

Somerset Waste Board  
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Report for decision

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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](mailto:mark.blaker@somersetwaste.gov.uk) (01823) 625700

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

<b>Financial, Legal and HR Implications:</b>	Items such as procurement activities and reviews of structural and contractual arrangements will require significant specialist input, including legal, HR and procurement specialist advice.
<b>Equalities Implications:</b>	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.
<b>Risk Assessment:</b>	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>