

Somerset Waste Board
Friday 3 November 2017
10.00 am Luttrell Room -
County Hall, Taunton



SPECIAL MEETING

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 - 26 October 2017

For further information about the meeting, please contact Julia Jones or Scott Wooldridge or 01823 359027 or jjones@somerset.gov.uk / 01823 357628 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 3 November 2017

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

1 **Apologies for Absence**

2 **Declarations of Interest**

3 **Minutes from the meeting held on 29 September 2017** (Pages 7 - 14)

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 **Draft SWP Business Plan 2018-2023** (Pages 15 - 36)

To consider the report

6 **Recycle More** (Pages 37 - 40)

To consider the report

Possible exclusion of the press and public

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supporting appendices available to Board Members contain exempt information and are therefore marked confidential – not for publication.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

Exclusion of the Press and Public

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

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

Item Somerset Waste Board - 10.00 am Friday 3 November 2017

7 **Somerset Waste Board Forward Plan** (Pages 41 - 44)

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

8 **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.

9 **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.

Agenda item 3

SOMERSET WASTE BOARD

Minutes of a Meeting of Somerset Waste Board held in the Luttrell Room, County Hall, Taunton, on Friday 29 September 2017 at 10.00am.

PRESENT

Cllr C Aparicio Paul	Cllr Roundell Greene
Cllr P Berry	Cllr G Slocombe
Cllr M Dewdney	Cllr N Taylor
Cllr D Hall	Cllr N Woolcombe-Adams (Vice Chair following election)
Cllr D Hill	Cllr D Yeomans (Chair following election)
Cllr B Maitland-Walker	

Other Members present: Cllr M Lewis, Cllr T Munt

Apologies for absence: Cllr S Ross

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 B Maitland-Walker	Member of Carhampton Parish Council
Cllr N Taylor	Member of Somerset County Council
	Member of Cheddar Parish Council
Cllr D Yeomans	Member of Curry Rivel Parish Council

MINUTES OF THE MEETING HELD ON 30 JUNE – agenda item 3

The record of the meeting of the Somerset Waste Board held on 30 June 2017 was taken as read and signed as correct.

PUBLIC QUESTION TIME – agenda item 4

There were no public questions.

INTRODUCTION FROM THE NEW MANAGING DIRECTOR – agenda item 5

The Board welcomed Mickey Green to his new role. Mickey Green, the new Managing Director for the Somerset Waste Partnership, made a presentation to the Board introducing himself and the key priorities for the next few years.

The Board noted the new Managing Director's presentation.

FINANCE PERFORMANCE UPDATE Q1 2017/18 AND DRAFT BUDGET 2018/19 – agenda item 6

The Chairman invited Mr Gerrish to introduce the Finance update for Quarter 1 2017/18 and the Draft Budget 2018/19. Mr Gerrish highlighted that 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. He also advised that

the report initiated the formal commencement of the budget setting process that will ultimately lead to the Annual Budget for 2018/2019 being approved in February 2018.

The Annual Budget is entirely 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 helps demonstrate how the Partnership is managing its resources as it delivers the Annual Business Plan.

In terms of 2017/18, Mr Gerrish drew attention to the latest position in terms of the budget spend and in particular the summary table in section 2 of the report. 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). The projections regarding recycling credits in paragraph 2.1 were highlighted.

The Board were advised that 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. Inflation risks were also highlighted as given the current general upturn in inflation, particularly around fuel, this could be more significant a factor than in previous years.

During discussion Mr Gerrish was asked to provide a written update for Board Members regarding the VAT reclaim issue that was previously outlined to the Board, along with what the potential implications for Somerset Waste Partnership and the partner councils.

Following consideration of the officer's report, Somerset Waste Board RESOLVED to:

- 1. note the summary financial performance for 2017/2018 year to date and the potential outturn position for each partner authority.**
- 2. note the current budget factors that will have implications for setting the 2018/2019 Annual Budget.**

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

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

PERFORMANCE MONITORING REPORT Q1 2017/18– agenda Item 7

David Oaten, Contracts Manager, introduced the key points from the report. The report summarised key performance indicators for Quarter 1 from April to June 2017 and compared these to the same period in 2016-17.

