

Somerset Waste Partnership – Draft Business Plan 2017-22

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Purpose of the Report

1. To seek agreement for the Somerset Waste Partnership's Business Plan 2017-22. The Draft Business Plan (Appendix 1) is attached to this report.

Forward Plan

2. This report has been included on the Executive Forward Plan for February 2017.

Public Interest

3. The Draft Business Plan is the way in which Somerset Waste Partnership (SWP) describes its business, evaluates changes to the operating environment, identifies strategic risks and sets out its priorities. Although the plan has a five year horizon, it has particular focus on the next 12 months. It is the primary way that the Partnership seeks approval for its proposals and secures resources from the partner authorities to implement them.
4. Comments are invited. Any amendments suggested will be considered by the Somerset Waste Board (SWB) before the final version of the plan is agreed.

Recommendations

5. That District Executive:
 - (1) Approves the Draft SWP Business Plan 2017-22 on behalf of the authority. If there are any major aspects that members cannot approve or would like to see amended it is requested that:
 - (a) Members agree to any conditions or alternative proposals which would be acceptable to propose to the Board.
 - (b) These comments be notified to all partners and taken back to the Board on 24 February 2017.
 - (2) Provides any more general comments or suggestions for the Board to consider or for inclusion in the next iteration of the Plan.

Background

6. The Somerset Waste Partnership (SWP) has managed waste and recycling services on behalf of all local authorities in Somerset since October 2007. The partnership is governed through a Joint Committee known as the Somerset Waste Board (SWB). The Board is made up from two elected members from SSDC and each of the other five partners. The SWB Constitution requires the single client team to prepare a Draft Business Plan with an accompanying Action

Plan on an annual basis. The Board then approves a draft for consultation with the partners, so that each partner authority has the opportunity to comment on the plan. The Board considered the draft plan on 16 December 2016 and comments are requested by 10th February 2017 so that the Board can adopt the Plan and Budget at its meeting on 24 February 2017.

7. The Board can, by a majority vote, amend the Business Plan in order to accommodate any unforeseen circumstances and to assist the Board to achieve the Aims and Objectives. Any partner council can request such an amendment at any time.
8. The Board is almost exclusively funded from contributions from partners and, apart from one-off funding bids, has no automatic block grant from Central Government or any reserves. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business Planning and Budget setting are therefore part of the same process.
9. The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any savings requirements from individual partners.
10. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner. But the Board does have discretion on how any savings targets handed down can be implemented, provided all partners sign up through approval of this draft plan.

Key Actions for 2017–22

11. The key actions may be seen in the Draft Action Plan which is Appendix 2 to the Draft Business Plan.
12. The Draft Business Plan is structured around a framework of three key areas, which are:

(1) New Service Model – Recycle More

Following a review of the kerbside collection services, the new model of kerbside recycling services will now be taken forward. This was agreed by District Executive on 1st December 2016 and at the Somerset Waste Board on 16 December 2016. Implementation will commence in autumn 2017.

(2) Alternative refuse treatment

This is a project to deliver a solution for residual waste disposal to reduce costs and move away from landfill for non-recyclable waste. SWP will complete negotiations, plan and implement changes resulting from the decision taken regarding recovery of energy from residual waste by Viridor at Avonmouth. This includes development of 2 Waste Transfer Stations, one at Bridgwater and the other at Dimmer Landfill site.

Note for information in connection with permission to operate a landfill site at Dimmer:

All planning matters regarding waste facilities are determined by Somerset County Council. Viridor's application to construct and operate a waste transfer station at Dimmer was considered by their Regulation Committee in June 2015. Permission was granted, subject to a Section 106 agreement, relating to the routing of bulk waste transfer vehicles, the closure of the landfill site, and other related matters. The permission expires in December 2030.

The District Council was a statutory consultee and objected to the proposal at the time, mainly on highway grounds, but also that it was a strategic facility in the wrong place. Other objections and concerns along similar lines were considered from Castle Cary, Cary Moor, Ansford, Keinton Mandeville, Lydford on Fosse and Babcary Town/Parish councils and a number of local residents and councillors, who also drew attention to an expectation that the landfill site only had a finite life and the impact on the local area.

The Somerset Waste Board/Partnership was not a statutory consultee, so had no particular status as far as this planning application was concerned.

(3) Addressing the impact of Waste

The Business Plan contains a wide variety of initiatives to address the financial, social and environmental impacts of waste. These will include waste minimisation campaigns, initiatives to improve and develop reuse options, SWP's ability to manage problem properties, recycling facilities in schools and flats, and safety in the delivery of services.

