

Somerset Waste Board
Friday 29 September 2017
10.00 am Luttrell Room -
County Hall, Taunton



To: The Members of the Somerset Waste Board

Councillor Clare Aparicio Paul, County Council
Councillor Patrick Berry, Taunton Deane
Councillor Martin Dewdney, West Somerset
Councillor David Hall, County Council
Councillor Dawn Hill, Sedgemoor
Councillor Brenda Maitland-Walker, West Somerset
Councillor Steve Ross, Taunton Deane
Councillor Jo Roundell Greene, South Somerset
Councillor Gill Slocombe, Sedgemoor
Councillor Nigel Taylor, Mendip
Councillor Nigel Woolcombe-Adams, Mendip
Councillor Derek Yeomans, South Somerset

Issued By Julian Gale, Strategic Manager - Governance and Risk - 21 September 2017

For further information about the meeting, please contact Julia Jones or Scott Wooldridge or 01823 359027 or jjones@somerset.gov.uk / 01823 359043 or swooldridge@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers



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AGENDA

Item Somerset Waste Board - 10.00 am Friday 29 September 2017

**** Public Guidance notes contained in agenda annexe ****

1 **Apologies for Absence**

2 **Declarations of Interest**

3 **Minutes from the meeting held on 30 June 2017** (Pages 7 - 16)

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

4 **Public Question Time**

The Chairman will allow members of the public to present a petition on any matter within the Board's remit. Questions or statements about any matter on the agenda for this meeting may be taken at the time when each matter is considered (see guidance notes).

5 **Introduction from the new Managing Director**

Verbal update or presentation

6 **Finance Performance Update Q1 2017/18 and Draft Budget 2018/19** (Pages 17 - 24)

To consider the report.

7 **Performance Monitoring Report Q1 2017/18** (Pages 25 - 34)

To consider the report.

8 **SWP Risk Update** (Pages 35 - 42)

To consider the report.

9 **Proposed Fees and Charges 2018/19** (Pages 43 - 48)

To consider the report.

10 **Outline Business Plan 2018-19** (Pages 49 - 54)

To consider the report.

11 **Contractual Negotiations for Recycle More** (Pages 55 - 78)

To consider the report.

Possible exclusion of the press and public

PLEASE NOTE: Although the main report for this item not confidential, supporting

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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).

12 **Somerset Waste Board Forward Plan** (Pages 79 - 82)

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

13 **Information Sheets Issued Since the Last Meeting**

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

14 **Any other urgent items of business**

The Chairman 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) 359027 or 357628, fax. (01823) 355529 or email jjones@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 Community Governance Team on tel. (01823) 359027 or 357628, fax. (01823) 355529 or email jjones@somerset.gov.uk

3 Public Question Time

At the Chairman'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 12noon on the Tuesday prior to the meeting.** You can send a fax to (01823) 355529, send an email to jjones@somerset.gov.uk or send post for attention of Julia Jones, Community Governance, County Hall, Taunton, TA1 4DY.

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

The Chairman will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chairman 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 Hearing Aid Loop System

To assist hearing aid users, the Luttrell, Hobhouse and Wyndham Rooms have infra-red audio transmission systems. These work in conjunction with a hearing aid in the T position, but we also need to provide you with a small personal receiver. Please request one from the Committee Administrator and return at the end of the meeting.

5 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 Shire Hall. Officers and Members will be on hand to assist.

6 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?RPId=196&RD=0>

Alternatively, copies can be obtained by telephoning (01823) 359027 or 357628.

7 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 Cabinet goes into Private Session.

8 Recording of meetings

The Council supports the principles of openness and transparency, it allows filming, recording and taking photographs at its meetings that are open to the public providing 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 Chairman 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 Somerset Waste Board held in the Luttrell Room, County Hall, Taunton, on Friday 30 June 2017 at 10.00am.

PRESENT

Cllr C Aparicio Paul
Cllr P Berry
Cllr M Dewdney
Cllr D Hall
Cllr D Hill
Cllr S Ross

Cllr Roundell Greene
Cllr G Slocombe
Cllr N Taylor
Cllr N Woolcombe-Adams (Vice Chair following election)
Cllr D Yeomans (Chair following election)

Other Members present: Cllrs M Lewis, John Hunt, L Leyshon,

Apologies for absence: Cllr B Maitland-Walker

ANNUAL ELECTION OF CHAIR AND VICE-CHAIR OF THE SOMERSET WASTE BOARD – agenda item 1

Following nominations, Cllr D Yeomans was elected as Chairman and Cllr N Woolcombe-Adams was elected as Vice-Chairman.

DECLARATIONS OF INTEREST – agenda item 2

Cllr C Aparicio Paul	Member of South Somerset District Council
Cllr D Hill	Member of Cheddar Parish Council
Cllr S Ross	Member of Wiveliscombe Town Council
Cllr N Taylor	Member of Somerset County Council
Cllr D Yeomans	Member of Curry Rivel Parish Council

MINUTES OF THE MEETING HELD ON 24 FEBRUARY – agenda item 4

The record of the meeting of the Somerset Waste Board held on 24 February 2017 was taken as read and signed as correct.

PUBLIC QUESTION TIME – agenda item 5

There were no public questions.

WASTE BOARD MEMBERSHIP AND MEETING DATES FOR 2017/18 – agenda item 6

The Somerset County Council Governance Manager highlighted the membership information and meeting dates.

Somerset Waste Board RESOLVED to:

- 1. Note the Board's membership for 2017/18 set out in Section 1.**
- 2. Agree the Board meeting dates for 2017 and 2018 set out in**

Section 2.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASONS FOR DECISION: As set out in the officer report.

APPOINTMENT OF MANAGING DIRECTOR FOR SOMERSET WASTE PARTNERSHIP – agenda item 7

The Director of Commissioning for Economic and Community Infrastructure explained that the previous Managing Director had left at the end of May and the recruitment process for the new Managing Director was now underway. In the meantime Bruce Carpenter had agreed to act as interim Managing Director until the new MD was in post. There had been 22 applications for the post and a short list would be drawn up by 3 July with 13 July scheduled as the interview day. Technical interviews would precede final interviews and it was expected there would be 4-6 candidates shortlisted. Three members from the Board were required for the appointment panel to conduct the interview and make the final decision. Other board members were invited to come and meet all the candidates during lunch.

It was agreed that the appointment panel should comprise 2 district representatives and 1 from the County Council.

Somerset Waste Board RESOLVED to:

- 1. Note the interim arrangements for the Managing Director now in place**
- 2. Agree the recruitment of a new Managing Director on the salary, terms and conditions appended to this report and to the recruitment process outlined in the report.**
- 3. Agree the formation of an appointments panel comprising 3 members and to delegate the authority to appoint the Managing Director to this appointments panel.**
- 4. Nominate 3 members of the Board to the appointments panel. It was agreed these would be Cllrs Hall, Roundell Greene and Hill.**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASONS FOR DECISION: As set out in the officer report.

FINANCIAL OUTTURN AND USE OF BALANCES 2016/17 – agenda item 8

Finance Officer Martin Gerrish introduced the report which updated members with regard to the outturn performance and summary financial statements. The summary of budget variances was highlighted on page 27 of the report. Excluding the in-year vehicle sales the Somerset Waste Partnership underspend was £584,000. Further information was given regarding the collection variations, recycling credits and disposal variations. Members attention was drawn to the income and expenditure statement in Appendix A which showed the partnership carried out its services within budget and there

were no long term financial variabilities. Recommendations for partners use of surpluses and deficits were shown at Appendix B.

Officers were congratulated on their hard work to keep within budgets. It was also hoped that some funding could be found in the future for education programmes. This could be looked at when discussing the business plan.

The Board RESOLVED to:

- 1. Note financial outturn position of the Partnership overall and the individual partners' balances at year end, and the summary accounts for 2016/2017 as presented in Appendix A;**
- 2. Confirm the recommendations of the partner authorities, (as summarised in Appendix B), as to the use of the individual surpluses and deficits as at 31st March 2017.**

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASONS FOR DECISION: As set out in the officer report.

Performance Outturn 2016/17– agenda Item 9

The Interim Managing Director introduced the report which summarised the key outturn performance indicators for the period from April 2016 to March 2017 and compared them to the same periods in 2015-16. Headline tonnage figures had generally increased with 0.67% increase in total household waste arisings and 1.13% increase in household waste landfilled. There had been a decrease of 0.15% in recycling performance. The amount of garden waste at both recycling centres and at the kerbside increased by 2.94%. There had also been a further increase in the amount of food waste being recycled at 3.03% following a campaign around this about a year ago.

The county was doing well in performance compared to others in the South West and there were further plans in place to reduce landfill.

Further points raised in the discussion included:

- It was noted that there had been a reduction in asbestos disposal. It was agreed that further research should be conducted into reasons for decline and to provide an update for the next Board meeting
- Missed collections were still a problem in some areas which was frustrating.

The Board RESOLVED to note the tonnage and performance results within appendices A to D.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASONS FOR DECISION: As set out in the officer report.

RISK UPDATE - agenda Item 10

The Business and Governance Manager introduced the report which updated members of any changes to or developments with the annual SWP Risk Register. The Broadpath Landfill Site used for disposal of refuse from a limited number of collection rounds was scheduled to close in 2018. This could result in some inefficiencies of services in that area and marginal increase in collection service costs prior to introduction of new arrangements. The impact of the Hinkley C build was starting to have an impact due to the traffic controls in place in Bridgwater to facilitate movement of large vehicles. This was causing some delays for collection vehicles and special arrangements had to be made. Work was being done with the contractor to ensure the roads were as efficient as possible. This was likely to result in additional costs for about 18 months.

The Board RESOLVED to note the changes in the SWP risk profile as described.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASONS FOR DECISION: As set out in the officer report.

HEALTH AND SAFETY UPDATE – agenda item 11

Senior Officer Terry Richards introduced the report which provided members with an update on the management of Health and Safety by Kier, Viridor and the Somerset Waste Partnership client group during the period October 2016 to March 2017. For quarters 3 & 4 of 2016-17 Kier reported an All Accident Frequency Rate (AAFR) of 5.39, a reduction of 2.23 from the previous report. Members attention was drawn to the graph showing the number of accidents over the last 3 years on page 69. Viridor figures for AAFR was also down to 13 from 22. All 13 accidents were categorised as minor.

Further points raised in the debate included:

- Concern raised about how people were injuring themselves. This was mainly tripping.
- There was a new level of responsiveness around health and safety from the partners following meetings with the health and safety officer.
- Although there was inconsistencies across the depots, there was confidence this would be sorted
- Audits were due at all depots and there was to be a further push on health and safety over the next 6 months

The Board RESOLVED to note the contents of this report.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASONS FOR DECISION: As set out in the officer report.

SWP CLIENT TEAM ACCOMMODATION – agenda item 12

Members were given an update on the accommodation for the Somerset Waste Partnership client team. The lease currently held by Somerset County Council at Monmouth House was due to expire on 28 February 2018.