Reference was made to the key findings set out in section 3 and the supporting appendices and the fly-tipping levels across the county which had shown an overall reduction. Mr Oaten reported back on the request from June's Board meeting for further information regarding asbestos disposal and referred to paragraph 3.4 of the report.

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

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

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

SWP RISK UPDATE - agenda Item 8

Mark Blaker, the Business and Governance Manager, introduced the report which updated members of any changes to or developments with the annual SWP Risk Register.

Reference was made to section 2 of the report and the new risks that had been identified regarding landfill fires and future driver shortages as a result of Brexit and the Hinkley C development. The Board were advised of the mitigations that were being progressed.

During discussion the following points were made:

- Further promotion of the risks of households putting flammable items in their residual waste
- Reference made to a further fire at the Dimmer landfill site over the bank holiday which was the seventh since March. Request for assurance that Viridor are making every effort to mitigate these risks. SWP officers already working with Viridor on fire prevention plans.
- The need to work with the collection contractor to have tracker devices installed so that assurance can be provided that the correct routes being followed and missed collections avoided. It was clarified that the contractor already uses some portable in-cab technology but this is not for all vehicles.
- Clarity provided regarding clinical waste disposal and that this had grown significantly over the last ten years.

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.

FEES AND CHARGES 2018/19 – agenda item 9

The Chairman invited Colin Mercer, Contract Manager, to introduce the report. He highlighted the proposed fees and charges changes for 2018/19 set out in the report. Mr Mercer pointed out that the proposals continue to try and align more of the cost of the service to the service user and reduce the burden on the general Council Tax payer. It was clarified that the recommendation in the report should refer to table 1.

During discussion the following points were raised:

- Cllr Slocombe asked that the garden waste collection charges should be frozen and not increased. It was clarified that the increase was required to meet inflationary pressures.

The Chairman moved the recommendations and the Board agreed for a recorded vote on the proposals. The Board voted unanimously (10 votes in favour of the recommendations) in favour of the proposals and there was one vote against the recommendations.

The Board RESOLVED to agree to recommend the proposed charges as set out in Table 1 for introduction in April 2018

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

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

OUTLINE BUSINESS PLAN 2018-2023 – agenda item 10

The Chairman invited Bruce Carpenter, the interim managing director, and Mark Blaker to introduce the paper and outline the key points to the Board. Mr Carpenter reminded members that 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 further assessed for potential inclusion in the Draft Plan.

Key priorities for resources included:

- Monitoring implementation of the infrastructure required to deliver the new residual waste treatment.
- Developing, refining and planning proposals to deliver Recycle More
- Bolster actions and ambitions relating to waste minimisation and prevention activities. Proposal to include, in 2018 – 2019, a trial reintroduction of a schools education service fully funded in the first year through the Viridor Community Sector Integration Plan.

In addition the Board were advised of key legislative challenges for the partnership:

- The need to consider the impact of changes to the Local Government Act 2003 which have removed the ability to charge for entry at Crewkerne and Dulverton Community Recycling Sites beyond 2020.
- DCLG 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.

Mr Blaker highlighted the proposed changes to the Business Plan timetable on a one off basis, with the Draft Business Plan proposed for the 3 November Board meeting for approval for consultation, followed by partner authority consultation and final approval of the plan at the December Board meeting.

This change was in order to align with consideration of changes to the Recycle More roll out programme.

The following points were raised during discussion:

- Discussions being held with Viridor about how the community recycling centre costs can be addressed from 2020.
- Opportunity for the Waste Partnership to promote recycling as part of the information that is issued with the council tax invoices to homes
- The options investigated and previous experience leading to the current arrangements for managing flytipping outside HWRCs when they are closed
- Need some simple key messages for the school's education service
- Clarity provided on the information provided on the website and at HWRCs for small businesses trying to dispose of trade waste

Following consideration of the Officer's report and supporting information, **the Board RESOLVED to:**

- i) **Approve 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.**
- ii) **Approve the revised timetable for Business Plan approval for this year: -**
 - **November 3rd 2017- Draft Plan to be submitted for Board approval;**
 - **November/December - Partner authority consultation and approval**
 - **December 15th 2017 - final Board approval.**

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

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

CONTRACTUAL NEGOTIATION FOR RECYCLE MORE – agenda item 11

Mr Carpenter introduced the public report and highlighted that further details were contained in the supporting confidential report which considered options for delivering the Recycle More scheme to ensure they meet the objectives of Somerset Waste Board (SWB) and this work is on-going.

