

Somerset West and Taunton – SWP Performance





Context

- Roll-out of Recycle More to all homes across Somerset completed despite pressures of Covid and National Driver shortage (schools to be completed in Autumn 2022)
- Somerset's recycling rate increased to 56.2% in 2021/22 – a historic high (52.37% in 2020/21) which we expect to increase further in 2022/23 with a full year of Recycle More
- Kerbside collected residual waste reduced by 8,500 tonnes. Overall a gain of 44.48kg/hh for household recycling and a reduction of 22.28kg/hh for household residual
- In 2021/22 over 97% of our recycling stayed in the UK (including all plastic)
- In 2021/22 only 4.63% of SWP's waste was sent to landfill

Issues underlying collection contractor performance

Planned

- **Mobilising the largest UK waste contract** - new IT, ways of working, cultural shift, new systems and processes. Coinciding with pandemic (see below).
- **Depot redevelopment, transfer facilities constructed** – supporting Recycle More.
- **Reduced reliance on agency staffing.**
- **Recycle More** - big service change, delivered on schedule with ongoing positive legacy.

Unplanned

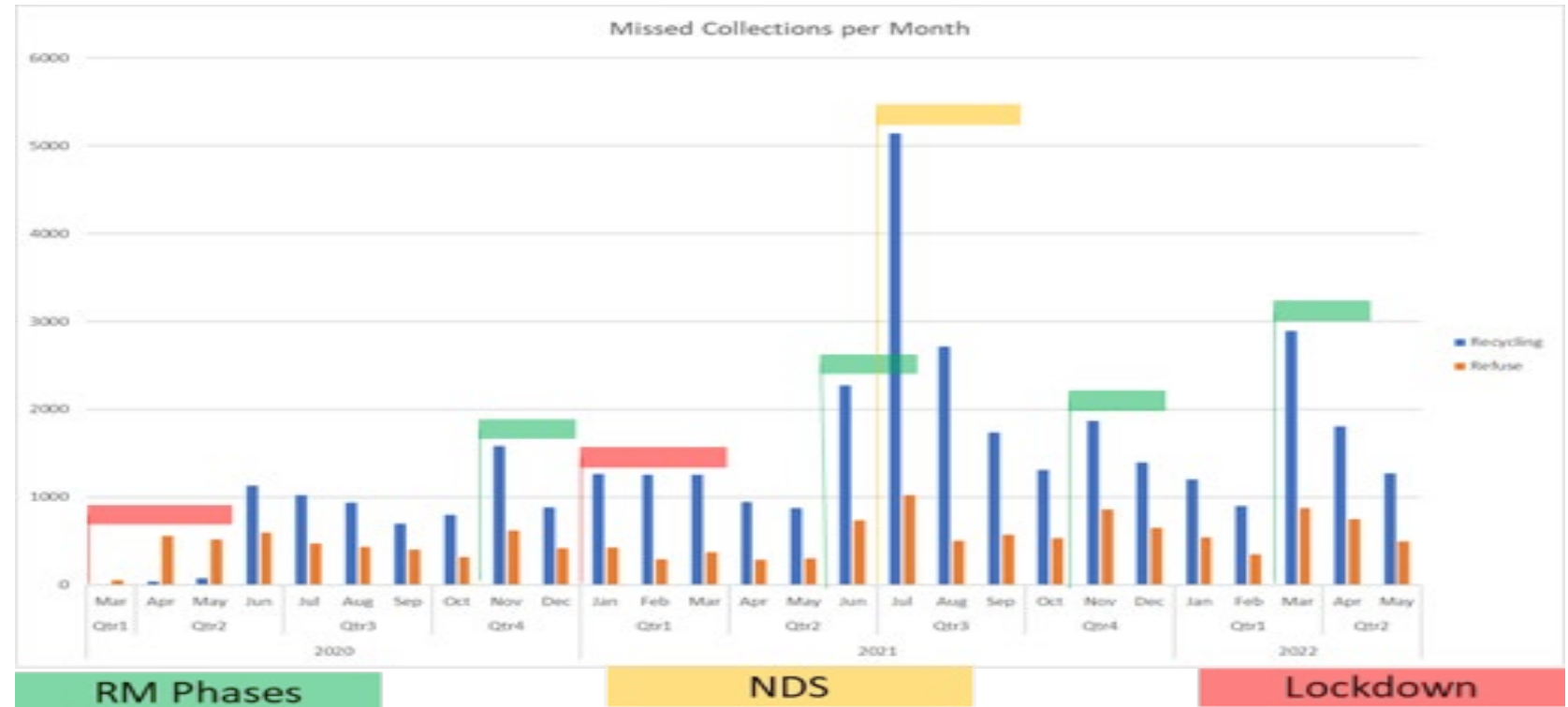
- **Covid** – pressures on all aspects of the service (and long term impact on behaviour unclear). Staff shortages, changes to processes to reduce risk.
- **National Driver Shortage** – long-term pressure exacerbated at pinch points.
- Both required significant management, oversight and alterations to working & management practices to mitigate the impacts and to make the services safe, legal and robust.
- Both Covid and National Driver Shortage have placed SUEZ under **financial pressure – future contract inflation is likely to be a significant financial challenge for the new unitary council**