Following consultation Broughton House, had been identified as the best option and is located near to the current premises. The rent was comparable to the current rent as well as business rates. It would also bring additional benefits in terms of storage space, additional meeting rooms and has disabled access.

Members were in favour of this and recognised the location had good road access and parking. It was agreed that members would be given details of the new location in advance of the move so they could find it.

The Board RESOLVED to note the content of this report.

REVIEW OF HWRC RESIDENTS PERMIT SCHEME – agenda item 13

Mr Richards introduced the report which outlined the findings of the review of the restricted access permit scheme after the first 6 months of operation. The review indicated that the scheme was introduced and operated very successfully. However some policy variations would be justified to better meet the needs of site users and/or site managers.

Points raised in the debate included:

- The need to make it clear to the public that they had been listened to with regard to this. Publicity was ready to go out which included leaflets and emails.
- Some good evaluation and evidence on this had provided a good set of recommendations.
- Concern about not allowing multi-axle trailers and restricted Sunday hours which could increase fly tipping. Savings would not be achieved if these were allowed.
- Confusing information about land rovers and this could be made clearer to the public.
- Ensuring information at the recycling sites were clear for users with helpful pictures.
- A review of the current situation would be helpful with clear information for board members explaining the background and reasons for current proposals.

The Somerset Waste Board RESOLVED to authorise the Interim Managing Director of the Somerset Waste Partnership to implement the following changes to the formal acceptance protocol (van & trailer permit scheme) at the Recycling Centres approved by the Board on 17th June 2016 :

1. Remove time restrictions for permit holders at weekends allowing permit holders to have full access to any site during all opening hours.
Implementation to commence with immediate effect, recognising the need

- for system changes, re-briefing of stakeholders and public communication.
2. To introduce, at the earliest opportunity, the automatic identification of the type/specification of vehicles that require a permit by adopting the Driver and Vehicle Licensing Agency criteria, identified in Appendix 8.
 3. All vehicles classified as 'N1' will require a permit, those classified as 'M1' will not. Classifications of 'N2, N3, M2 & M3', will not be permitted access to any Somerset site under the permit scheme. This to commence with immediate effect, recognising the need for system changes, re-briefing of stakeholders and public communication.
 4. To require camper vans and minibuses to be registered within the permit scheme with immediate effect, recognising the need for the system change, re-briefing of stakeholders and communication to those affected. In addition, members are asked to endorse the following policy which has, out of expediency, already been adopted.
 5. Allow any Somerset household to hold one permit for a purpose built single axle trailer AND one permit for an eligible commercial type van.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

CONTRACTUAL NEGOTIATION FOR RECYCLE MORE – agenda item 14

Mr Carpenter introduced the public report covering confidential information which considered options for delivering the Recycle More scheme in light of a changed risk profile for the project.

The Board then agreed to pass 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. The exempt information likely to be disclosed is described as:

- Information relating to the financial or business of any particular person (including the authority holding the information).

The meeting then moved into private session. Annex A sets out a summary record of the debate during the private session.

Following the discussion in private session, the Board returned to public session.

The Chairman moved the recommendations and the Board :

1. Agreed the recommendations contained within the attached confidential report.
2. Authorised the Interim Managing Director to undertake any appropriate consultation with partner authorities and to issue them with a confidential briefing note.

ALTERNATIVE OPTIONS CONSIDERED: As set out in the officer report.

REASON FOR DECISION: As set out in the officer report.

SOMERSET WASTE BOARD FORWARD PLAN – agenda item 15

The Board were updated by the Governance Manager on the latest position of the forward plan and the planned business for the next meeting on 29 September 2017.

Any other business – agenda item 16

There were no other items of business raised.

(The meeting ended at 12.18pm)

CHAIRMAN

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Somerset Waste Board meeting
29 September 2017
Report for Information

Financial Performance Update 2017/2018 and Development of the Annual Budget 2018/2019

Lead Officer: Bruce Read, Interim Managing Director and Martin Gerrish, Finance Officer

Author: Martin Gerrish, Finance Officer

Contact Details: mgerrish@somerset.gov.uk or (01823) 355303

Forward Plan Reference:	SWB/17/06/03
Summary:	<p>The report sets out the financial performance against the approved Annual Budget for the first 4 months of the current financial year (April to the end of July), and a forecast outturn position. A verbal update will be given at the Board meeting of any significant changes in August.</p> <p>The report is also the formal commencement of the budget setting process that will ultimately lead to the Annual Budget for 2018/2019.</p>
Recommendations:	<p>That the Somerset Waste Board notes the summary financial performance for 2017/2018 year to date and the potential outturn position for each partner authority.</p> <p>That the Somerset Waste Board notes the current budget factors that will have implications for setting the 2018/2019 Annual Budget.</p>
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 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>Partner authorities will need indicative budget figures as early as possible in order to consider their individual contributions to the Board budget, and to progress their own financial planning processes.</p> <p>As with the Business Plan, setting the next year's budget is an iterative process and the Board will be consulted regularly throughout the process.</p>
Links to Priorities and Impact on Annual Business Plan:	<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>
Financial, Legal and HR Implications:	<p>Any in-year underspends attributable to partners against the Annual Budget are traditionally made available for return or for reinvestment. Conversely, failure to stay within the Annual Budget for the Somerset Waste Partnership will directly impact on the partner authorities, who would be required to make good any shortfall at year end.</p> <p>When considering the draft Annual Budget for 2018/2019, current trends in demographic growth, service uptake and waste tonnages arising in 2017/2018 will be a key contributory factor in shaping the forward budget.</p> <p>We will continue to share the costs amongst partners in the same way as previously as set out in our Cost Sharing Agreement.</p> <p>Figures presented within this report are based on the current service, and any potential savings attributable to any changes to the service model that the Board may approve at a later date will be costed and reported on separately.</p> <p>There are no legal or HR implications of this report.</p>
Equalities Implications:	<p>None.</p>
Risk Assessment:	<p>Members will be aware from previous reports and presentations that the waste budget and actual costs, particularly disposal volumes and recycling credits, remain highly volatile.</p>

1. Background

- 1.1. The Annual Budget for 2017/2018 was originally set at the Board meeting of 24th February 2017 at £43,577,620. Partners contribute to the overall costs in accordance with our Cost Sharing Agreement. Individual contributions are based on key cost drivers such as household numbers, sparsity and garden waste customer numbers. As the waste disposal authority, all such costs fall to the County Council.
- 1.2. Our Annual Budget is predominantly spent on making payments to our main contractors – Viridor and Kier.

2. Current Financial Position

	SCC £'000	MDC £'000	SDC £'000	SSDC £'000	TDBC £'000	WSC £'000	Total £'000
Head Office	6	11	11	16	11	4	58
Disposal Costs	(710)	0	0	0	0	0	(710)
Collection - Recycling	0	(6)	(8)	(9)	(7)	(4)	(33)
Collection - Refuse	0	(1)	(1)	(2)	(2)	(0)	(7)
Collection - Garden	0	4	1	1	5	1	12
Collection Costs	0	2	2	3	2	1	10
Recycling Credits	(64)	22	10	24	10	(1)	0
Container Purchase & Delivery	0	(4)	12	(17)	3	4	(2)
Other	7	(0)	(5)	(7)	(5)	(2)	(11)
	(762)	28	22	9	17	3	(683)

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 zero figure indicates that the line is on budget, or that it is not a budgetary responsibility of that partner).

Overall, the end of July position shows that the Somerset Waste Partnership budget is forecast to be **underspent by £683,000** (1.6% of the original budget), albeit on relatively limited actual costs on the year to date.

2.1. Waste Collection

Estimated figures for the collection partners indicate a potential combined £79,000 overspend across the 5 partners at this stage. There are a number of factors that need to be noted in this figure:-

Head Office costs are high because of higher pension deficit contributions that are necessary, a small additional cost for the IT development of the customer management system and some consultancy costs incurred in year in relation to the work on Recycle More by Anthesis and Eunomia.

(The Head Office figures quoted above do not include any potential drawdown of the £421,284 that the Board set aside at the end of the previous financial year from the rental and ultimate sale of our aged refuse fleet. Depending on the need

for additional consultancy support on Recycle More during 2017/2018 and the other budget lines within the Head Office, a decision can be made later in the year as to whether these costs can be accommodated within the normal budget or whether a small amount needs to be drawdown to meet initial costs).

Collection costs of Recycling and Refuse are showing small underspends in relation to communal properties. There has been a delaying in rolling out plastic and card to communals, as we try accommodating this with the Recycle More work.

Any increase in **collection costs of garden waste** will be driven by increased resident take-up of this service. Board members are reminded that a corresponding income stream is collected by the individual partners, and that given the structure of changes from Kier, it is actually a net financial benefit at present to increase the number of customers. This figure will need to be updated as later customer numbers are known.

Recycling credits have historically been the most volatile line in the collection service throughout the year, depending on the number of collection days in each month and on the date that materials leave depots. Despite these up and downs, we have usually come close to budget by end of the year (we achieved 99.2% of the budget in 2016/2017).

These are also based on figures that slightly lag behind normal costs. So, although there is a currently estimated deficit on this budget line of £64,000, (2.6% of the total recycling credits budget line), this is not yet of great concern.

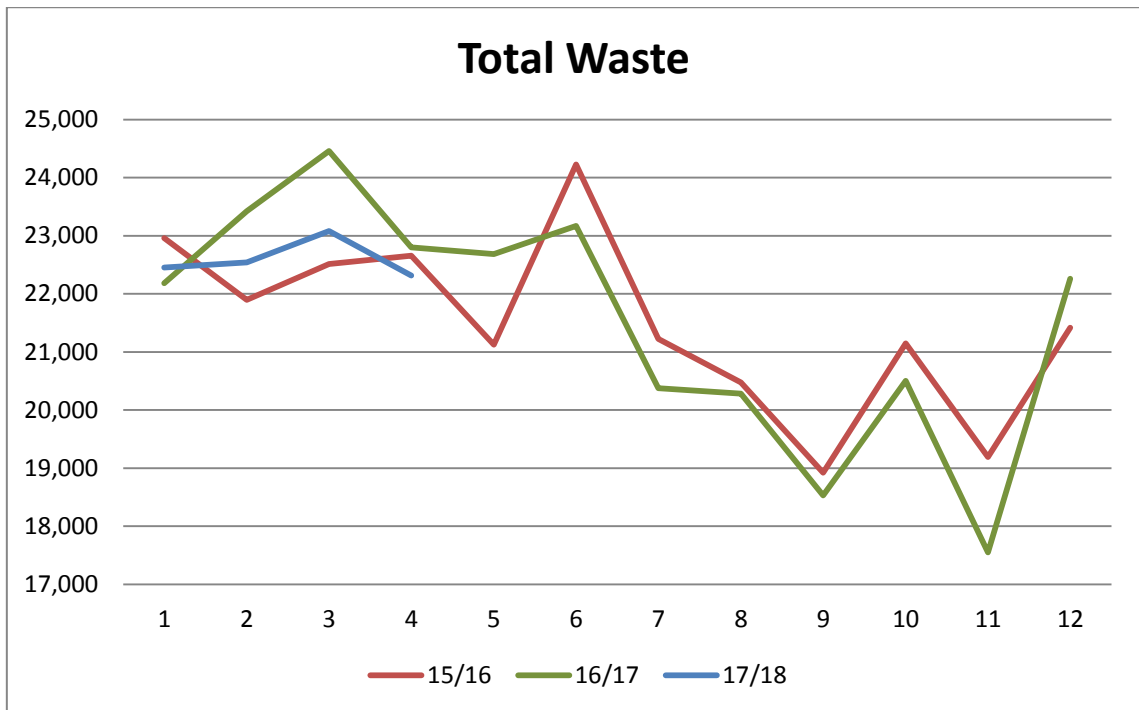
Container purchase and delivery costs will inevitably vary between individual partners, depending on actual usage. Higher costs are being experienced on delivery in particular, but members will recall that we have recently looked at alternative options and have reported that there are no cheaper options that we can implement under the Kier contract.