Mr Carpenter referred to the proposed formation of a New Service Task and Finish Group (NSTFG) with Board Member representatives from each partner authority. The group would provide close member oversight into the project and to provide advice and guidance where required. The Board supported the proposed formation of the group.

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.

Following discussion, Cllr Woollcombe-Adams proposed that the proposed membership of the New Service Task and Finish Group be amended to also include the Chairman of the Board. This proposed amendment was seconded by Cllr Aparicio Paul. The Board voted by majority to agree that amendment to recommendation 1 of the public report.

The Chairman then moved the recommendations and the Board :

1. Agreed to:

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 the Chairman of the Board; and

ii) appoint the following members of the Board to the Group:

Cllr D Yeomans (Chairman of the Board)

Cllr N Woollcombe-Adams (Mendip District Council)

Cllr C Aparicio Paul (Somerset County Council)

Cllr J Roundell-Greene (South Somerset District Council)

Cllr D Hill (Sedgemoor District Council)

Cllr P Berry (Taunton Deane Borough Council)

Cllr M Dewdney (West Somerset Council)

iii) amend the terms of reference in Appendix 1 to reflect recommendation (i) above

2. Agreed to receive 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. Noted 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. Agreed 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. Agreed 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.

6. Agreed the recommendations contained within the confidential report.

7. Agreed to convene a special meeting of the Board on Friday 3 November 2017

8. Authorised the Managing Director to undertake any appropriate consultation with partner authorities and to issue them with a briefing note for partners

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 12

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 3 November 2017.

Any other business – agenda item 13

The Board expressed their thanks to Bruce Carpenter for his work as the Interim Managing Director.

(The meeting ended at 12.25pm)

CHAIRMAN

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Somerset Waste Board
3 November 2017
Report for decision

Draft SWP Business Plan 2018 - 2023

Lead Officer: Mickey Green, Managing Director

Author: Mark Blaker, Business and Governance Manager

Contact Details: mark.blaker@somersetwaste.gov.uk (01823) 625700

Forward Plan Reference:	SWB/17/09/01
Summary:	<p>The Draft Business Plan (shown at Appendix A) outlines the business priorities and developmental activities for the five year period of the plan. This plan contains: -</p> <ul style="list-style-type: none"> • Draft action table with indicative costs and objectives • Draft budget summary <p>Key tasks in the upcoming year include: -</p> <ul style="list-style-type: none"> • Should the Board decide to tender this opportunity, commence procurement of future kerbside collection arrangements • Oversight of implementation of infrastructure required for new residual waste treatment • Reintroduction of a schools programme on a one year trial basis, as part of a wider focus on waste prevention and resource efficiency. • Developing SWP's capability, including technology, communications and engagement (including social media) and client team premises.
Recommendations:	<p>That the Somerset Waste Board approves the Draft Business Plan (shown at Appendix A) for partner authority consultation.</p>
Reasons for recommendations:	<ul style="list-style-type: none"> • Approval is required to set a clear mandate for SWP delivery of business activities for the period. • An approved Business Plan is a constitutional requirement.
Links to Priorities and Impact on Annual Business Plan:	N/A

Financial, Legal and HR Implications:	Items such as procurement activities and reviews of structural and contractual arrangements will require significant specialist input, including legal, HR and procurement specialist advice.
Equalities Implications:	Equalities Impact Assessments will be carried out as appropriate with the development of each Business Plan activity prior to proceeding with that activity. In most cases the decision to proceed based on the outcome of the impact assessment will be delegated to the Managing Director and Senior Management Team of SWP. Where significant issues are identified through the assessment process that would have implications for major projects or programmes the decision to proceed will return to the Board prior to commencing development.
Risk Assessment:	Failure to approve a Draft Business Plan for consultation with the partners will result in difficulties meeting the constitutional timescale for the process and in setting a viable budget.

