste Board meeting
10th February 2023
Report for Approval

Financial Performance Update 2022/2023 and Draft Annual Budget 2023/2024

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

Authors: Jo Currie, Finance Service Manager, Christian Evans, Strategic Finance Manager, Mickey Green, Managing Director

Contact Details: Christian.Evans@somerset.gov.uk

| | |
|-------------------------------------|--|
| Forward Plan Reference: | <i>FP/22/06/02</i> |
| Summary: | <p>The report sets out the financial performance against the approved Annual Budget for the first 9 months of the current financial year (April to the end of December), and a forecast outturn position.</p> <p>The report also sets out the final 2023/24 waste budget in the new Somerset Council, subject to approval by Full Council.</p> |
| Recommendations: | <p>The Joint Waste Scrutiny Panel considers and comments on the following recommendations in this report.</p> <p>the Somerset Waste Board: -</p> <ul style="list-style-type: none"> i) Notes the summary financial performance for 2022/2023 to the end of month 9 (April – Dec) and the potential outturn position for each partner authority. ii) Considers the budget for 2023/2024. iii) To discuss the Confidential Presentation. |
| Reasons for recommendations: | <p>The Board needs to be aware of the financial performance of the Somerset Waste Partnership as it delivers the approved Business Plan and delegated waste service functions, to ensure that it is being managed appropriately.</p> <p>Having regular information regarding the pressures in the current budget will also give the Board a greater understanding of the requirements for the Annual Budget for the following</p> |

| | |
|---|---|
| | <p>financial year.</p> <p>In accordance with previous internal audit recommendations, officers provide in-year financial information for the Board alongside the regular Performance Monitoring reports as they are complementary reports.</p> <p>With the transition to a unitary council in April 2023 the Somerset Waste Board will not exist from that point forward. Accordingly, decisions on Medium-Term Financial Plan (MTFP) rests with Somerset County Council as the Continuing Authority. All proposals, including those related to waste therefore have to follow the Council’s timetable, culminating in decisions at February Full Council.</p> |
| <p>Links to Priorities and Impact on Annual Business Plan:</p> | <p>The Annual Budget is linked to the Annual Business Plan and sets out the financial resources required to deliver the Plan and the waste collection and disposal services that have been delegated to the Somerset Waste Board. Financial monitoring will show how the Partnership is managing its resources as it delivers the Annual Business Plan.</p> |
| <p>Financial, Legal and HR Implications:</p> | <p>Any in-year underspends attributable to partners against the Annual Budget are constitutionally 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. All partners are aware of their forecast underspend for the current financial year and will be accounting for them appropriately, and the LGR programme is also aware given that the balances are returned after year end. The approach here has been discussed and agreed through our regular meetings with all s151 and SMG officers.</p> <p>When considering the Annual Budget for 2023/2024, contract inflation, current trends in demographic growth, material prices, service uptake, waste tonnages arising in 2022/2023 have been a key contributory factor in shaping the forward budget.</p> <p>There are no direct HR implications of this report. Note that national legislative change may impact on our future costs – potentially increasing them if charges for DIY waste are outlawed, potentially providing significant (multi-million) income when packaging Extended Producer Responsibility is introduced in 2024, and unknown on consistency until national government</p> |

| | |
|---------------------------------|---|
| | finalises its position. |
| Equalities Implications: | No additional assessments are needed at this point. |
| 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 volatile.</p> <p>Inflation is a very high risk in the present financial climate. This has a major impact on the base calculation of the collection and disposal contract costs with Biffa, Viridor and Suez. The national legislative environment remains very uncertain, as does the funding outlook for local authorities and the impact of a recession and cost of living crisis on public behaviour – all of these are risks to accurately forecasting a budget.</p> |

1. Background

- 1.1.** The Annual Budget for 2022/2023 was originally set at the Board meeting of 11 February 2022 at £48,902,332. 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. The County Council is the responsible authority for waste disposal.
- 1.2.** Our Annual Budget is predominantly spent on making payments to our main contractors.

2. Current Financial Position – Month 9

| | SCC | MDC | SDC | SSDC | SWaT | Total |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Head Office | - | - | - | - | - | - |
| Disposal Costs | (1,397) | - | - | - | - | (1,397) |
| Collection Costs | - | (164) | (219) | (313) | (286) | (983) |
| Recycling Credits | 424 | (91) | (91) | (141) | (122) | (22) |
| Container Purchase & Delivery | - | 54 | 50 | 73 | 58 | 235 |
| Covid - 19 | - | (90) | (91) | (135) | (123) | (438) |
| Other - includes PV & E-RCV | - | (1) | - | (1) | (1) | (3) |
| | | | | | | |
| | (973) | (292) | (352) | (517) | (474) | (2,609) |

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

Overall, the end of December position shows that the Somerset Waste Partnership budget is forecast to be **underspent by £2,609,000**. This represents **5.3%** of the original budget.