2.2 Waste Disposal

The waste disposal position continues to outperform budget. The currently forecast underspend figure of £762,000 represents 2.8% of the Annual Budget for disposal. Performance information that explains this position is an another item on this agenda, but the headline figure is that overall waste volumes arising are approximately 3% lower in the first Quarter of 2017/2018 than in the equivalent period for last year.

It should be noted that the in-year underspend includes a one-off figure of £225,000 from Viridor that relates to a payment due on the Energy From Waste project at Avonmouth. Whilst this improves the position, it will not reoccur.

Members will recall that this trend was discussed at the June 2017 Board meeting, partially at least as a result of the implementation of the permit scheme at our Recycling Centres from the summer of last year. It is highly possible that the current performance is simply a continuation of this trend or a “full-year effect”.



3. Factors that will influence the Annual Budget 2018/2019

Work has commenced on the key cost drivers that will influence the “continuation” budget for 2018/2019. The proposed change in the Business Plan approval timetable cannot be replicated for the Annual Budget, as certain key numbers will not be finalised ahead of the December Board meeting. However, given that changes from the draft December budget to the final February Annual Budget are relatively small, and that the key Business Plan proposals will not have a budgetary impact in 2018/2019, this is considered to be very low risk.

At present, no specific additional savings targets have been notified, although this certainly does not preclude this possibility later during the budget setting process as usual.

3.1. Collection factors

Much of the early preliminary work in preparing the next Annual Budget will be in updating for household numbers, green waste customers, latest inflation figures and estimate waste tonnages. Many of these cost drivers are provided directly from the Districts. This will be reviewed constantly during the budget setting process as better information becomes available until the Annual Budget is formally set in February. Key points to note:-

- The inflation indices for the collection contract will be known and fixed ahead of the December Board meeting (being published in October). Given the current general upturn in inflation, particularly around fuel, this could be more significant a factor than in previous years. The final inflation factor applicable coming into 2017/2018 was 1.18%, which cost a total of £208,000 between partners.
- The household numbers are formally updated based on the 1st December figure supplied by all collection partners. Each collection partner pays an

uplift entirely dependent on household growth in their own District. The average last year was 1.23% growth, which cost a total of £157,000 between the partners.

- Garden waste growth will come from the latest actual numbers when we set the budget. The estimated growth for 2016/2017 was 3%. Whilst this will show a cost in the Somerset Waste Board budget, the local income stream will be higher than the marginal costs.
- A number of assumptions are therefore required at this stage to provide a preliminary estimate for the Board and partners, which will be much firmer at the December meeting.
- Since the Annual Budget for 2017/2018 was set, it has come to light that costs of Central Despatch for Somerset Waste Partnership have been charged to a corporate budget at Somerset County Council. Budget will be transferred for the County Council, and there is a small additional charge for each District partner, being approximately £4,000 in total. (The precedent has already been set within the Somerset Waste Partnership that we do not retrospectively amend budgets for better information, so this amount will only be requested from 2018/2019 onwards).
- The school education service trial reintroduction that is referred to in the Business Plan is proposed to be funded from Viridor Community Sector Integrated Plan, and therefore will have no additional impact on the Annual Budget for 2018/2019.

3.2 Disposal factors

The continuing positive trend in waste arisings will be closely monitored as part of the forward budget setting. If this is sustained, it will be a positive factor in the forecasting for 2018/2019. The waste disposal key factors in setting a continuation budget have not changed:-

- Landfill Tax rates from 1 April 2018 have been confirmed by the Treasury as **£88.95 per tonne** for standard rate material and £2.80 per tonne for lower rate (inert) material. This is an increase from £86.10 and £2.70 respectively in this financial year, an increase of 3.3% on the standard rate. Based on the initial tonnages in the 2017/18 budget, this would cost an additional £347,000. Rates have not yet been set for 2019/2020, but the guidance is that this will rise in line with RPI.
- Contract inflation for disposal is based on a number of indices within the various disposal contracts. These are highly volatile, particularly the Baxter index (which is an industry standard and includes a significant fuel element). Indices for disposal run from February 2017 to February 2018, and are not published until March. An estimated figure will therefore be included nearer the time. For comparative purposes, the contractual inflation costs in the Annual Budget for 2017/2018 was £578,000.
- Volume growth will be based on the latest available data ahead of the December draft budget, reviewed if necessary ahead of the Annual Budget setting in February 2018. Previous estimates have been based on household growth (£539,500 last year, however it may be possible to reign this back if trends do continue to be positive.

4. Consultations undertaken

- 4.1. The Senior Management Group receives a summary financial management report on a monthly basis, and regularly covers financial topics on their agenda.

5. Implications

- 5.1. Potential over and underspends as in section 2 above, if trends continue, would result in these figures at outturn for the individual partners.
- 5.2. Financial trends as set out above will be incorporated in the setting of the Annual Budget for 2018/2019.

6. Background Papers

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

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Somerset Waste Board meeting
29 September 2017
Report for information

Performance Report - April 2017 to June 2017

Lead Officer: David Oaten, Contracts Manager – Treatment & Infrastructure

Author: John Helps, Performance Monitoring Officer

Contact Details: 01823 625705

Forward Plan Reference:	SWB/17/06/01
Summary:	This report summarises the key performance indicators for the period from April 2017 to June 2017 and compares these to the same period in 2016-17.
Recommendations:	That the Somerset Waste Board notes the tonnage and performance results within appendices A & B.
Reasons for recommendations:	Report for information only.
Links to Priorities and Impact on Annual Business Plan:	Transparency – Publishing Key Performance Indicators
Financial, Legal and HR Implications:	Report for information purposes only - no financial, legal or HR implications.
Equalities Implications:	Report for information purposes only - no equalities implications
Risk Assessment:	Report for information purposes only - no risk assessment undertaken.

1. Background

- 1.1. Reports with a reduced range of key performance indicators for services managed by Somerset Waste Partnership are presented to the Board in September (Quarter 1 performance) and March (Quarter 3 performance).

2. Changes to Performance Reports from 2017-18

- 2.1. From the beginning of this financial year, recycling performance data for individual district authorities will no longer be reported and a combined report for all kerbside services will be provided. This follows the decision by the Board on 16th December 2016, where approval was given to introduce new Recycle More services and to alter the basis for the division of Recycling Credits between district partner authorities.
- 2.2. The new structure for reporting future performance was reconfirmed to the Board at its meeting of 24th February 2017.
- 2.3. The Somerset Waste Partnership now makes its statutory reports as if it were a single Unitary Authority.

3. Performance Findings

- 3.1. Headline figures to note for April 2017 – June 2017 compared to the previous full year are shown in the table below:

National Indicators	Result	+ / -	Appendix	Lines
Residual waste per household (NI 191) - kg/hh	123.21	-2.95%	A1	(38)
Recycling & reuse rate (NI 192) - %	54.73%	-0.03%		(39)
Waste landfilled (NI 193) - %	44.00%	-0.10%		(40)
Waste Streams	Tonnes	% Change		
Total Reused, Recycled & Composted	37,663	-2.91%		(25)
Residual Landfilled	29,625	-3.10%		(26, 29, 30)
Recovery	1,344	0.27%		(27, 28, 31)
Total Household Arisings	68,266	-3.01%		(32)
Total Commercial Arisings	1,618	2.95%		(24, 34)

Flytips	No.	+ / -	B1	
Total No.	1,084	-81		

- 3.2. The Q1 2017-18 indicators, compared to the same period last year, are:

Appendix A1 – shows tonnage by material type as well as the former key national performance indicators, for the Partnership. This now arranged in alphabetical commodity order and reduced to 3 comparative years.

Appendix A2 – shows headline kg per household performance, now split on a 'Kerbside Services' and 'Recycling Sites' basis with a combined Somerset Waste Partnership result.

Appendix B1 – shows the level of reported flytips, broken down by waste type and District across Somerset.

3.3. The headline tonnage figures, shown in Appendix A1, reflect a period where tonnages have shown a general decline. Key points are:

- -3.01% (-2,118 tonnes) decrease in total household waste arisings (line 32),
- -2.97% (-906 tonnes) decrease in household waste landfilled (line 33),
- this has resulted in a fairly static recycling performance, decreasing marginally by only -0.03% (line 39).

3.4. Other changes worthy of note include:

- There has continued to be a reduction in the amount of street sweepings recycled of -6.90% (-140 tonnes - line 21), which may be due to a reduced street sweeping regime by the District Council's streetscene service.
- The introduction of charging for asbestos and plasterboard has again had an effect on the overall quantity of material disposed of:
 - i. With a total weight of only 30 tonnes, a reduction of -28.23% (-12 tonnes - line 26) for asbestos. Following a question raised at the last Board meeting in June, with regard to the likely whereabouts of the reduced asbestos tonnage, it has been determined, in comparison to 13 nearby authorities, that since 2013/14 tonnages have reduced by 43% (676 tonnes) whereas fly tipping incidents have only risen by 9% (23 incidents). There is a very marginal difference between those 8 authorities that charge and the 6 that don't. Given this similarity it must be concluded that there is clearly a diminishing amount of asbestos still requiring treatment, charging makes minimal impact, fly tipping isn't significantly impacted by charging and in all likelihood a good proportion of asbestos it being left in situ.
 - ii. and a total weight of 72 tonnes an increase of 13.30% (8 tonnes – line 19) for plasterboard.
- The amount of paper recycled has again continued to decrease, with a reduction of -12.19% (-358 tonnes - line 18).
- The amount of cardboard has also declined over this period, with a decrease of -5.28% (-136 tonnes – line 4).
- A decrease in the amount of food waste being recycled of -2.36% (-107 tonnes - line 7).
- The quantity of cans collected from the kerbside also reduced in Quarter 1, with a drop of -16.89% (-97 tonnes - line 3).
- Although this was offset by an increase in the amount of glass recycled, with an increase of 3.44% (127 tonnes – line 11).
- The water based paint recycling trial has continued to do well, with 69 tonnes – (line 17) having avoided landfill.

- 3.5.** Appendix A2 now shows headline figures for combined Kerbside Services and for the Recycling Sites, along with totals for the Somerset Waste Partnership.