(4) Recycling Centres and Community Recycling Sites (CRS)

In 2015 the Department of Communities & Local Government (DCLG) brought in an Order which had the effect of preventing local authorities from designating some sites (known in Somerset as "Community Recycling Sites (CRSs)") as being provided under discretionary "wellbeing" powers within the Local Government Act 2003. This Order effectively removed the option to introduce charges for entry to sites (even where this option was promoted by the community as an alternative to closure). The effect of this is that the charging at Dulverton and Crewkerne CRSs will not be permitted after 1st April 2020 and so SWB will be considering how to deal with the funding gap opened up. It is proposed to do this as part of the Core Services Contract Review which will look at the way the whole Recycling Centre network is provided.

Health and Safety

13. The Somerset Waste Board regularly receives reports on Health and Safety and there are no significant implications arising from the proposals in the Business Plan.

Consultation

14. The broad approach and key areas of focus have been discussed with the Senior Management Group and also covered in reports to the Board at previous meetings. Pilots have been held on new collection models and consultation held with residents following the trials.

Financial Implications

15. The Annual Budget, once finally approved, will become the new measure for SWP's financial performance for 2017/18. The SWP will continue to share the costs among partners in line with the Cost Sharing Agreement.
16. A summary of the Draft 2017/18 Annual Budget is included within the Business Plan.

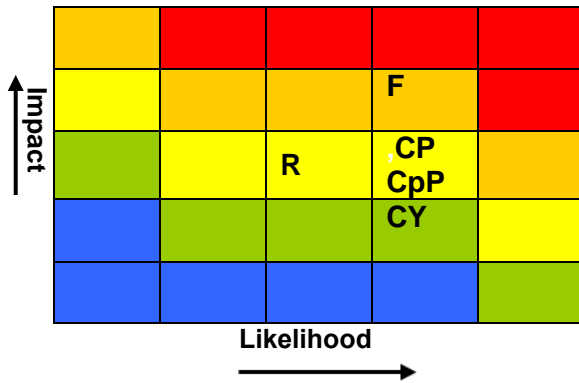
Risk Implications

17. The SWP risk register is reviewed annually and taken to the Somerset Waste Board for approval. The updated risk assessment will be made to the Somerset Waste Board at their meeting on 24 February 2017.

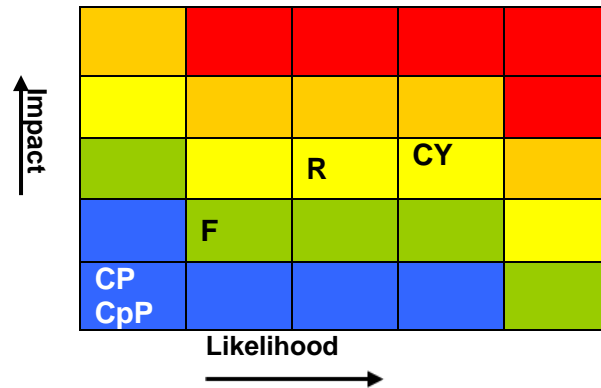
Risk Matrix

18. This risk matrix has been developed with South Somerset District Council issues (SSDC Council Plan, SSDC Capacity, SSDC reputation, South Somerset resident priorities, SSDC finance) in mind. Please see the risk sections in both Appendix One and Appendix Two for the risks applying to the project as a whole.

Risk Profile before officer recommendations



Risk Profile after officer recommendations



Key

Categories	Colours (for further detail please refer to Risk management strategy)
R = Reputation	Red = High impact and high probability
CpP = Corporate Plan Priorities	Orange = Major impact and major probability
CP = Community Priorities	Yellow = Moderate impact and moderate probability
CY = Capacity	Green = Minor impact and minor probability
F = Financial	Blue = Insignificant impact and insignificant probability

Carbon Emissions and Climate Change Implications

19. The proposed revised vision of SWP within this draft business plan is reducing carbon emissions by driving materials up to the waste hierarchy, reducing reliance on raw materials and waste disposal. To do this by avoiding waste in the first place and assisting to recycle, compost or recover energy value from what remains.

Equality and Diversity Implications

20. Equalities and other impact assessments have been made in respect to all savings proposals, even where these do not have an immediate public impact. Individual partners will consider the Draft Plan during January and early February 2016 and a separate equality assessment will be made for the Recycle More project prior to rollout.

Background papers

Somerset Waste Board Draft Business Plan 2017-22.
District Executive report, 1st December 2016