The forecast underspend can largely be explained as follows:

- Recycle More now fully rolled out and savings forecast of £2,084,000 (SCC £935,000 and Districts £1,149,000).
- Savings on Covid-19 costs in Districts of £438,000. Additional Covid measures ceased in October 2022.
- Savings on year end accruals for the County Council Disposal contract

(£290,000), net of additional costs of timber disposal at HWRC sites (£263,000).

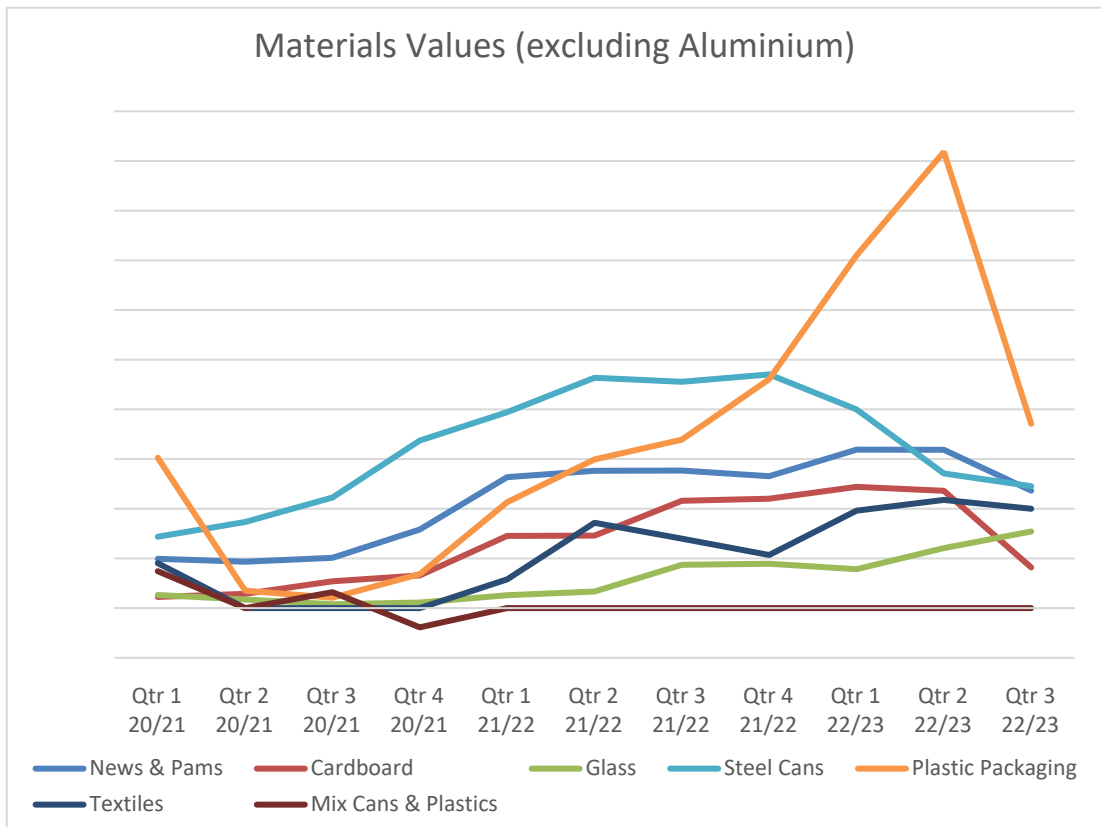
The previously reported forecast underspend at month 7 was £3,101,000, and the month 9 position reflects a reduction of £492,000 (i.e., less of an underspend than was previously forecast). This has reduced largely due to lower than anticipated materials income for Q3 and Q4 as global prices have fallen (forecast income reduced by £496,000) and higher than previously forecast disposal contract tonnages. Residual, HWRC, composting and food waste actual tonnages for months 8 and 9 were higher than previously forecast. This has resulted in an increased full year forecast cost of £188,000. This is partially offset by a reduction in forecast Covid costs by £136,000 as we have ceased the additional measures earlier than originally expected.

In addition to the above forecast underspend, there is a further £582,000 of anticipated materials income not included in the above forecasts. This represents 20% of the materials income expected for the full year, and as previously agreed, is intended to be set aside for an equalisation reserve.