This table shows that Somerset households have produced less residual waste, when compared to last year, although the actual differences vary slightly across disposal methods, with landfill down -3.66 kg/hh across the Partnership.

Garden waste appears to be fairly static, with a small reduction of -0.02 kg/hh, but with what appears to be a slight swing from the recycling sites towards the kerbside.

This may be as a result of the van and trailer permit scheme, but will become clearer the further we get into the year.

Dry recycling has suffered the most significant fall, with an overall reduction of -3.64 kg/hh. However, this is quite evenly spread between kerbside collection -1.85 kg/hh and the recycling sites -1.79 kg/hh.

- 3.6.** Appendix B1 shows that the numbers of reported flytips across Somerset have continued to drop in 2017-18. In Quarter 1, the total number of flytips has reduced by -81 (-6.95%). All District areas have reported a decrease in flytipping numbers, apart from Mendip where there has been an increase of 63 (16.07%). It should however be noted that the figures for all districts continues to fall over the longer term, including for Mendip.

- By material type, the major contributors to this reduction were 'Black bags – commercial', down -47 incidents (-88.68%) and 'Construction / demolition / excavation', down -35 incidents (-30.70%).
- There was however an increase in 'Other household waste' of 29 (5.82%).

4. Consultations Undertaken

- 4.1.** 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.

5. Implications

- 5.1.** Report for information purposes only – no implications recorded.

6. Background papers

- 6.1.** The following reports are available at:
<http://democracy.somerset.gov.uk/ieListMeetings.aspx?CId=196&Year=0>
- 6.2.** Report to Somerset Waste Board on 16th December 2016: Financial Performance Update 2016/17 and draft Budget 2017/2018.

- 6.3.** Report to Somerset Waste Board on 16th December 2016: Recycle More – Recycling and Refuse Collections.
- 6.4.** Report to the Somerset Waste Board on 24th February 2017: Performance Report - April 2016 to December 2016

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Tonnage Comparisons for April - June 2017 compared with the same periods in 2015 & 2016

Material & Source	Tonnage Comparisons			Weight Variance	Percentage Variance
	April - June 2015-16	2016-17	2017-18		
1 Batteries	39	44	59	15	34.89%
2 Bric-a-brac (Reuse)	142	129	99	-30	-22.95%
3 Cans	526	572	475	-97	-16.89%
4 Cardboard	3,336	2,585	2,449	-136	-5.28%
5 Clothes and Shoes	487	480	504	24	5.05%
6 Cooking Oil	2	1	5	4	691.67%
7 Food Waste	4,165	4,511	4,404	-107	-2.36%
8 Fridges and Freezers	218	279	239	-40	-14.30%
9 Furniture	67	62	65	3	4.62%
10 Garden Waste	14,145	14,673	14,669	-4	-0.03%
11 Glass	3,758	3,677	3,803	127	3.44%
12 Mineral Oil	17	16	2	-14	-86.07%
13 Mixed Paper and Cardboard	79	1,009	1,031	22	2.15%
14 Non Packaging Scrap Metal	1,443	1,615	1,462	-153	-9.46%
15 Other Electrical Goods	894	943	867	-76	-8.10%
16 Other Packaging (Cartons)	8	6	7	2	28.57%
17 Paint	0	0	69	69	100.00%
18 Paper	3,076	2,938	2,580	-358	-12.19%
19 Plasterboard (Non-Household)	215	63	72	8	13.30%
20 Plastics	708	852	844	-7	-0.86%
21 Street Sweepings	2,077	2,031	1,890	-140	-6.90%
22 Wood	1,884	2,118	1,837	-281	-13.27%
23 Household Reused, Recycled & Composted	37,286	38,539	37,361	-1,178	-3.06%
24 Non-Household Reused, Recycled & Composted	407	254	302	48	18.97%
25 Total Reused, Recycled & Composted	37,692	38,793	37,663	-1,130	-2.91%
26 Asbestos	98	42	30	-12	-28.23%
27 Incineration (With Energy Recovery)	1,151	1,274	1,280	6	0.51%
28 Incineration (Without Energy Recovery)	1	4	5	1	36.45%
29 Residual to Landfill (Collected)	24,556	25,766	25,636	-129	-0.50%
30 Residual to Landfill (RC & CRS)	4,338	4,763	3,958	-805	-16.90%
31 Sweepings Converted to RDF	64	63	58	-4	-6.91%
32 Total Household Arisings	67,318	70,384	68,266	-2,118	-3.01%
33 Total Household Landfilled	28,896	30,495	29,589	-906	-2.97%
34 Non-Household Landfilled	1,621	1,317	1,315	-2	-0.14%
35 Bottom Ash (From Incineration) Landfilled	15	17	17	0	0.51%
36 Total LACW Landfilled	30,576	31,659	30,644	-1,015	-3.21%
37 Total LACW	69,346	71,793	69,651	-2,141	-2.98%
38 NI 191: Residual Household Waste per Household (kg)	120.17	126.95	123.21	-3.75	-2.95%
39 NI 192: Household Waste Reused, Recycled & Composted	55.22%	54.76%	54.73%		-0.03%
40 NI 193: LACW Landfilled	44.09%	44.10%	44.00%		-0.10%
Performance Increase >					
< Performance Decrease					

Headline Variances kg/hh - April - June 2017-18 compared to the same period in 2016-17

Material and Source	Headline - kg/hh Variances					
	Collection Services		Recycling Sites		Somerset Waste Partnership	
	2017-18 kg/hh	Variance kg/hh	2017-18 kg/hh	Variance kg/hh	2017-18 kg/hh	Variance kg/hh
Food	17.56	-0.43			17.56	-0.43
Green Garden	25.62	0.88	32.85	-0.90	58.48	-0.02
Recycling	39.82	-1.85	24.25	-1.79	64.07	-3.64
Reuse	0.92	0.06	0.38	-0.12	1.30	-0.06
Sweepings - Recycled	7.54	-0.43			7.54	-0.43
Total Reused, Recycled & Composted	91.46	-1.76	57.49	-2.81	148.94	-4.57
Household Disposed Landfilled	102.43	-0.67	15.89	-3.25	118.08	-3.66
Sweepings (Converted to RDF)	0.23	-1.30			0.23	-0.02
Energy Recovery			5.10	0.03	5.10	0.03
Incineration (Without Energy Recovery)	0.02	0.01			0.02	0.01
Total Household Arisings	193.91	-2.43	78.48	-6.04	272.15	-8.19
NI 191: Residual Household Waste per Household (kg/hh)	102.21	-0.65	20.99	-3.23	123.21	-3.75
NI 192: Percentage of Household Waste Sent for Reuse, Recycling & Composting (%)	47.22%	-0.32%	73.35%	2.01%	54.73%	-0.03%
NI 193: Percentage of LACW Landfilled (%)					44.00%	-0.10%
Performance Increase >	■					
< Performance Decrease	■					
Performance Headline	■					

Reported Fly-Tips - Quarter 1 2017-18 compared to the same period in previous years

	District	Fly-Tips (Full Year Data)		
		2014-15	2015-16	2016-17
Number of Reported Fly-Tips	Mendip District Council	2,042	2,078	1,757
	Sedgemoor District Council	1,088	1,117	1,177
	South Somerset District Council	1,160	1,083	1,150
	Taunton Deane Borough Council	864	785	664
	West Somerset District Council	87	198	140
	Totals	5,241	5,261	4,888

Material Type	Quarter 1 2016-17					
	Number of Incidents					
	MDC	SDC	SSDC	TDBC	WSDC	Totals
Animal carcass	2	2	0	2	0	6
Green	31	10	15	12	2	70
Vehicle parts	4	4	10	2	0	20
White goods	14	16	11	8	7	56
Other electrical	5	14	11	2	0	32
Tyres	36	20	10	5	4	75
Asbestos	0	0	2	1	0	3
Clinical	0	0	1	3	0	4
Construction / demolition / excavation	40	22	35	5	12	114
Black bags - commercial	33	0	13	7	0	53
Black bags - household	42	25	38	42	8	155
Chemical-drums-oil-or-fuel	3	3	9	1	3	19
Other household waste	158	180	99	53	8	498
Other commercial waste	24	0	0	11	0	35
Other (unidentified)	0	0	23	2	0	25
Totals	392	296	277	156	44	1,165

Material Type	Quarter 1 2017-18					
	Number of Incidents					
	MDC	SDC	SSDC	TDBC	WSDC	Totals
Animal carcass	2	0	1	0	0	3
Green	28	13	15	1	2	59
Vehicle parts	10	3	4	1	0	18
White goods	15	16	10	11	0	52
Other electrical	11	8	5	2	0	26
Tyres	34	16	26	5	2	83
Asbestos	0	0	0	0	0	0
Clinical	0	0	0	0	1	1
Construction / demolition / excavation	24	11	27	8	9	79
Black bags - commercial	4	0	2	0	0	6
Black bags - household	81	37	30	20	3	171
Chemical-drums-oil-or-fuel	2	1	5	1	0	9
Other household waste	223	167	80	47	10	527
Other commercial waste	21	0	6	2	1	30
Other (unidentified)	0	0	17	3	0	20
Totals	455	272	228	101	28	1,084

All data is now obtained from District Council WasteDataFlow entries.
Due to reporting changes, data is now only available for quarterly periods.

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Somerset Waste Board meeting
29 September 2017
Report for information

Risk Update

Lead Officer: Bruce Carpenter, Interim Managing Director

Author: Mark Blaker, Business and Governance Manager

Contact Details: 01823 625720

Forward Plan Reference:	SWB17/06/04
Summary:	Update on changes to SWP risk profile.
Recommendations:	That the Somerset Waste Board notes and comments on changes in the SWP risk profile as described.
Reasons for recommendations:	Good practice in response to SWAP internal Audit recommendations.
Links to Priorities and Impact on Annual Business Plan:	Risk Register is included within the Business Plan.
Financial, Legal and HR Implications:	N/A
Equalities Implications:	N/A
Risk Assessment:	(Inherent to purpose of report)

1. Background

- 1.1. This is a regular update to notify SWB members of changes to or developments within the annual SWP Risk Register, as included with the Annual Business Plan.
- 1.2. The Risk Update will be a standing item on SWB agendas and is intended to provide an opportunity to alert Board members to newly identified or escalating risks that may have a significant impact on service delivery.
- 1.3. Incorporation of this item on SWB Agendas is a recommendation of SWAP internal Audit review.