Service Quality: Impact of Recycle More

Each phase of Recycle More roll-out is a huge and complicated service change:

- Somerset West and Taunton – 74,000 Properties, c 8000 on Communal Service
- There are around 155 staff collecting waste in SW&T across nearly 200 rounds doing nearly 130,000 collections a week

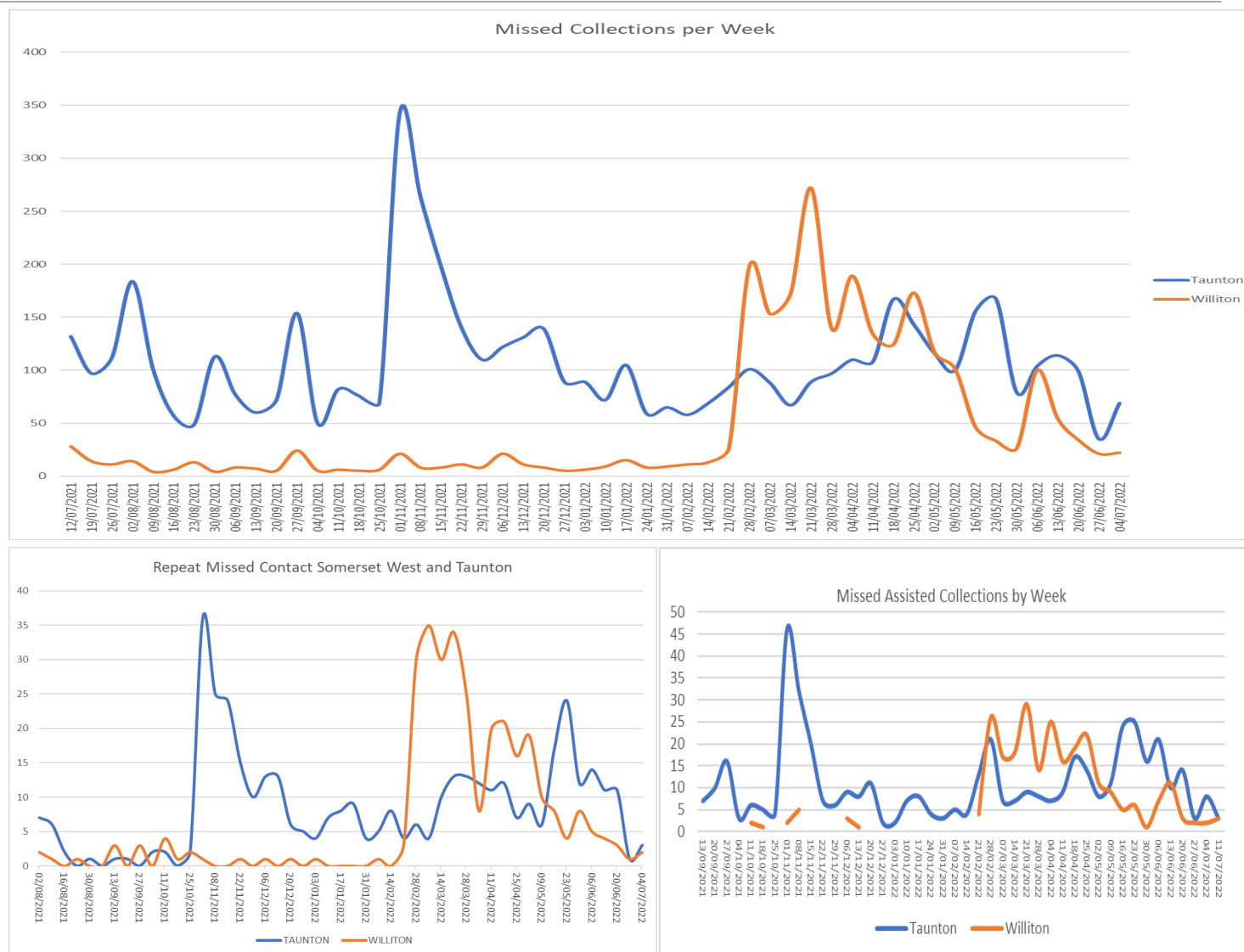


During Phase 3 (Oct 21) and Phase 4 (Feb 22)

- All Properties mailed and communicated twice
- All recycling and waste collection routes amended
- Transfer Stations commissioned and depots relocated
- C1000 additional containers/wk delivered during 13 week roll out period
- Bright Blue Bag delivered to all 66000 residents

