

Somerset Waste Board meeting  
2 November 2018  
Report for decision

Draft SWP Business Plan 2019 - 2024

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<p><b>Forward Plan Reference:</b></p>	
<p><b>Summary:</b></p>	<p>The Somerset Waste Board is required to annually approve a rolling five-year business plan (covering the period 2019 to 2024). Our Business Plan explains how we will work towards our Vision over the next five years, with a particular focus on current year actions. The Business Plan contains three areas of focus, beneath which sit a range of activities. The three areas of focus are:</p> <ul style="list-style-type: none"> <li>• Delivering excellent services</li> <li>• Changing behaviours</li> <li>• Building our capability</li> </ul> <p>The actions set out are the most significant set of changes to Somerset's waste services since SWP's inception in 2007, covering all aspects of our services. We are also expecting the most significant set of changes to national resources and waste policy for a generation, and the environmental impact of waste has a public profile higher than ever before. The scale of policy change expected will have significant impacts upon our future business plans.</p>
<p><b>Recommendations:</b></p>	<p><b>That the Somerset Waste Board approves the Draft Business Plan for partner authority consultation.</b></p>
<p><b>Reasons for recommendations:</b></p>	<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> <li>• The partner consultation timetable aligns with the collection contract procurement timetable</li> </ul>
<p><b>Links to Priorities and Impact on Annual Business Plan:</b></p>	<p>As a rolling five-year business plan, the draft Business Plan for 2019-2024 represents an evolution from the current Business Plan.</p>

<b>Financial, Legal and HR Implications:</b>	Many actions within the business plan will require significant specialist input, including financial, 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 2018 the timetable for approving this plan will change for this year, with the Draft Business plan presented for Board Approval in November 2018, 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 general 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 2018 and the Budget finalised in February 2019. 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 as an appendix to this report, and key issues and challenges are summarised within the draft Business Plan. The expected publication of a national Resources and Waste Strategy, and subsequent consultations and potential fiscal measures, represents a significant set of potential changes. The draft Business Plan seeks to reflect this uncertainty without second guessing the nature of the changes. SWP remains closely engaged with Defra to inform and understand these potential changes.

## **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 2019 - 2024
- 5.2. SWP Draft Risk Register 2019 - 2024
- 5.3. Waste Board Constitution\_  
<http://democracy.somerset.gov.uk/mgCommitteeDetails.aspx?ID=196>