

Somerset Waste Board meeting

20 December 2019

Report for decision

Draft SWP Business Plan 2020 - 2025

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Forward Plan Reference:	SWB/19/04/07
Summary:	<p>The Somerset Waste Board is required to annually approve a rolling five-year business plan. 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"> • Delivering excellent services • Changing behaviours • Building our capability <p>Somerset Waste Partnership are undergoing the most significant transformation of services since it was formed – recycling more, moving away from landfill, transforming our technology to deliver better customer service, responding to the climate emergency and the changing national policy agenda.</p>
Recommendations:	That the Somerset Waste Board approves the Draft Business Plan for partner authority consultation.
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. • The partner consultation timetable aligns with the collection contract procurement timetable
Links to Priorities and Impact on Annual Business Plan:	As a rolling five-year business plan, the draft Business Plan for 2020-2025 represents an evolution from the current Business Plan, but also reflects all partner authority's declaration of a climate emergency.

Financial, Legal and HR Implications:	<p>Many actions within the business plan will require significant specialist input, including financial, legal, HR and procurement specialist advice.</p>
Equalities Implications:	<p>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.</p>
Risk Assessment:	<p>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. 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 and reported to the board through the performance management reporting process.</p> <p>There is a risk that the Business Plan may be affected by:</p> <ul style="list-style-type: none"> a) resource pressures on SWP, in particular due to the intense workload associated with mobilising a new collection contract. b) Central Government policy changes that result from the next phase of consultations on waste policy c) Brexit and the uncertainty around this d) Somerset's Climate Emergency Strategy

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 2020-25 plan will include some items already highlighted within the current plan, updated as necessary. This draft is presented to the Board for them to approve and approve as the basis for partner consultation. Following the period of consultation, a final draft of the Business Plan is brought to the February board meeting for approval.
- 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. Progress against our current business plan is reported to the board at each quarterly meeting through

the Performance Report. The board also receive a report at each meeting updating them on progress with mobilising the new collection contract and implementing Recycle More. The work involved in preparing for the new contractor and successful implementation of Recycle More remains the highest priority area within the Business Plan, as it has been in previous years.

- 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 part of the same process and timetable.
- 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.** As agreed by the Board in September 2019, SWP is also developing a Waste Management Strategy to set out a long-term framework for resource efficiency and waste management for domestic waste in Somerset for the next 31 years (to 2050). The next stage of consultations from national government on major policy changes (such as Extended Producer Responsibility, Deposit Return Schemes, Consistency in collections) is now not expected until Spring 2019, and this will delay SWP's timetable for developing its long term strategy, as it is necessary for Somerset's strategy to be informed by national strategy (as well as other key local issues, such as the climate emergency strategy).

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.** Initial consultation was held with partners (via the senior officer group – SMG) on 13 August and 10 September. Further consultation took place over the Autumn. The Somerset Waste Board and Joint Waste Scrutiny Panel, at their meetings in September, considered an outline of the Business Plan in order to shape the

approach at an early stage in its development. Formal partner consultation will take place in the new year, once a draft business plan has been agreed by the Board at its December meeting.

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.** Waste Board Constitution_
<http://democracy.somerset.gov.uk/mgCommitteeDetails.aspx?ID=196>