2. New Risks / Opportunities Identified and Mitigation Measures

- 2.1.** Landfill Fires – there have been two service affecting fires at landfill sites in Somerset in recent months. It is very difficult to pinpoint exact causes but the three primary causes are thought to be hot ash; lithium ion batteries (found in mobile phones, laptops and e-cigarettes), and glass in refuse which acts as a magnifying glass on hot days. Somerset Waste Partnership are working closely with Viridor and the Fire Service communication teams to promote messages about safe waste disposal.
- 2.2.** Driver Shortage –
- Brexit – EU nationals make up around one tenth of the UK’s commercial drivers and there is industry feedback suggesting many are considering relocating to countries where they have more certainty of future rights. In Somerset Kier’s contract manager has suggested this is already a contributing factor to difficulty finding drivers. This skill shortage is likely to grow and government acknowledgement of this as a priority skill, with incentivisation of overseas drivers, may be the only effective solution. SWP are working with Kier to develop a credible short term plan based on robust permanent staff numbers and more effective procedures for hiring agency staff. In the longer term SWP may consider working more closely with tertiary education centres in Somerset to encourage local young people to pursue commercial driving as a career.
 - Hinkley – While still likely to impact, the loss of drivers to the Hinkley C development is not currently thought to be significantly impacting on services as working patterns and packages are not sufficiently attractive. This may change and this remains a risk going forward.
- 2.3.** Risks relating to the Recycle More project are not included in this report as they are covered in separate updates.

3. Consultations undertaken

- 3.1.** N/A

4. Implications

- 4.1.** Implications, benefits and opportunities of risk management are well understood and are embedded in SWP operational and strategic management approach.

5. Background papers

- 5.1.** SWP Annual Risk Register

Somerset Waste Partnership - Risk Register 2017 to 2018 (draft)
Primary Risks

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score			Future Actions	Target		
				Impact	Prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
R1	Financial	Pressure to reduce budgets places existing services under financial pressure.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi		Work with contractors to either reduce costs or change service offer to be more affordable.	Lo	Hi		Under guidance from the SWB , agree with contractors delivery of savings.	Lo	Hi	
R2	Financial	Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal	Budget pressure created by increasing waste volumes.	Med	Hi		Implement cost effective treatment and disposal methods. Continued public engagement and interventions to encourage diversion.	Lo	Hi		Meet with suppliers to discuss how to deliver efficiencies. Consider potential for waste to increase during implementation of new service model.	Lo	Hi	
R3	Political	DCLG continues challenge innovation in funding Recycling Centres	Potential to reduce services provided or lead to increased costs.	Med	Hi		Continue to base policy on performance, popularity, effectiveness and affordability. Work with members from all tiers of local government to seek flexibility to ensure continuity of services.	Med	Med		Keep members, and particularly Board Members, informed especially following changes to administration or portfolio holders.	Med	Med	
R4	Political	Political priorities can and will change over time.	Political priorities change. SWP directed to change strategic and operational priorities.	Med	Med		Ensure members are aware of the social, environmental and financial impacts of SWPs services. Keep up to date with latest thinking to ensure opportunities to innovate are not	Med	Med		Keep members informed especially following changes to administration or portfolio holders.	Med	Med	
R5	Organisational	Part time Head of Service	Part time Head of Service is not ideal, especially at a time of major service review.	Med	Med		Ensure workload is planned to deliver the highest priorities and staff are empowered to work effectively and efficiently.	Med	Med		Delegate effectively to Senior Management Team.	Lo	Lo	
R6	Operational	Ability of contractors to deliver is reduced or compromised	As pressure is placed on contractors to deliver more with less service may suffer resulting in increased complaints.	Med	Hi		Ensure SWP carries out sufficient monitoring to keep the contractor focused on meeting contractual standards.	Med	Med		Regular meetings with contractors to keep service levels under review and to joint plan developments.	Med	Lo	
R7	Operational	IT Systems - obsolescence and compatability	Inefficiencies due to inadequate IT systems	Lo	Hi		Work with ICT units to improve compatability. Encourage contractors to invest in appropriate infrastructure.	Lo	Med		Keep systems under review.	Lo	Lo	

R8	Operational	Driver shortages	Impact on service delivery if not all rounds deployed. Quality of delivery suffers where inexperienced drivers employed in service delivery. This is a developing risk due to impacts of Brexit (weak pound and uncertainty of future residency rights)	Hi	Hi		Work with contractors to ensure they have policies in place for driver training and retention.	Med	Med		Create joint SWP/Kier working party to develop recruitment strategies. Seek opportunities to improve role of drivers. Work with local colleges to promote driving as a career option.	Med	Med	
R9	Environmental	Weather related	Service disruption caused by weather. Risk of extended localised disruption caused by flooding.	Med	Med		Follow procedures to ensure least disruption to services.	Med	Med		Review and update procedures in light of experience.	Med	Med	
R10	Commercial	Capacity of contractors to develop/improve services/ make new proposals	As service providers broaden their scope resources can be stretched and other areas may be prioritised; performance and commitment to service development may suffer	Med	Med		Work with service suppliers to ensure changes are managed with appropriate resources and services and delivered to expected level.	Med	Lo		Ensure that expectations are made clear and embedded in contractor meetings	Lo	Lo	
R11	Financial	National Spending Review - uncertainty over where potential cuts to DCLG budget will fall	Strategic plans based on a short horizon, resulting in short term decisions where longer term planning would be better.	Med	Med		Plan service maintenance and development with long horizon in mind but consider alternatives. Flag risks as appropriate to MD, SMG or Board	Lo	Lo		Where relevant maintain log of service changes that could be reviewed in future subject to affordability.	Lo	Lo	
R12	Political	New service model review results in differing collection service models across Somerset.	Inability to implement county wide service model, resulting in implementation delays and sub-optimal financial savings	Hi	Med		Ensure decisions are based on sound business case information, highlighting risks as appropriate, by ensuring SMG, SWP and partner authorities are clearly informed of the full facts.	Med	Med		Seek alternative implementation timescales through the planning process to allow further discussion and debate.	Med	Lo	
R13	Operational	SWP resource capacity insufficient to deliver major changes and maintain service levels	Degradation of current service support, resulting increased complaints. Sub standard planning and implementation of any significant changes.	Hi	Med		Ensure Business Case for major changes includes full outline of resource requirements to deliver the changes so budget is available for support..	Lo	Med		Ongoing review of SWP client team structure and priorities.	Lo	Lo	
R14	Operational	Future service model may have unforeseen impacts	Unforeseen issues arise when introducing a new service model to 240,000 households in Somerset resulting in costs or complaints.	Med	Med		Full risk and impact assessments of NSM proposals to ensure key risks are identified and mitigation put in place.	Med	Lo		Constant review of arising risks through roll out of any service changes	Lo	Lo	

R15	Operational	Site infrastructure ages and degrades	Infrastructure at fixed site, particularly recycling sites, degrades to the point where it is hazardous to site staff or members of the public.	Med	Med		Ensure ongoing programme of site inspection, identification of issues and prioritisation of maintenance and repair based on assessed potential impact.	Lo	Med		Review Health and Safety inspection procedures to ensure risks identified and highlighted efficiently	Lo	Lo	
R16	Operational	Collection infrastructure degrades to point of unreliability	Aging collection fleet reaching the end of its expected service life becomes prone to mechanical issues, resulting in failure to collect waste from households and transport it to disposal/bulking points. Aging balers/bulking facilities result in failure to offload materials causing bottleneck at bulking facilities.	Med	High		Ensure ongoing programme of monitoring service issues resulting from mechanical failures. Proceed with vehicle procurement programme, regardless of outcome of New Service Model decisions.	Med	Med		Procure replacement collection fleet. Ensure contractor meeting requirements to provide fit for purpose infrastructure.	Lo	Lo	
R17	Operational	Contractors fail to deliver service to expected service standards	Unspecified issues result in failure to deliver services to contractual standards resulting in increased complaints and increased cost of processing and managing complaints.	Med	Med		Ensure contractors are addressing issues of repeat failure (failure demand) and that supervisory arrangements are as required by the contract.	Lo	Med		Progress with plans to fit trackers to collection vehicles.	Lo	Lo	
R18	Operational	Contractor lacks capacity (skill/experience/resource) to deliver service change effectively	Contractor skill base inadequate to plan and implement complex service change resulting in problems with service in the aftermath of implementation.	Med	High		Ensure contractors are briefed on requirements well in advance. Ensure contractor planning is scrutinised by suitably skilled SWP staff.	Lo	Med		Review contractor's skill base at regular operational meetings and agree actions to ensure it remains adequate in all areas.	Lo	Lo	
R19	Operational	Focus on service development detracts from day to day service delivery focus.	Monitoring and management of contractors reduces to point where service delivery fails resulting in increased complaints.	Med	Med		Ensure full resource allocation plan in place for whole of SWP, optimising staff time in all areas and identifying and mitigating pressure points well in advance. Short term recruitment of adequate staff to cover requirements.	Lo	Lo		Ongoing monitoring of requirements. Ensure staff are skilled to cover certain aspects of other roles as necessary.	Lo	Lo	
R20	Social	Increase in care in the community for people with clinical needs results in significant and sudden increase in demand for household clinical waste collections.	Pressure on current service model; Contractor requests review of contracted price resulting in increased costs.	Low	High		Review structure and role of clinical waste service. Seek cost effective alternatives.	Lo	Med		Build relationships with Health and Social Care teams to predict and plan for future demand.	Lo	Lo	
R21	Hinkley C	Congestion from construction traffic may impact on collections	Alter times of collections or result in missed collections	Hi	Hi		Engagement with contractor and highways to assess risk and plan times and routes to avoid identified problems	Hi	Med		Continue to engage with appropriate bodies and respond quickly to any new or changed circumstances	Med	Med	

R22	Hinkley C	Increased demand from short term population growth during construction phases	Demand increases cost to SWP for providing the service	Hi	Hi		Engagement with appropriate bodies to identify level of growth and areas impacted	Med	Med		Engage with contractor to seek confirmation that most of the waste produced by the direct population growth as a result of the construction is dealt with by the contractor	Lo	Med	
R23	Hinkley C	Staff shortages through increased and more attractive employment opportunities through the construction phases to build the power station	Difficulty in attracting or keeping sufficient staff to provide the service	Hi	Hi		Establish pay rates and identify areas of concern	Med	Med		Continue to monitor pay rates and seek to promote and improve conditions and benefits of working in our service	Med	Lo	
R25	Operational	Closure of Broadpath Landfill site in 2018 could lead to some disruption to collections services in the rural areas south of Wellington and Chard.	May lead to some increase in collection contract costs due to additional travel time to next nearest disposal site	Lo	Hi		Forewarn contractor of planned closure. Work with contractor to ensure most efficient alternative routing is applied.	Lo	Hi		Implement new service arrangements that factor out dependence on Broadpath landfill site. This may require some changes to collection days in that part of Somerset.	Lo	Lo	
R26	Operational	Landfill site fires, primarily caused by hot ashes in waste, unwrapped broken glass acting as a magnifier, or lithium ion batteries in waste	Hazard for site staff, closure of landfill sites, operational delays for vehicles resulting in late kerbside collections and	Hi	Med		Increase publicity relating to fire prevention, encouraging people to dispose of waste responsibly.	Med	Lo		Cease use of landfill sites for disposal of Somerset's residual waste, transferring to disposal via Waste Transfer Stations.	Lo	Med	

Other Identified Risks (Low Impact or Low Likelihood or Already Mitigated or combination thereof)