1. Background

- 1.1. The Board's business planning cycle usually requires a draft report to be approved by the Board in December and circulated to partners for comment prior to the adoption of the Board's Annual Budget the following February. As agreed by the Board in September 2017 the timetable for approving this plan will change for one year only, with the Draft Business plan presented for Board Approval in November 2017, scrutinised by partner authorities in November and early December and presented for final approval at the December Board meeting. Once approved or noted by all partners, the plan will be formally adopted by the Board to provide a framework within which the Board can make decisions and steer the delivery of Waste Partnership services.
- 1.2. The process of review is continuous but the Business Plan contains a snapshot of where we are now, those things that have a major impact on us, resources available, summary of the budget and priority work areas.
- 1.3. The Board is almost exclusively funded from contributions from partners and, apart from one-off funding bids, has no automatic block grant from Central Government or any reserves. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business planning and budget setting are therefore usually part of the same process but, due to the revised timetable, this year the Business Plan will be approved in December 2017 and the Budget finalised in February 2018. The budget presented in this report will remain draft and for one year only.
- 1.4. The Board has delegated authority for decision making across all services and therefore must make proposals to the partners on how savings can be made, taking into account any requirements to make savings and proposals on how this can be achieved.

- 1.5. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner without that partner's agreement. Recognising the need for partners to make difficult savings decisions, the Board does have discretion to determine how any savings targets handed down can be delivered, provided all partners sign up through approval of this draft plan.
- 1.6. The SWP Risk Register is included at Appendix B but the risk profile of the client group will change should the Board decide to tender the opportunity to commence procurement of future kerbside collection arrangements, in which case the SWP Risk Register will be reviewed.

2. Options Considered and reasons for rejecting them

- 2.1. The SWP Business Plan is a constitutional requirement and no other option is available.

3. Consultations undertaken

- 3.1. Recycle More collection arrangements have been subject to previous consideration by the Somerset Waste Board.

4. Implications

- 4.1. The SWP Business Plan is a constitutional requirement. Failure to approve the plan will result in difficulties as outlined above.

5. Background papers

- 5.1. Draft SWP Business Plan 2018 - 2023 (Appendix A)
- 5.2. SWP Draft Risk Register 2018 – 2023 (Appendix B)
- 5.3. Waste Board Constitution_
<http://democracy.somerset.gov.uk/mgCommitteeDetails.aspx?ID=196>

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SWP Business Plan 2018 – 2023

Draft for Approval for Partner Authority Consultation

Table of Contents	
Page 3	About Somerset Waste Partnership; Key Stakeholders; SWP Vision
Page 4	Key Issues and Challenges
Page 6	Key Aims and Priorities
Page 7	Action Table
Page 10	Draft Budget Table 2018/19

Change History	
25/10/2017	Draft for Approval for Partner Consultation

1. About Somerset Waste Partnership

1.1 10th Anniversary

October 2017 saw the 10th anniversary of the formalisation of the Somerset Waste Partnership (SWP) and the signing of the inter-authority agreement between the six partner authorities. The authorities had been working together for ten years prior to that, but the formalisation cemented the relationship, enabling service developments that have saved millions of pounds in avoided costs for Somerset.

Somerset still has the first and only county-wide waste partnership, including all collection and disposal authorities, in the country. Since working together Somerset has increased its recycling rate three-fold, putting the county at or near the top of the national rankings for several years running.

1.2 Background to SWP

Somerset Waste Partnership (SWP) was established in 2007 to manage waste services on behalf of Mendip, Sedgemoor, South Somerset and West Somerset District Councils, Taunton Deane Borough Council and Somerset County Council. This made it the first county-wide waste partnership in the country.

SWP has delegated authority to deliver household waste and recycling services throughout Somerset, including management of kerbside collections, recycling sites and disposal sites. These duties are in turn contracted to Kier (collection services) and Viridor Plc (recycling sites, landfill sites and recycling or disposal of food waste, garden waste and residual waste).