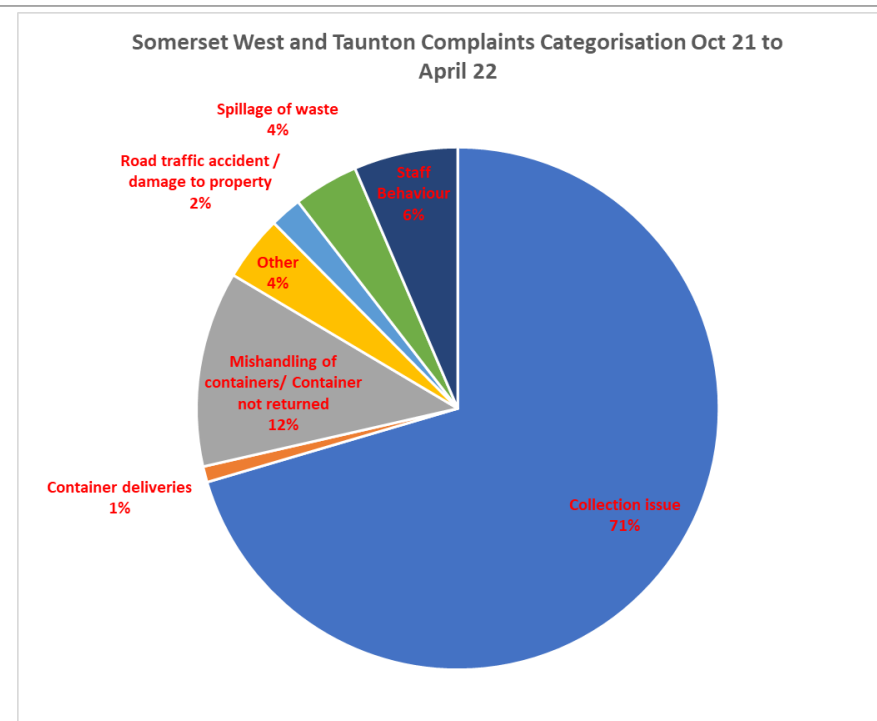
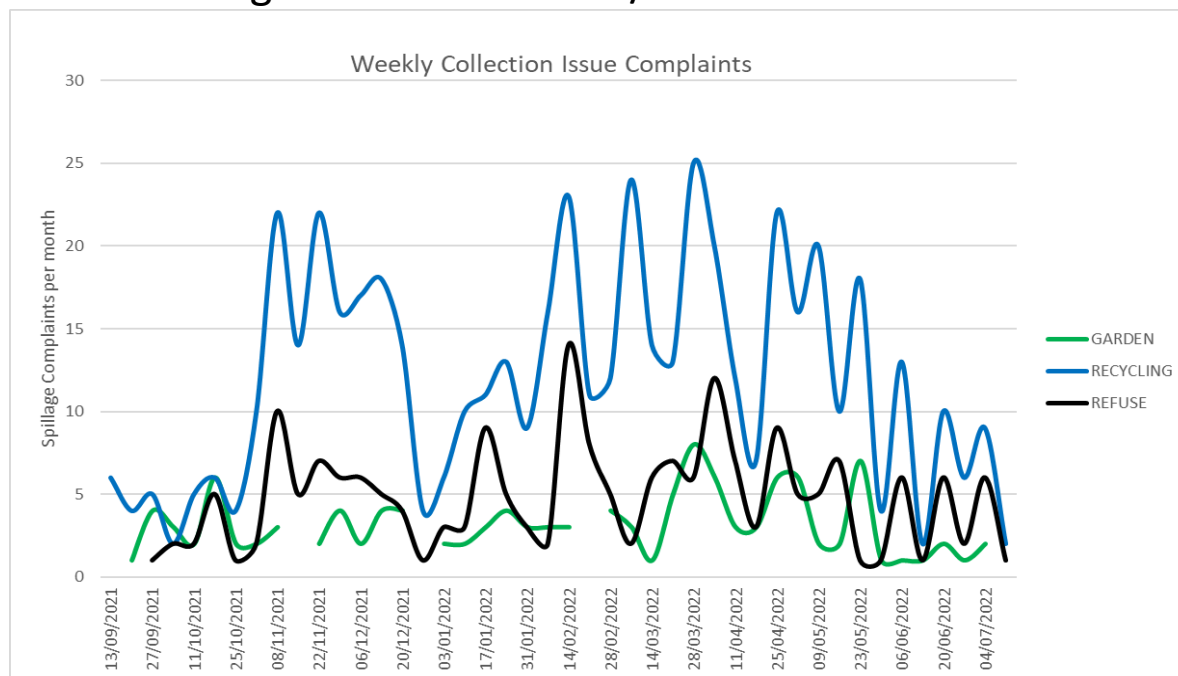
Service Quality: Focus on improvement

- Operational issues in April led to a reduction in performance level
- Continued improvement since May
- Particular focus in tackling unacceptable increased in Missed Assisted Collections and first time resolution of repeat missed collections
- Technological and procedural improvements have been delivered during April – this helped to push a reduction in complaints (and more importantly to ensure the improvement is sustainable)
- A bridging process has been put in place to help identify and action repeat missed collections before they get to complaint level
- Processes in development to assign severity levels to complaints to ensure that they are going to the right levels of seniority for action
- Improved accountability at all levels through Suez and SWP
- Early days but improvements noted and significant