Ref	Cause	Risks	Effect	Ongoing Mitigation	Future Actions
	Financial Pressures on Local Authorities	Savings required impact on existing services	Kneejerk savings lead to increased whole system costs, whether financial, environmental or social; Reduced Performance; Cost Shunting; Service Degradation; Increased Complaints; Increased Health and Safety Risks; Residents lose Interest/Concern.	Ensure partner authority members are engaged in key decision making; Somerset Waste Board to continue to demonstrate forward thinking approach; Seek external funding opportunities; Use staff flexibly - project approach and continued secondments; On going monitoring of performance and infrastructure to ensure no degradation; Improve business planning and prioritisation processes; Somerset Waste Board to continue to provide effective governance based on strategic priorities; Continue to use staff flexibly	Continued clear dialogue between Board members and Cabinet/Executive Colleagues
		Focus becomes entirely on financial outcomes			Conduct full Impact Analysis of all proposals
		Lack of funds for development			Ensure critical issues are forecast and flagged
		SWP Team capacity reduced			Seek low cost options for promoting key messages
		Maintenance budgets reduced			
		Waste minimisation budgets reduced			
	Financial Pressure on Contractors	Contractor change of strategy	Pressure on SWP staff; Pressure on partnership; Deterioration in service; Necessitates contract review or new procurement; Breakdowns increase; Service disruption	Step in rights in contract already in place; Frequent engagement with Kier management; Monitoring of stability of contractor; Monitoring of contract performance	Continue to engage and monitor
		Contractor management structure reduced			Ensure Business Continuity Plans in place
		Reduced front line resources			
		Contractor default			
		Contractor does not refresh equipment at "end of life"			
		Instability on selling of contract			
		Contractors prioritise other parts of their business.			
	Other Socio-economic impacts	Economic upturn	Increase in packaging disposed of; Viability of contractor threatened; Less attention paid to recycling/prevention	SWP to conduct waste minimisation and prevention campaigns; Promote benefits of the service and transparency of outcomes	
		Value of recyclate goes down			
		People disengage from political processes			
		Austerity makes recycling a lower priority			

	Financial Pressures on Household	Increased material at kerbside	Increase materials in bins and associated landfill costs; Loss of income from charged for services (including GW collections)	Extended Recycling centre opening; Inflation only increases where charges apply	Promotion of sustainable, cost effective alternatives to waste disposal
		Avoidance of charged for services			
	Multi partner organisation in changing political environment	National/District elections result in change of political steer and make up	Difficulty agreeing priorities and strategy; Focus on manging relationships and not delivering business requirements; Potential failure among partners to understand benefits of SWP; Less staff available to deliver customer requirements as time being spent on other things	Involve all partners in developing strategy and priorities; Offer SWP induction for all members	Maintain awareness of pressures on partners
		Misunderstood by external agencies and therefore lose out			Encourage continuity and support scrutiny committees
		Legislative changes			Ensure benefits of efficiencies are shared by all partners
					Use existing structures such as SMG to ensure partners understand and engage with SWP
	Changes in waste services	Changes implemented inefficiently	Reputational damage; Low morale; Loss of effectiveness; Service failures increase; Failure to reach targets	Ensure change approached in a planned manner; Collaborative working that directs resource effectively and shares knowledge; Follow project management structure when implementing change; Understand and mitigate impacts of changes; Ensure collaborative working in place so all options can be assessed and consensus reached	
		SWP fails to act proactively			
		Loss of senior SWP staff			
		Lack of clear decision about future disposal for residual waste			
		External pressures to deliver early results			
	Service disruption beyond our control	Extreme weather (hot, cold, wet)	Loss of service; Backlog of waste for collection/disposal; Increased Complaints	Have Business Continuity plan in place; Effective communication links in place - media, website, social media; Review effectiveness of responses to previous incidents	
		Industrial action			

Somerset Waste Board meeting
29th September 2017
Report for decision

Fees and Charges

Lead Officer: Colin Mercer/ Contract Manager

Author: Colin Mercer/ Contract Manager

Contact Details: 01823 625700

Forward Plan Reference:	SWB/17/06/06
Summary:	The purpose of this report is to seek Member approval for fees and charges applied to waste services for which a charge may be made, for the financial year 2018/2019.
Recommendations:	That the Somerset Waste Board agrees to recommend the proposed charges as set out in Table 2 for introduction in April 2018
Reasons for recommendations:	To continue to align more of the cost of the service to the service user and reduce the burden on the general Council Tax payer.
Links to Priorities and Impact on Annual Business Plan:	This is an annual exercise carried out in the Autumn to enable partners to feed fees and charges into the budgeting process for the following financial year.
Financial, Legal and HR Implications:	The increase in charges will continue to reduce the burden on the general Council Tax payer but continues to provide good value for money to the service user.
Equalities Implications:	An Equalities Impact Assessment has been carried out and is attached as Appendix A to the report.
Risk Assessment:	There is a risk that price increases in garden waste charges will result in a drop in customers taking up or renewing the service, leading to an income shortfall.

1. Background

- 1.1.** Waste Collection Authorities (WCAs) are empowered by the Environmental Protection Act 1990 and by regulations to charge for the collection of certain types of household wastes. These include bulky items and household garden wastes. The authorities are also empowered to charge for the provision of waste containers. Waste Disposal Authorities (WDA) are empowered by the Environmental Protection Act 1990 and by regulation to charge for the disposal of certain wastes. These powers have been delegated to the Somerset Waste Board (SWB) through the Appendix 1 of the Constitution.
- 1.2.** Last year the board voted to harmonise charges across the County for all the chargeable services included in this report. It is recommended this continues and the proposed charges are again adopted across the County
- 1.3.** It is recommended the charge for a replacement bin and of garden and bulky waste collections is increased by 3.5% as set out in Table 1 to mitigate against inflationary pressures and to continue to cover the contractual cost of providing the service.
- 1.4.** Local authorities currently charging their residents to use household waste recycling centres have until 1 April 2020 to make alternative arrangements for such sites. It is recommended that the entry charge for the two such sites in Somerset (Dulverton and Crewkerne Community Recycling Sites) remains at £2 until such time as a further review of these arrangements has been taken.
- 1.5.** The commodity charges for materials received at the Recycling Centres have been a relatively recent introduction, commencing in April 2011 for gas bottles, hardcore & tyres and in April 2016 for asbestos & plasterboard. The inflation rate for the Core Services contract is applied annually in arrears and is 3.23% for the purposes of this price review. It is recommended these charges continue to be raised in line with inflation, rounded to the nearest 10p as set out in Table 1.
- 1.6.** Although no decision has yet been made there is the prospect that our current charging regime at Recycling Centres will be altered following a review by Central Government. This has been noted and highlighted in our risk register.
- 1.7.** It is also recommended that a review of charges and all related costs of providing the service is carried out in 2018/19 and is brought back to the board for further consideration in a years' time.

2. Options Considered and reasons for rejecting them

- 2.1.** The option to keep prices the same was considered but this was rejected to allow for inflationary increase in contract costs and to continue to allocate the majority of the cost to the service user.

3. Consultations undertaken

- 3.1.** Strategic Management Group (24 August 2017)

4. Implications

- 4.1. If the charges for these services are not increased the costs may require subsidy from other areas of partner expenditure.
- 4.2. The level at which charges are set provides incentives to encourage customers to reduce waste or use alternative options that are environmentally or socially beneficial (for example, by home composting garden waste or by using furniture reuse services for some bulky items).

Table 1

FEES AND CHARGES		Actual	Proposed
			+3.50% rounded to nearest 10p.
ITEM	Unit	2017/18	2018/19
Garden waste collections	Garden bin - 2 years (SSDC only)	£ 100.00	£ 103.50
	Garden bin - 1 year	£ 53.50	£ 55.40
	Garden sacks (10)	£ 26.50	£ 27.40
Bulky waste collections	1 - 3 items	£ 41.50	£ 43.00
	additional items to max 5	£ 11.50	£ 11.90
Bin replacement	per bin	£ 25.00	£ 25.90
CRS Access charge (No Increase)	per visit	£ 2.00	£2.00
			+3.23% rounded to nearest 10p.
Asbestos collections	Maximum of 30 sheets or 1 tonne	£ 227.70	£ 235.10
Commodity Charges at RCs			
Asbestos (per sheet or sack equivalent)	sheet or sack equivalent (Max 30)	£ 12.20	£ 12.60
Plasterboard (per)	sheet or sack equivalent (Max 36)	£ 4.10	£ 4.20
Gas bottles	<10kg	£ 6.30	£ 6.50
	10 - 20 kg	£ 12.60	£ 13.00
	Specialist cylinders	£ 36.90	£ 38.10
Soil and hardcore	Single carrier bag	No Charge	No Charge
	Rubble sack	£ 3.60	£ 3.70
	small van or trailer (< 250kg)	£ 18.40	£ 19.00
	medium van or trailer (< 500kg)	£ 36.90	£ 38.10
Tyres	Per Un-Rimmed Tyre	£ 3.60	£ 3.70
	Per Rimmed Tyre	£ 4.70	£ 4.90
	Per Large (e.g. Lorry Size Tyre)	£ 47.90	£ 49.40

Appendix A

Impact Assessment Form and Action Table (Expand the boxes as appropriate, please see guidance to assist with completion)			
Why are you completing the Impact Assessment?			
Proposed New Policy or Service	Change to Policy or Service	MTFP or Paper	Service Review or SCC Change Programme
	X		
What are you completing the Impact Assessment on (which policy, service, MTFP reference, cluster etc)?		Somerset Waste Partnership Fees and Charges 2017/18	
Section 1 – Description of what is being impact assessed			
Proposed changes to fees and charges from those shown in table 1 to those shown in table 2 for 2018 - 2019:			
Section 2A – People or communities that are targeted or could be affected (for Equalities - taking particular note of the Protected Characteristic listed in action table)			
Residential population of Somerset			
Section 2B – People that the policy or service is delivered by			
Somerset Waste Partnership, Kier (MG) and Viridor			
Section 3 – Evidence and data used for the assessment (Attach documents where appropriate)			
Somerset Waste Partnership “Proposed Scale of Fees and Charges 2018/19” paper.			
Section 4 – Conclusions drawn about the impact of the proposed change or new service/policy (Please use prompt sheet for help with what to consider): Key issues to be fed into relevant Action Table			
Equality			
<p>The impact of the recommended schedule of charges in the 2018/19 period will be limited.</p> <p>Garden Waste: SWP recommend Garden Waste charges are set at £55.40 per annum and £103.50 for two year subscription for a wheeled bin service and £27.40 for 10 sacks. There remain a number of options for dealing with garden waste including home composting or taking to one of the recycling centres for processing. No impacts have been identified as a result of adoption of these charges.</p> <p>Bulky Waste: SWP recommend Bulky Waste charges are set at £42.90 for up to 3 items and £11.90 for each subsequent item up to a maximum of five. There remain a number of options for Somerset residents to dispose of bulky items which include using Recycling Centres. No impacts have been identified as a result of adoption of these charges.</p> <p>Replacement refuse bins: residents do have the option to use sacks if they do not wish to pay for a bin.</p>			

Charges at Recycling Sites are for material which is not classed as household waste and as such is a purely commercial transaction however we currently have an arrangement in place to restrict any unexpected or gratuitous price rises by tying these to annual inflation applied one year in arrears (RPI).