SWP is accountable to the Somerset Waste Board (SWB), which consists of two members from each of the partner authorities.

For further information about Somerset Waste Partnership and the Somerset Waste Board please visit www.somersetwaste.gov.uk

2. Key Stakeholders

- Residents of Somerset
- Members and officers of partner authorities
- Kier MG CIC
- Viridor Plc

3. The SWP Vision

We will:

- Drive material up the waste hierarchy and, where sustainable markets exist, into the circular economy*.
- Avoid landfill and encourage high participation in waste avoidance, reuse, recycling and food waste collection schemes.

- Engage with local people, support economic wellbeing and use efficient, sustainable and affordable solutions at every stage of the process.
- Encourage and facilitate innovation, joined up strategy, policy and operations across the county

*A circular economy is one where resources once used are not disposed of, but become feedstock materials or energy for making new products, thus reducing reliance on raw materials and waste disposal. A “closed loop process” is a variation of this where recovered materials are recycled into the same product. The benefits of a circular economy include reduced energy consumption, resource security and lower environmental impacts. A circular economy works most effectively where there are clear incentives for all persons on the loop (manufacturers, retailers, consumers, local authorities, reprocessors) to move the material around the loop.

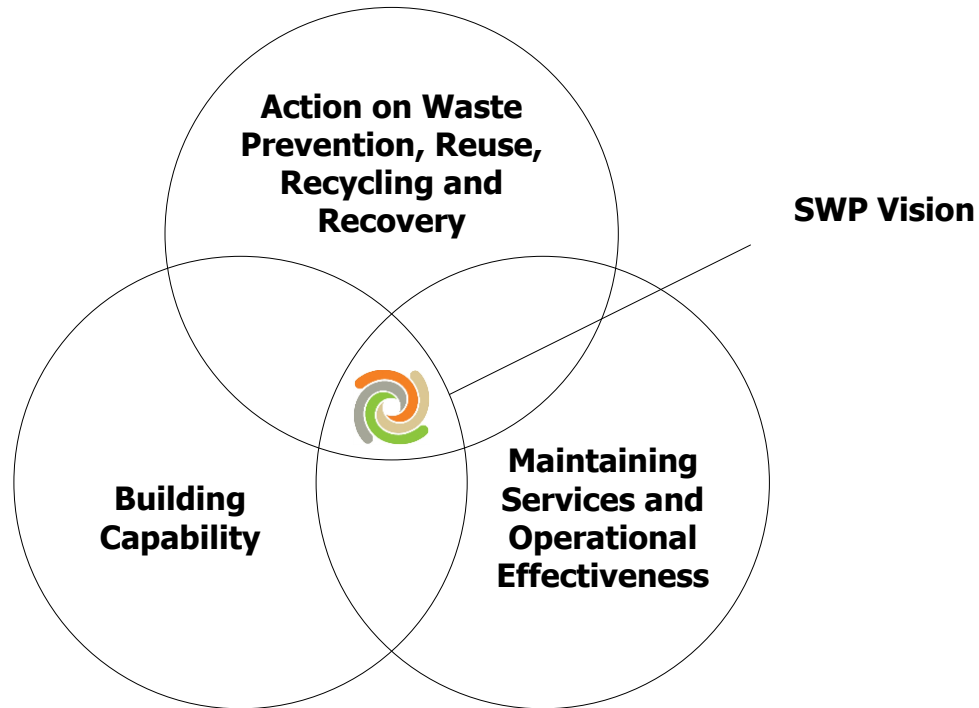
4. Key Issues and Challenges

Issue	Impact	Proposed Response
Legislative impact of withdrawal from the EU	The Great Repeal Bill will see all EU legislation not already enshrined in domestic law transferred to UK statute. This is likely to include the Circular Economy Roadmap, which will be passed into EU law before Britain exits.	No early changes to legislative framework identified. SWP will continue to monitor.
DCLG and non-household waste charging	The Department of Communities and Local Government continue to indicate they intend to stop Local Authorities charging for DiY waste, currently classified as “Industrial”. This intent has been reinforced in the 2017 Anti Littering Strategy, which included the statement “Stopping councils from charging householders for disposal of DIY household waste at civic amenity sites (rubbish dumps) – legally, household waste is supposed to be free to dispose of at such sites.”	SWB may decide to put the case to the DCLG for retaining current arrangements, or accept the financial gap (estimated at up to £600k p/a) with subsequent decisions to be made on how that will be managed. This risk will be addressed as part of the scheduled review of the Core Services contract scheduled in this Business Plan. SWP and the SWB will continue to monitor communications from the DCLG on the matter and engage where appropriate.
Community Recycling Site Charges	In 2015 DCLG brought in an order to prevent local authorities from designating some sites (known in	SWB must consider the impact of this change and how it will affect the network of recycling sites. This will

	<p>Somerset as “Community Recycling Sites (CRSs)” as provided under discretionary “wellbeing” powers within the Local Government Act 2003. This removed the option to introduce charges for entry to sites (even where this option was promoted by the community as an alternative to closure). The effect of this is that the charging at Dulverton and Crewkerne CRSs will not be permitted after April 1st 2020</p>	<p>be done as part of a wider review of the Core Services contract.</p>