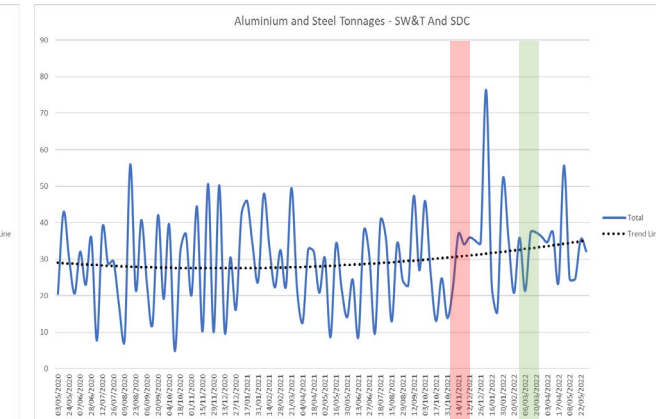
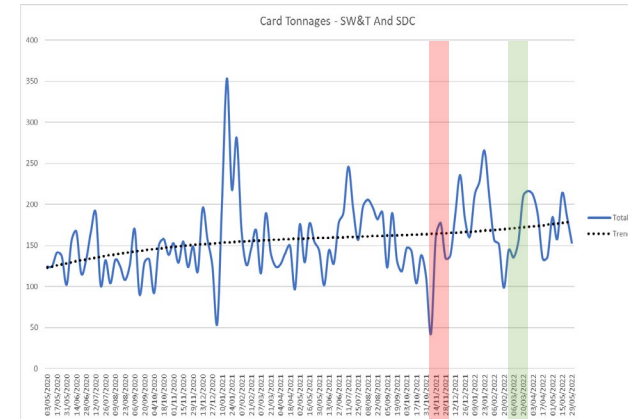
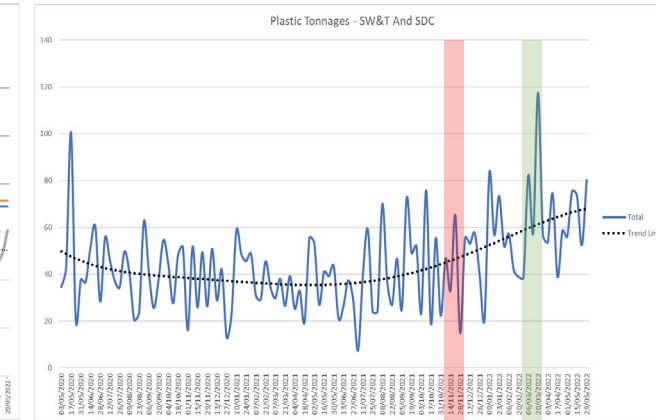
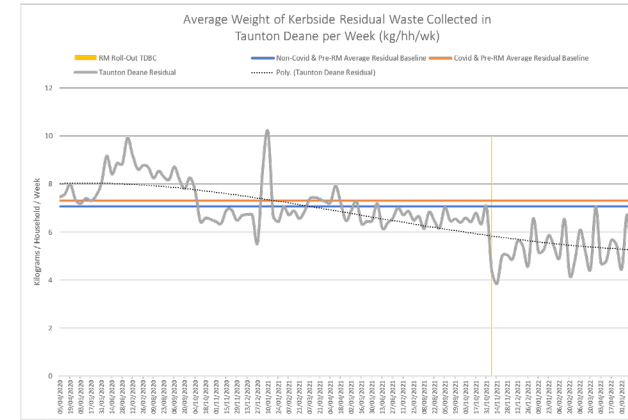
Service Quality: Complaints

- Collections Issues have driven complaints
- Complaints still too high – but Suez and SWP are developing capacity and maintain a strong focus to tackle these themes and to improve service quality across the board
- Initial focus on tackling repeat missed collections (ensure rectified first time) and assisted collections (our most vulnerable customers) and addressing issues with HMOs/flats