In general increases in charges may have a disproportionate impact on the post retirement age group; those on low incomes; people with mobility impairments, or people with sensory impairments that may impact on their mobility. We recommend we continue to promote free and sustainable alternative disposal routes; home composting etc. and, as an alternative to purchasing a replacement refuse bin, allowing use of refuse sacks in appropriate circumstances.

People living in rural areas may be disproportionately impacted by the increase in charges, as might people with limited mobility and low income who would find carrying sacks difficult and paying for a replacement bin an unreasonable cost.

Health and Safety

Should residents decline replacement wheeled bins as a result of the charge they will have the option to place refuse out in sacks instead. This creates a greater requirement for manual lifting by collection crews. Kier (MG) advice this increased requirement is acceptable and the increased risk is marginal but requires ongoing monitoring.

Sustainability

Based on the experience we do not anticipate a significant change to take up of services. Therefore there are no identified sustainability issues.

Community Safety

There has been no identified impact on public safety as a result of these changes.

Privacy

Personal data relating to uptake of these services will continue to be held on secure systems.

Business Risk

Status: Green.

- There is a slight risk that increased charges will lead to a lower take up rate, but experience to date does not suggest this will be the case.
- There is a risk that the overall cost of the collection services to the general taxpayer will rise if the price to the customer does not keep pace with the inflationary increase in the contractual cost.

Section 5 – After consideration please state your final recommendations based on the findings from the impact assessment. Also include any examples of good practice and positive steps taken.

The Equalities Impact Assessment process shows that there are some sections of the population who may be impacted by the changes more than others. However there are strong mitigating factors in each case and therefore the impact is marginal and is unlikely to be prejudicial to their access to waste services in Somerset.

Section 6 – How will the assessment, consultation and outcomes be published and communicated? E.g. reflected in final strategy, published.

This assessment will be briefed to the Somerset Waste Board meeting of 31st Sept 2017. It will then be reviewed following any amendments to the proposal required by the Board. It will then be published on the Somerset County Council web site.

Completed by:	Colin Mercer
Date	15/09/17
Signed off by:	Bruce Carpenter
Date	18/09/17
Compliance sign off	Mark Blaker
Date	18/19/17
To be reviewed by: (officer name)	Colin Mercer
Review date:	01/08/2018

Somerset Waste Board meeting
 29 September 2017
 Report for decision

Somerset Waste Partnership – Outline Business Plan 2018 - 2023

Lead Officer: Bruce Carpenter / Interim Managing Director

Author: Mark Blaker / Business and Governance Manager

Contact Details: 01823 625700

Forward Plan Reference:	SWB/17/06/02
Summary:	<p>The Somerset Waste Partnership Draft Business Plan for the period 2018 to 2023 will be brought to the November 3rd meeting of the Somerset Waste Board for approval.</p> <p>The suggested revised Business Plan approval timetable is intended to align with consultation around changes to the Recycle More programme, which will allow partner authority council members to deal with waste issues in hand more efficiently.</p>
Recommendations:	<p>(i) Comments on and approves the broad approach and proposed priority areas for inclusion in the Business Plan 2018-23 as set out in Sections 2 and 3 of the report.</p> <p>(ii) Discuss and provide further ideas for any particular service changes, projects or programmes for potential inclusion in the Draft Plan to be approved for consultation at the November 2017 meeting.</p> <p>(iii) Approves the revised timetable for Business Plan approval for this year: -</p> <ul style="list-style-type: none"> • November 3rd 2017- Draft Plan to be submitted for Board approval; • November/December - Partner authority consultation and approval • December 15th 2017 - final Board approval.
Reasons for recommendations:	<p>The Board is required to approve a draft business plan annually for consultation with, and approval by, the partners. Producing an outline at this stage helps the Board to identify key areas for inclusion and to direct officers to prepare more information on any area it highlights. This also gives the Board an opportunity to identify any potential service changes so that these can be</p>

	further assessed at an informal, non-decision making workshop and set out for approval in the Draft Plan.
Links to Priorities and Impact on Annual Business Plan:	The Constitution requires the Board to produce a business plan on an annual basis.
Financial, Legal and HR Implications:	The financial framework and default budget position is outlined in the following report on the agenda. The detailed financial implications of any new areas of work, or any changes to existing services, as requested by the Board, will be provided when the Board is recommended to approve the draft plan in December.
Equalities Implications:	The Board is required to have “due regard” to our equalities duties when taking any formal decision. Equalities implications will be considered and reported for any service changes or relevant projects proposed by the Board.
Risk Assessment:	<p>There is a risk that by adjusting the Business Plan approval timeframe the associated financial information may not be complete and finalised, though we understand the margin of error will be minor.</p> <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. The Board is required to approve a draft business plan annually. The plan is rolling five year plan and therefore the 2018-23 version will include some items already highlighted within the current plan, updated as necessary.
- 1.2. The Draft Plan will be submitted to the Board in November along with the Draft Budget 2018-19.
- 1.3. Producing an outline at this stage, along with outlining the default budget position, helps the Board to identify potential service changes or programmes for inclusion and to direct officers to further develop ideas and/or prepare more information on any area it highlights.

2. Proposed Approach

2.1. The matters of concern outlined in the Outline Business Plan report in September 2016 still apply:

- (i) The potential for waste volumes to fluctuate resulting in difficulty in predicting volume and controlling costs.
- (ii) The continuing apparent difficulties, in Somerset and elsewhere in the UK, in improving recycling rates beyond a level which was locally reached several years ago.
- (iii) Lack of respite on cumulative year on year financial pressures facing the partner authorities.
- (iv) Stability of future services as we approach changes in contractual arrangements and changes in legislation.

2.2. Responses to these issues have included the following developments in 2017.

- (i) Agreement and strategy to move away from landfill as disposal route for residual waste by 2020
- (ii) Development of the Recycle More service model, including proposals for enhanced recycling and three weekly residual waste collections

2.3. The 2018 – 2023 Business plan will focus resource on: -

- (i) Monitoring implementation of the infrastructure required to deliver the new residual waste treatment.
- (ii) Developing, refining and planning proposals to deliver Recycle More
- (iii) Bolster actions and ambitions relating to waste minimisation and prevention activities. This will place greater emphasis on developing a programme that recognises the potential contribution of all SWP staff and stakeholders and that works to the full five year horizon of the Business Plan. SWP proposes to include, in 2018 – 2019, a trial reintroduction of a schools education service based on providing 100 half day activity sessions through the year (e.g. one assembly plus activities with two classes per half day) fully funded in the first year through the Viridor Community Sector Integration Plan.

2.4. Legislative Environment: -

- (i) SWP will need to consider the impact of changes to the Local Government Act 2003 which have removed our ability to charge for entry at Crewkerne and Dulverton Community Recycling Sites beyond 2020. The changes to the legislation have also removed the option to charge for entry at other recycling centres through designating them as discretionary.
- (ii) The DCLG, as noted in the 2017-2022 Business Plan, have indicated their intention to review Local Authority powers to charge for disposal of certain items identified by SWP as non-household waste, such as rubble, asbestos and plasterboard. SWP will continue to monitor progress and consider options to respond.

2.5. SWP will review the Viridor Core Services contract and associated services.

- 2.6.** The approval timetable will change on a one off basis, with Draft Business Plan presented to the November Board meeting for approval for consultation, followed by partner authority consultation and final approval of the plan at the December Board meeting. This is to align with consideration of changes to the Recycle More roll out programme. (See Appendix A - Business Plan Approval Timetable).

The advanced timetable for the approval of the Business Plan will take it slightly out of alignment with the Annual Budget setting process. A draft Annual Budget for the forthcoming year is brought to the December meeting. Whilst this is not finalised at this stage, historically these figures have been very close to the final budget in February, particularly for collection partners, with only minor variations for final customer numbers. It is therefore considered a very low risk to approve the Business Plan ahead of the final Annual Budget for 2018/2019, particularly as the key actions in the Business Plan such as Recycle More will have no direct budgetary impact on 2018/2019.

3. Commentary on Key Areas

3.1. Recycle More

See separate update

3.2. Energy from Waste

SWP will monitor implementation of the contracted solution by Viridor

3.3. Addressing the Impact of Waste

SWP will seek opportunities to reduce and prevent waste and drive waste up the waste hierarchy.

4. Consultation Undertaken

- 4.1.** See separate Recycle More update

5. Background papers

- 5.1.** SWB Business Plan 2017 - 22

Appendix A – Business Plan Approval Timetable

29 September 2017	Board agree Outline Business Plan
3 November 2017	Board approves Draft Business Plan for consultation
Partner Authority Consultation	<p>The following meetings have been proposed: -</p> <ul style="list-style-type: none"> • 14 November - TDBC Scrutiny • 15 November - SCC Cabinet • 22 November - SDC Executive • 23 November - WSC Scrutiny • 29 November - TDBC Cabinet • 30 November - WSC Cabinet • 4 December - Mendip Cabinet • 7 December - SSDC Executive • 13 December - SDC Full Council
15 December 2017	Board approves Business Plan Board notes Draft Budget 2018/19
23 February 2018	Board approves Budget 2018/19

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Somerset Waste Board meeting
29 September 2017
Report for decision

Contractual Negotiations for Recycle More
Lead Officer: Bruce Carpenter, Interim Managing Director
Author: Bruce Carpenter, Interim Managing Director
Contact Details: 01823 625707

<p>Forward Plan Reference:</p>	<p>SWB/17/04/01</p>
<p>Summary:</p>	<p>This is a short public report covering a confidential report (shown at Appendix A) which considers options for delivering the Recycle More (RM) scheme in the light of a changed risk profile for the project.</p>
<p>Recommendations:</p>	<p>It is recommended that the Board:-</p> <ol style="list-style-type: none"> 1. Agrees to : <ol style="list-style-type: none"> i) form a (non-decision making) “New Service Task and Finish Group” (see Appendix 1 for the terms of reference) consisting of one SWB member representing each partner authority and ii) seek nominations to this Group from the Board. 2. Receives written or verbal updates from officers and/or the Task and Finish Group at meetings throughout the process. Some of these may be commercially confidential. 3. Notes that it may also be necessary to convene extra Board and/or Task and Finish Group meetings where decisions are required in order to avoid delays to the process. Some of these may be confidential sessions. 4. Agrees the case for applying the exempt information provision as set out in the Local Government Act 1972, Schedule 12A and therefore to treat the attached confidential report and its appendices in confidence, as they contain commercially sensitive information, and as the case for the public interest in maintaining the exemption outweighs the public interest in disclosing that information. 5. Subject to the approval of recommendation (4) above, agrees to exclude the press and public from the meeting for the consideration of the attached confidential report and its appendices where there is any discussion at the meeting regarding exempt or confidential information.