<p>WRAP Consistency Framework</p>	<p>The framework, which strives to increase consistency in collection services across the country, continues to be a topic for discussion at governmental level.</p>	<p>SWP to monitor and adopt appropriate recommendations with implementation of service changes.</p>
<p>Deposit/Return Schemes</p>	<p>“Deposit/Return” schemes for items such as glass and plastic bottles are being considered for England by the government following announcement of a scheme to be adopted in Scotland. This initiative could affect the requirements for kerbside services with, if implemented, a potential drop in material volumes.</p>	<p>While supportive of the need to explore these options SWP’s considerations will be highlighted in a response to the “call for evidence” issued by Defra. SWP to monitor developments and consider impact on service design as part of any future procurement strategy for future collection service arrangements.</p>
<p>Financial Pressure</p>	<p>Ongoing financial constraints continue to impact all partner authorities.</p>	<p>SWP will continue to consider cost as a priority issue in all decisions.</p>
<p>Somerset Demographic changes</p>	<p>Somerset’s population is growing and, combined with longer life expectancies and an increased emphasis on community based care, there will be pressure on waste services. Some of the pressures will be on specific services, such as clinical waste (including an increase in adult hygiene waste) and assisted collections.</p>	<p>SWP will consider strategic impacts of demographic changes on waste services as part of the procurement process for future service arrangements.</p>

5. Key Aims and Priorities for 2018/19

The action table sets out the most significant set of changes to Somerset’s waste services since SWPs inception in 2007. Co-ordinated for maximum impact and value the changes span all three major contracts for waste collection, treatment, disposal and infrastructure (including vehicles). It also develops SWPs capability, in some instances working in partnership with others, to support Somerset residents in wasting less and recycling more, with residual waste becoming a fuel stock to generate energy.



5.1 Building Capability	Outcome	Timing, Resources
<ul style="list-style-type: none"> • Improving Intelligence <ul style="list-style-type: none"> ○ Review performance data procedures ○ Improve integrity of service data • Developing systems: - <ul style="list-style-type: none"> ○ Develop ICT strategy ○ New Customer Service systems (ITouch) ○ Website Upgrades (e.g. self service) ○ Develop and Launch Mobile App ○ Round Management and performance software • Understanding behaviour <ul style="list-style-type: none"> ○ Waste Composition Analysis (rolling three year cycle to commence with Waste Transfer Stations) • Internal Review <ul style="list-style-type: none"> ○ Review SWP staffing structures ○ Manage SWP Office move 	<p>SWP is an organisation that is able to work intelligently to improve delivery of the financial, social and environmental benefits of an effective resource management service.</p>	<p>These activities will run through the financial year. In the main costs will come from existing budgets.</p> <p>Items that fall outside of existing budgets are: -</p> <ul style="list-style-type: none"> - New Customer Service System. This will result in a circa £24,000 annual increase in overall budget but should deliver significant efficiencies in terms of customer request handling, and will provide a means which we can build a mobile App to support delivery of future service changes. - Round management and Performance Software. Because of the potentially significant and direct contribution to the delivery of the new service arrangements, the costs will initially be drawn from the Recycle More Earmarked Reserve (as described in previous Board papers) and estimated at £20,000.