2.1. Waste Collection

Estimated figures for waste collection indicate a potential combined **£1,635,000 underspend** across the 4 District partners at this stage.

Lower than expected materials income for quarter 3 has reduced the savings expected on the collections contract from previous forecasts. A graph is set out below showing the trends in material values (excluding Aluminium prices) over the last two and a half years. There is still uncertainty around volumes as this is the first full year of the Recycle More rollout and prices are also subject to high volatility.



2.2. Waste Disposal

Waste disposal costs are forecast to **underspend by £973,000**. This is largely explained by the Recycle More savings of £935,000, however there are also additional costs of timber at the recycling sites as previously reported (£263,000), offset by savings on prior year end accruals for the Disposal contract (£290,000).

The forecast for month 9 has been updated to reflect the latest disposal tonnages. Increases are largely relating to increased tonnages at both HWRC sites and kerbside tonnages. Tonnages have increased by approximately 2% from the previous forecast.

The budget is set on estimated inflation for the disposal contract and the actual inflation applied to the contract was higher than budgeted. Similarly, tonnages are estimated for budget setting and there has been an increase in timber volumes.

2.3. 2022/23 SWP savings update

The following SWP savings are built in to the 2022/23 budget

- £700,000 – Part year Recycle More saving for all partners
- £70,000 – Reduced gate fee at anerobic digester plant

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

3. Annual Budget (LGR) Setting Update 2023/2024

Work is now complete on the budget for the new Somerset Unitary Council for 23/24. The budget is expected to be approved at the Full Council meeting on 22 February 2023.

As set out in previous Board reports, the MTFP process has been complex this year bringing 5 councils into one, and whilst the budgeted gap for 23/24 has been closed, there is a forecast budget gap of £40m for 2024/25.

Final savings proposed are included within the summary waste budget as set out below. The detailed budget is attached as Appendix 1. A reconciliation is also provided in the second table below showing how the final budget has been arrived at from the 2022/23 budget.

The budget set out below is expected to be approved in Feb 2023.

| | 23/24 |
|---------------------------|-------------|
| | £m |
| Garden Income | 3.7 |
| Materials Income | 2.2 |
| Bulky Income | 0.1 |
| Total Income | 6.0 |
| Waste Disposal | 29.9 |
| Collection Services | 23.6 |
| Head Office | 1.5 |
| Other Costs | 0.2 |
| Total Costs | 55.3 |
| 23/24 Draft Budget | 49.2 |

The following table sets out a reconciliation to the 2022/23 budget. The paragraphs below provide an update to the significant issues taken into consideration for savings and pressures in the collection and disposal contracts for the 2023/24 budgets.

| | £m |
|-----------------------------|-------------|
| 22/23 Base Budget | 48.9 |
| Inflation Disposal | 3.5 |
| Inflation Collection | 1.9 |
| Collection Housing Growth | 0.2 |
| Volume Growth | 0.3 |
| Savings | |
| Recycle More | (3.1) |
| Covid-19 Costs | (0.6) |
| Garden & Bulky Income | (0.4) |
| Materials Equalisation Fund | (0.4) |
| Capitalise Containers | (1.1) |
| 23/24 Draft Budget | 49.2 |
| Movement | 0.3 |
| Percentage change | 0.6% |

3.1 Collection Factors for 23/24 budget

Key factors considered for the collection contract budget for 2023/24 and explanations of changes since the September board paper are set out below:

Inflation

As explained previously, inflation for the collection contract with Suez, which is based on a basket of indices including labour, fuel, and CPI, has been estimated at 10% for the draft budget set out above. There have been no changes to our estimate in September of inflation of £1.9m.

Growth

Household growth is applied to the contract based on the property numbers in December compared to the previous December. The budget increase for 23/24 was estimated at 1% reflecting expected growth in household numbers. Final household growth has been calculated at 0.99%, therefore no amendments are required to our previous estimate.

As previously stated, we propose to increase garden waste subscription charges in line with CPI at 10% for 2023/24. There remains a risk that the ongoing cost of living crisis may impact on numbers of garden waste subscriptions and renewals. However, our budget estimate for subscriptions for 23/24 is based on the volume of current year subscribers plus 1% and is expected to be achievable. Additional marketing of the service is planned to reflect the higher risk.

Materials income

The budget for materials income has been based on predictions provided by Suez for tonnages and prices for 2023/24, and these reflect the worsening global market prices for materials that we have seen more recently. Total income for 23/24 has been budgeted at £2.2m for the year. Previously, £0.4m of this amount (20%) had been set aside for a central materials equalisation reserve to cover any significant future fluctuations in prices. This amount is now included within the waste budget for 23/24.