	<p>6. Considers the recommendations contained within the confidential report.</p> <p>7. Agrees to convene a special meeting of the Board on Friday 3 November 2017.</p> <p>8. Subject to approval of the recommendations above, authorise the Managing Director to undertake any appropriate consultation with partner authorities and to issue them with a briefing note for partners.</p>
Reasons for recommendations:	<p>To ensure that the RM scheme is implemented as effectively and efficiently as possible with regard to the Board's primary objectives and associated risks.</p> <p>The "New Service Task and Finish Group" will provide improved member engagement and insight into the procurement process.</p> <p>The accompanying confidential report contains commercially sensitive information relating to the contract and the Council's financial and business affairs. Officers recommend that this is treated as exempt information. "Exempt information" is defined by Section 100 of the Local Government Act 1972, by Schedule 12A to that Act.</p>
Links to Priorities and Impact on Annual Business Plan:	<p>The proposal would impact on Task 5.2 within the SWB Approved Business Plan 2017-22 concerning the roll out of the RM improved kerbside collection scheme.</p> <p>Other potential impacts on Business Plan tasks are discussed in the confidential report.</p>
Financial, Legal and HR Implications:	As set out in the confidential report at Appendix A.
Equalities Implications:	None.
Risk Assessment:	A number of risks were highlighted in previous reports on this subject and further consideration of risks is provided in the confidential report.

1. Background

- 1.1. SWP has been reviewing the plans for operational delivery of RM to ensure they meet the objectives of Somerset Waste Board (SWB) and this work is on-going.

- 1.2. The objective of implementing the RM scheme countywide as approved by the SWB in December 2016 is not affected by this review.
- 1.3. It is proposed that a New Service Task and Finish Group (NSTFG) is formed consisting of one SWB member representing each partner authority. Nominations from the Board are requested at the meeting on 29 September.
- 1.4. The purpose of the NSTFG is to provide close member oversight into the project and to provide advice and guidance where required. The Group is non-decision making; any major decisions required will come to the Board with a recommendation from the Task and Finish Group.
- 1.5. The proposed terms of reference for the NSTFG are set out in Appendix 1. It is intended to meet at least quarterly in private sessions with relevant officers and provide either written or verbal updates to the next available Board meeting. The NSTFG will continue to meet until the Board considers that its work has been completed.

2. Options Considered and reasons for rejecting them

- 2.1. Options for the delivery mechanism and the impact on the implementation timetable for are set out in the accompanying confidential report.
- 2.2. It is not expected that any binding final decision regarding options to implement RM will be made at this meeting and, following completion of more detailed work on options recommended in the confidential report, a further report will be brought to a special meeting of the Board on 3 November 2017.

3. Consultations undertaken

- 3.1. Officers have engaged Kier Environmental Services (Kier), the Waste and Recycling Collection Contract service provider, about the options.
- 3.2. The options in the confidential report were discussed at a confidential workshop for Board Members on 15 September.
- 3.3. The options in the Confidential report were discussed and the recommended approach was endorsed by the Strategic Managers Group (SMG) on 24 August and 19 September.

4. Implications

- 4.1. As there are contractual aspects to the dialogue with Kier, the details are appropriately restricted to the confidential report to protect the interests of both parties.
- 4.2. However it is recommended that a briefing note is issued to SWP partners after considering the recommendations contained in the confidential report.
- 4.3. Other contracts within the SWP's remit are not affected by the review proposals.

5. Background papers

- 5.1.** Report to SWB “Recycle More” 16th December 2016.
<http://democracy.somerset.gov.uk/documents/s1215/16%20December%202016%20Item%208%20Recycle%20More.pdf>

- 5.2.** SWP Business Plan 2017-22 Approved by SWP on 24th February 2017.
<http://democracy.somerset.gov.uk/documents/s2370/Somerset%20Waste%20Partnership%20Business%20Plan%202017%20-%202022.pdf>

- 5.3.** Report to SWB “Contractual Negotiations for Recycle More” 30 June 2017.
<http://democracy.somerset.gov.uk/documents/s3865/Paper%20I%20-%20Contractual%20Negotiations%20for%20Recycle%20More.pdf>

Appendix 1

NEW SERVICE TASK AND FINISH GROUP TERMS OF REFERENCE

Introduction

Somerset Waste Partnership has been reviewing the plans for operational delivery of Recycle More to ensure they meet the objectives of Somerset Waste Board (SWB) and this work is on-going.

The objective of implementing the Recycle More scheme countywide as approved by the SWB in December 2016 is not affected by this review.

Role of the New Service Task and Finish Group (NSTFG)

1. To provide close member oversight into the project and to provide advice and guidance where required.
2. The Group is non-decision making; any major decisions required will come to the Somerset Waste Board with a recommendation from the Task and Finish Group.

The NSTFG will continue to meet until the Somerset Waste Board agrees that it has completed its work.

Membership

The NSTFG shall consist of one Somerset Waste Board member from each of the six partner councils.

It is a matter for the Somerset Waste Board to nominate or terminate the appointment of members serving on the NSTFG. A member appointed to the NSTFG will remain a member of the NSTFG until such time as the Board changes or terminates their appointment.

Meetings

The NSTFG will meet in private sessions at least quarterly and the date and time of each meeting will be agreed by the Chairman of the NSTFG in conjunction with the Managing Director of the Somerset Waste Partnership.

The host authority for the Somerset Waste Board will be responsible for issuing the papers and producing the meeting notes to all attendees.

Quorum

The quorum for the NSTFG shall be 3 members of the group.

Election of Chair

The NSTFG shall elect a Chair and Vice Chair at the first meeting and annually thereafter.

Agenda Items

The Chairman of the NSTFG and the Managing Director of Somerset Waste Partnership shall agree each meeting agenda.

Agenda Items for the next meeting shall be a standing item on the NSTFG's agenda along with the key points and/or recommendations from the NSTFG to be reported to the next Somerset Waste Board meeting.

Voting

It is intended that agreement will be reached by consensus, however if a vote is required each NSTFG Member will have one vote. In the event of a tie the Chairman shall have the casting vote.

Members Conduct

Members of the NSTFG will be bound by their own Codes of Conduct. Members will need to comply with the principles of the Host Authority's Members' code of conduct as it applies to the declaration of interests, and compliance with the principles of public life set out by the Nolan Committee on Standards in Public Life.

Declarations of Interest

Members of the NSTFG must declare any interest during meetings of the Group (and withdraw from the meeting if necessary) in accordance with their Council's Code of Conduct or as required by law.

Openness and Transparency

All meetings of the NSTFG will be held in private sessions in accordance with Section 100A(4) of the Local Government Act 1972.

Confidentiality

In accordance with their Council's Code of Conduct, elected Members of the NSTFG must not disclose any information considered 'exempt' in accordance with Section 100A(4) of the Local Government Act 1972.

Host Authority

The NSTFG will be hosted under Local Government arrangements by Somerset County Council and supported by officers from the Somerset Waste Partnership and County Council.

Review of Terms of Reference - The NSTFG will review its Terms of Reference on an annual basis and make any recommendations on any proposed changes to the Somerset Waste Board.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Somerset Waste Board and Somerset Waste Partnership Forward Plan of Key Decisions

The Somerset Waste Board and Waste Partnership are required to set out details of planned key decisions at least 28 calendar days before they are due to be taken. This forward plan sets out key decisions to be taken at Waste Board meetings as well as individual key decisions to be taken by an Officer. The very latest details can always be found on our website at:

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

Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 defines a key decision as an executive decision which is likely:

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

Waste Board meetings are held in public at County Hall unless the Board resolve for all or part of the meeting to be held in private in order to consider exempt information/confidential business. The Forward Plan will show where this is intended. Agendas and reports for Board meetings are also published on the County Council's website at least five clear working days before the meeting.

Individual key decisions are shown in the plan as being proposed to be taken within a ten day period, with the requirement that a report setting out the proposed decision will be published on the County Council's website at least five working days before the date of decision. Any representations received will be considered by the decision maker at the decision meeting.

In addition to key decisions, the forward plan set out below lists other business that is scheduled to be considered at a Board meeting during the period of the Plan, which will also include reports for information. The Plan is updated on a weekly basis and the latest version is published on the Council's website usually on a Monday (except where this is a bank holiday). Where possible the Board will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light. Please ensure therefore that you refer to the most up to date Plan.

For general enquiries about the Forward Plan:

- You can view it on the County Council's website at <http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=196&RD=0>
 - You can arrange to inspect it at County Hall in Taunton.
 - Alternatively, copies can be obtained from Scott Wooldridge or Julia Jones in the Community Governance Team by telephoning (01823) 359027 or 357628.

To view the Forward Plan on the website you will need a copy of Adobe Acrobat Reader available free from www.adobe.com
Please note that it could take up to 2 minutes to download this PDF document depending on your Internet connection speed.

To make representations about proposed decisions:

Please contact the officer identified against the relevant decision in the Forward Plan to find out more information or about how your representations can be made and considered by the decision maker.

The Agenda and Papers for Somerset Waste Board meetings can be found on the County Council's website at:
<http://democracy.somerset.gov.uk/ieListMeetings.aspx?CId=196&Year=0>

Weekly version of plan published on 1 September 2017

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
SWB/17/09/01 First published: 21 September 2017	3 Nov 2017 Somerset Waste Board	Issue: Draft Business Plan 2018-2023 and Risk Register Decision: To comment on content and agree that the draft report be circulated to partner authorities for comment			Mark Blaker, Business and Governance Manager, Somerset Waste Partnership Tel: 01823625720
SWB/17/09/02 First published: 21 September 2017	3 Nov 2017 Somerset Waste Board	Issue: Contractual Negotiations for Recycle More Decision: To consider the update and a confidential report		Part exempt	Bruce Carpenter, Interim Managing Director for Somerset Waste Board Tel: 01823 625708
SWB/17/09/03 First published: 21 September 2017	15 Dec 2017 Somerset Waste Board	Issue: Draft Annual Budget for 2018/19 Decision: To comment on content and agree that the draft report be circulated to partner authorities for comment ahead of reporting to February's Board meeting			Martin Gerrish, Strategic Manager - Financial Governance and Finance Officer for SWP Tel: 01823 355303
SWB/17/09/04 First published: 21 September 2017	15 Dec 2017 Somerset Waste Board	Issue: Financial update Quarter 2 2017/18 Decision: To consider the financial position as at the end of September 2017 and consider any recommendations			Martin Gerrish, Strategic Manager - Financial Governance and Finance Officer for SWP Tel: 01823 355303

Weekly version of plan published on 1 September 2017

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
SWB/17/09/05 First published: 21 September 2017	15 Dec 2017 Somerset Waste Board	Issue: Performance update as at Quarter 2 2017/18 Decision: To consider the update position at the end of September 2017			David Oaten, Contracts Manager - Treatment and Infrastructure Tel: 01823 625721
SWB/17/09/07 First published: 21 September 2017	15 Dec 2017 Somerset Waste Board	Issue: Health and Safety update Decision: To consider and note the regular update			Colin Mercer, Contracts Manager Tel: 01823625700