<p>5.2 Action on Waste Prevention, Reuse, Recycling and Recovery</p>		
<ul style="list-style-type: none"> • Implementing future collection arrangements (Recycle More model) <ul style="list-style-type: none"> ○ Should the Board decide to tender the opportunity, procure provider for collection services (including appropriate risk management and mitigation arrangements) ○ Explore early introduction of household battery collections and trialling ways to increase capture of small waste electricals ○ Initiate vehicle procurement • Reducing cost and impact of waste <ul style="list-style-type: none"> ○ Targeted waste prevention and minimisation activities (including tested approach of Food waste stickers on bins) ○ Pilot SWP Education Service ○ Continue to explore effective media for communicating messages (including insert in Council Tax mailings) ○ Refresh SWP Waste Prevention Strategy, to focus on systemic implementation of activities with a significant measurable benefit over the full five year period of this plan ○ Develop SWP Communications Strategy • Infrastructure <ul style="list-style-type: none"> ○ Oversee development of infrastructure required to deliver new residual waste treatment. 	<p>Somerset’s recycling rate improves from 52% towards 60% and potentially beyond; residual waste per household reduces, and energy is recovered from materials that cannot be recycled ending the county’s long reliance on landfill.</p>	<p>These activities will be funded either from existing budgets or from the Recycle More Earmarked Reserve, with the exception of the trial reintroduction of education services, which will be funded via the Community Sector Integration Plan fund provided through the Viridor contract.</p>

5.3 Maintaining Services and Operational Effectiveness		
<ul style="list-style-type: none"> • Viridor Core Services Contract Review <ul style="list-style-type: none"> ○ This contract, which includes management of the Recycling Centre network, ends in 2022 and SWP has the opportunity to extend it to 2031, should we choose to do so. • Active management of collection service contract (monitoring performance to ensure no degradation in tail end of contract) • Review waste service Fees and Charges structures and implications of varying charges (including inclusion of administration costs) • Recycling Site Maintenance • Assess impact of changes to legislative framework, including removal of powers to designate Community Recycling Sites and to charge for non-household waste at Recycling Sites. • Plan for Broadpath Landfill Site closure • Plan for Dimmer transition (from landfill to Waste Transfer Station – scheduled Feb 2019) 	<p>These activities ensure the day to day functions of the SWP are delivered effectively and safely. SWP must give focus to maintaining the quality of services, predicting risks and preventing issues arising.</p>	<p>These items are funded through existing budgets.</p>

7. SWP Budget 2018 - 19

The following table shows the projected year budget for Somerset Waste Partnership. A draft Annual Budget for the forthcoming year will be brought to the December meeting of the Somerset Waste Board. While the figures shown here are subject to refinement, historically projections at the stage have been very close to the final budget due in February 2018, 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.

7.1 Revenue Not Included

Control of income from residents for waste related services is retained by the collection authorities and is therefore not shown in this paper. The most significant portion of this is annual Garden Waste subscriptions, which will generate income for the district council of around £55.40 for each wheeled bin subscription in 2018/23. This is a significant offset of the cost of providing the service. Other income streams are Bulky Waste collection fees and sale of Garden Waste sacks.