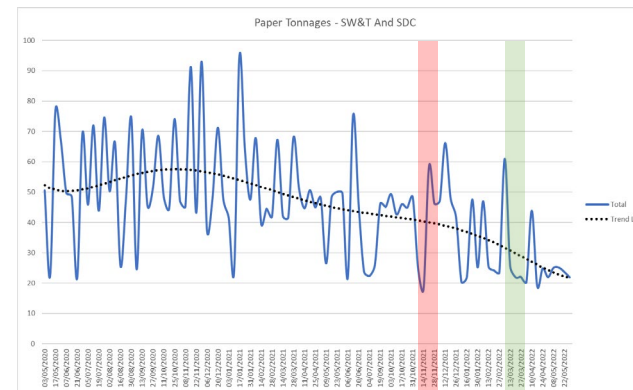
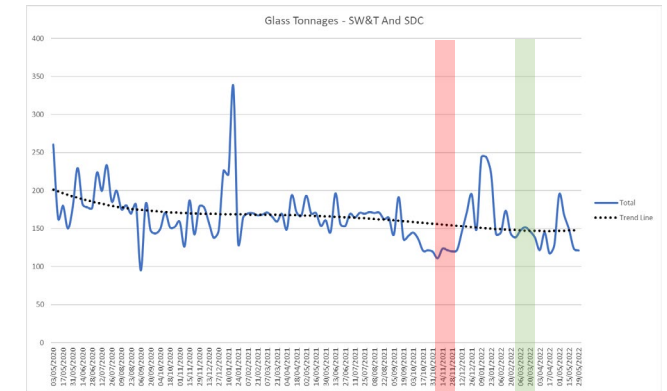
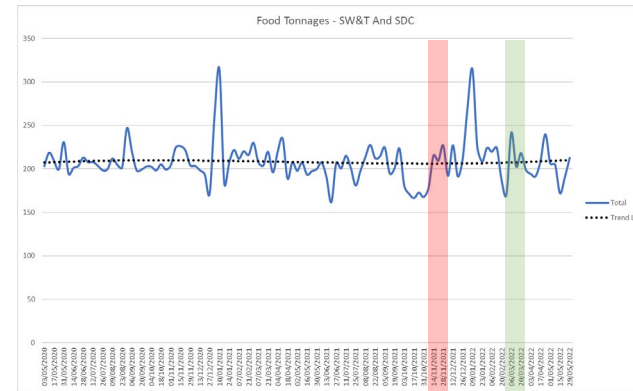
Impact of Recycle More

- Introduction of RM in Taunton Area has seen c1kg/hh/wk reduction in residual waste - nearly 55 tonnes a week across the District
- Recycling tonnages are harder to assign to Districts due to shared transfer facilities
 - c15 tonne a week increase in plastic recycling
 - Card tonnage has increased c10 tonne a week
 - Small rise in aluminium and can tonnages
- Very similar trends are being witnessed cross county an estimates suggest a projected 8,500 tonnes of additional waste a year being reduced, reused or recycled.



Impact of Recycle More (cont)

- Food waste is static, we're trying to understand this as it goes against some of our base assumptions
- Significant reduction in paper recycling – anticipated change in customer behaviour
- Gradual reduction in glass volumes
- An overall recycling figure is only so much use – reductions in recycling of some materials (e.g. paper) completely unconnected to RM will mask increases in other materials (e.g. plastics)



Next steps

- Focus on service quality ongoing: need to bed in improvements (post Covid and service roll-out) and ensure we achieve high contractual standards (45 per 100,000)
- Partial re-fleet exploring electrification of some vehicles
- Roll-out of Recycle More to schools to be completed in Autumn 2022
- Participation and composition analysis and post-RM survey this Autumn: understand what is driving behaviours
- Annual service guide and calendar
- Focus on increasing recycling: food waste to communals and soft plastics (dependent upon trial funding and national legislation)
- Focus on reuse and reduction...whilst also dealing with a very challenging financial situation (inc very high inflation in 2023/24)
- Final stage of Garden waste system improvements (subject to LGR capacity constraints and clarity on national legislation)
- Considerable work on LGR: ICT systems, enforcement, new budget and governance, interaction with LCNs, opportunity to be more seamless with street-scene services