3.2 Disposal Factors for 23/24 budget

Volumes and mix have been volatile for some time in the disposal contract due to impacts such as Recycle More, Covid, weather and more recently the cost-of-living crisis.

Contract inflation for the disposal contract is based on several different indices. 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 2022 to February 2023 and are not published until March.

An update on key factors in setting the budget for the waste disposal element of the budget are set out below:

- The latest Baxter rate is 13.1% for Feb to Nov 22. RPI from Feb to Dec is 12.4%. Baxter indices form approximately 75% of the contract price increases.
- Inflation estimates in our budgets have been revised down further reflecting the changes in Government policy on energy and further reductions in fuel prices. The estimate for the Baxter inflation rate has been amended to 13%, and RPI to 12%. Contract inflation is now estimated at £3.5m for the disposal contract (previous estimate of £3.7m).
- As previously mentioned, the final 23/24 budget is based on an estimate and therefore there is a risk that our estimates will not be accurate.
- Volume growth is anticipated to be 0.7% as previously noted. The cost-of-living crisis may result in a further decrease in the amount of waste disposed by households.
- Landfill tax percentage is based on estimated RPI which the government releases during the year. Note this applies to a very small proportion of our waste budgets.
- Fees and charges on the disposal contract have been set at the prior year’s RPI increase of 8.18%.

3.3 Savings

Savings included in the 2023/24 budget are as follows:

- Recycle More savings – £3.1m
- Capitalisation of bin/box purchases and delivery - £1.1m
- Covid savings on collections contract –£0.6m
- Increase in (mainly) Garden waste subscription charges - £0.4m
- Material equalisation reserve - £0.4m
- Contractual saving on AD plant - £20,000

3.4 Outstanding items

As previously noted, pay awards and utility increases are not yet included. These will be

calculated, and budget will be allocated centrally.

4 Capital Projects

The partial refleet has progressed as per the recommendations agreed by the Board in September and the further information provided to the board in December. SUEZ are progressing with the plans to place orders for vehicles. Whilst a bid was submitted for the additional costs of two electric refuse vehicles the long payback period meant that it did not meet the criteria for capital bids. Whilst final decisions on capital are not made until February full council the funding is unlikely to be available.

There have been several delays on our PV panels project and as a result we may need to revisit our business case, although we are still anticipating a net return on the panels once they are generating electricity. The key next step is to develop the Power Purchase Agreement and as previously reported this remains impacted by capacity in the SCC legal team.

The remaining works outstanding at Wilton depot are in progress and expected to conclude in advance of vesting day of the new Unitary Council. Some delays have occurred due to finding historic contamination (asbestos) during the groundworks, which will delay the project slightly and result in a small increased cost to the Council which is still to be confirmed.

5 Consultations undertaken

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

6 Implications

- 6.1.** Potential over and underspends as in section 2 above, if trends continue, would result in these figures at outturn for the individual partners.
- 6.2.** Financial trends as set out above will be incorporated in the setting of the Annual Budget for 2023/2024, as set out in section 3 above.

7 Background Papers

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

Appendix 1 – Detailed Budget 2023/24

| Expenditure | £ |
|---------------------------------|--------------------|
| Head Office | |
| Salaries & on-costs | 1,136,960 |
| Travel & subsistence | 53,060 |
| Admin, training, meetings & IT | 87,560 |
| Advertising & campaigns | 48,170 |
| Office rent & accommodation | 72,140 |
| Support services | 137,940 |
| Contracted Services | |
| <u>Waste Disposal</u> | |
| Residual waste | 15,548,330 |
| Recycling centres | 9,664,255 |
| Food waste | 2,270,004 |
| Composting | 2,055,922 |
| Hazardous waste | 357,466 |
| <u>Collection Services</u> | |
| Recycling | 14,887,311 |
| Garden | 1,908,009 |
| Refuse | 7,020,698 |
| Clinical waste collections | 156,573 |
| Bulky waste collections | 138,875 |
| Container delivery & supply | (8) |
| Other collection costs | 644,132 |
| Capital financing | (1,664,941) |
| Admitted body pension costs | 81,910 |
| Depot costs | 410,700 |
| Other Costs | |
| Third party recycling credits | 10,344 |
| Assisted collection review | 10,000 |
| Garden renewals | 18,000 |
| 16 Plate vehicle loans | 201,620 |
| Covid costs | 0 |
| Total direct expenditure | 55,255,031 |
| Income | |
| Garden Income | (3,689,187) |
| Bulky Income | (138,875) |
| Materials Income | (2,220,000) |
| Total income | (6,048,062) |
| Total net expenditure | 49,206,969 |

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