

# **Somerset Waste Partnership – Draft Business Plan 2016-21**

*Executive Portfolio Holders:* Cllr Jo Roundell Greene, Cllr Angie Singleton  
*Strategic Director:* Vega Sturgess, Operations and Customer Focus  
*Assistant Director:* Laurence Willis, Environment  
*Somerset Waste Partnership:* Steve Read, Managing Director  
*Lead Officer:* Vega Sturgess  
*Contact Details:* Vega.sturgess@southsomerset.gov.uk or (01935) 462200

## **1. Purpose of the Report**

1.1 To seek agreement for the Somerset Waste Partnership's Business Plan 2016-21. The Draft Business Plan (Appendix 1) attached to this report.

## **2. Forward Plan**

2.1 This report has been on the Executive Forward Plan for February 2016.

## **3. Public Interest**

3.1 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.

3.2 Comments are invited. Any amendments suggested will be considered by the Somerset Waste Board (SWB) before the final version of the plan is agreed.

## **4. Recommendations**

4.1 That District Executive:

- (1) Approves the Draft Business Plan 2016-21 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 26 February 2016.
- (2) Provides any more general comments or suggestions for the Board to consider or for inclusion in the next iteration of the Plan.

## **5. Background**

5.1 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 18 December 2015 and comments are requested by 12 February 2016 so that the Board can adopt the Plan and Budget at its meeting on 26 February 2016.

- 5.2 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.
- 5.3 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.
- 5.4 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.
- 5.5 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.

## **6. Key Actions for 2016–21**

- 6.1 The key actions may be seen in the Draft Action Plan which is Appendix 2 to the Draft Business Plan.
- 6.2 The Draft Business Plan is structured around a framework of three key areas, which are:
  - (1) **Alternative refuse treatment.** This is a project to identify alternative ways to process residual waste to reduce costs and move away from landfill as the SWP's disposal option for non-recyclable waste. Negotiation, planning and implementation of changes resulting from decisions taken regarding future processing of residual waste.
  - (2) **New Service Model.** Following a review of the kerbside collection services, detailed plans will be developed for a new collection model in order to increase recycling. A report will come forward to District Executive in the near future.
  - (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.

## **7. Additional information relating to South Somerset**

- (a) Alternative refuse treatment. This proposal does not affect the recycling centres and the financial implications are covered by Somerset County Council. SWP

have secured two potential sites for waste transfer stations in anticipation of offering them to the market in a procurement exercise. Neither of these are in South Somerset. As the future service provider has not yet been determined, the use of a building at the Dimmer landfill facility for a transfer station still remains open to Viridor.

- (b) **New Service Model.** A member workshop was held on 23 November 2015 and there was complete consensus that the best option to pursue further was the option that kept weekly recycling of all existing materials, but also added small electrical items, batteries, Tetrapaks, plastic pots, tubs and trays to the materials collected. Residual waste volume in the household would be significantly reduced by this additional recycling and hence the smaller amount of remaining refuse could be collected on a three weekly basis. No decision has yet been made but a report will come to District Executive shortly.
- (c) **Addressing the impact of waste.** Many of the initiatives to address the impact of waste will be delivered across Somerset. Members should note that a facility for selling reusable items is proposed at the Chard Recycling Centre, Chard.

## **8. Recycling Centres and Community Recycling Sites**

- 8.1 A change in the law earlier this year prohibits local authorities charging for entry to Recycling Centres. Those authorities that already impose charges must discontinue the practice by April 2020. The Business Plan notes that the Board must give consideration to the issue in due course but there are no proposals in this iteration as to how this will impact on the Crewkerne and Dulverton (West Somerset) Community Recycling Sites.
- 8.2 In order to meet Medium Term Financial Plan savings targets for the County Council, the Board reluctantly proposes to introduce charging for acceptance of asbestos and plasterboard materials at Recycling Centres from April 2016. It is also looking to implement (free) vehicle permits for private vans and trailers from October 2016 along with restrictions on trailer size and hours of access for these as a measure to control trade abuse and manage congestion at peak times.

## **9. Health and Safety**

- 9.1 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.

## **10. Consultation**

- 10.1 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.

## **11. Financial Implications**

- 11.1 The Annual Audit Letter for the Somerset Waste Partnership dated 21 October 2015 gave the Partnership an unqualified opinion on the Partnership's financial statements and on value for money. A recent SWAP audit identified a need for us to develop a Risk Strategy and this was presented to Somerset Waste Board on 18 December 2015.

11.2 The Annual Budget, once finally approved, will become the new measure for SWP's financial performance for 2016/17. The SWP will continue to share the costs among partners in line with the Cost Sharing Agreement.

11.3 A summary of the Draft 2016/17 Annual Budget is included within the Business Plan.

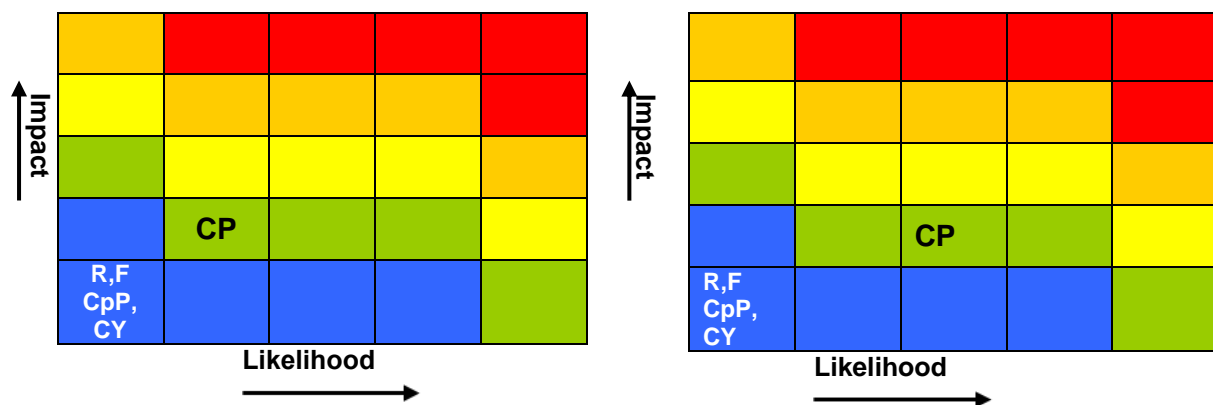
## 12. Risk Implications

12.1 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 26 February 2016.

## 13. Risk Matrix

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

## 14. Carbon Emissions and Climate Change Implications

14.1 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.

## 15. Equality and Diversity Implications

15.1 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.

## **16. Background papers**

Somerset Waste Board Draft Business Plan 2016-21.

### **Appendix 1**

SWP Business Plan 2016-2012

### **Appendix 2**

Risk Register 2016-2021