7.2 Full Draft Budget Summary 2018/19

Summary Annual Budgets 2018/2019								
	Rounded £000s	Total	SCC	MDC	SDC	SSDC	TDBC	WSC
Expenditure			£000	£000	£000	£000	£000	£000
Salaries & On-Costs	972		481	110	111	155	108	7
Other Head Office Costs	275		126	30	32	45	31	11
Support Services	125		54	14	15	22	15	5
Disposal - Landfill	11541		11541					
Disposal - HWRCs	9484		9484					
Disposal - Food waste	1481		1481					
Disposal - Hazardous waste	225		225					
Composting	1811		1811					
Kerbside Recycling	9162			1878	1893	2812	1848	731
Green Waste Collections	2579			500	619	691	640	129
Household Refuse	6155			1264	1269	1880	1265	477
Clinical Waste	119			24	26	36	25	8
Bulky Waste Collection	84			19	16	24	18	7
Container Maintenance & Delivery	228			51	42	72	51	12
Container Supply	447			98	90	144	96	19
Pension Costs	69			2	2	62	2	1
Depot Costs	186			38	40	56	39	13
Village Halls	6				6			
Transfer Station Avoided Costs	321		321					
Recycling Credits	2460		2460					
Capital Financing Costs	231			52	41	78	39	21
Total Direct Expenditure	47961		27984	4080	4202	6077	4177	1441
Income			£000	£000	£000	£000	£000	£000
Sort It Plus Discounts	-80			-16	-17	-24	-17	-6
Transfer Station Avoided Costs	-321			-65	-69	-97	-67	-23
May Gurney Secondment Saving	-44		-20	-5	-5	-7	-5	-2
Recycling Credits	-2432			-520	-487	-757	-494	-174
Total Income	-2877		-20	-606	-578	-885	-583	-205
			£000	£000	£000	£000	£000	£000
Total Net Expenditure	45084		27964	3474	3624	5192	3594	1236

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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	
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 recycle 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
3 November 2017
Report for decision

Contractual Negotiations and procurement strategy for Recycle More
Lead Officer: Mickey Green, Managing Director
Author: Mickey Green
Contact Details: 01823 625707

<p>Forward Plan Reference:</p>	<p>SWB/17/09/02</p>
<p>Summary:</p>	<p>This is a short public report covering a confidential report 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 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. 2. Subject to the approval of recommendation (1) 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. 3. Considers the recommendations contained within the confidential report. 4. Delegates to the Managing Director authority to commence consultation and manage communications as deemed necessary.
<p>Reasons for recommendations:</p>	<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 accompanying confidential report contains commercially sensitive information relating to the contract and the Council's</p>

	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.
Links to Priorities and Impact on Annual Business Plan:	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. It would impact on Section 5.2 of the SWB Draft Business Plan 2018-2023. Other potential impacts on Business Plan tasks are discussed in the confidential report.
Financial, Legal and HR Implications:	As set out in the confidential report.
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 contractual negotiations in relation to this work are on-going.
- 1.2. Developing a procurement strategy for Recycle More would ensure that, should SWB decide to tender this opportunity, we are well prepared to optimise the chances of a successful procurement. The collection contract with Kier is due to expire in September 2021.
- 1.3. The objective of implementing the RM scheme countywide as approved by the SWB in December 2016 is not affected by this review. Subject to decisions on the associated confidential paper, it is expected that a binding decision on contractual negotiations and any procurement strategy in relation to Recycle More will be made public following this meeting.

2. Options Considered and reasons for rejecting them

- 2.1. Options are set out in the accompanying confidential report.

3. Consultations undertaken

- 3.1. Officers have engaged Kier Environmental Services (Kier), the Waste and Recycling Collection Contract service provider, about the contractual negotiations.

- 3.2. The proposals in the confidential report were discussed and the recommended approach was endorsed by the New Service Task and Finish Group meeting on 23 November.
- 3.3. The contractual negotiations and procurement strategy in the confidential report were discussed by the Strategic Managers Group (senior officers representing all partners) on 10 September.

4. Implications

- 4.1. As there are contractual aspects to the dialogue with Kier, and as our approach to any procurement is commercially confidential, the details are appropriately restricted to the confidential report to protect the interests of Kier and SWP.
- 4.2. 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://www1.somerset.gov.uk/council/meetings/reports.asp?item=1390>
- 5.2. SWP Business Plan 2017-22 Approved by SWP on 24th February 2017.
<http://democracy.somerset.gov.uk/ieListDocuments.aspx?CId=196&MId=303&Ver=4>
- 5.3. Report to SWB "Contractual Negotiations for Recycle More" 30 June 2017.
<http://democracy.somerset.gov.uk/ieListDocuments.aspx?CId=196&MId=342&Ver=4>

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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 2 October 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 2 October 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