

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN THE JOHN MEIKLE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON , TA1 1HE ON WEDNESDAY 4TH MARCH 2009 AT 18:15.

AGENDA

1. Apologies.
2. Public Question Time.
3. Declaration of Interests. To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct. The usual declarations made at meetings of the Executive are set out in the attachment.
4. Task and Finish Review into How the Housing Service Tackles Anti-Social Behaviour. Consideration of the Final Report and Recommendations of the Task and Finish Group. Report of the Democratic Services Manager (attached). Richard Bryant
5. Proposals for a new Appendix to the existing Media Protocol covering issues relating to the new Scrutiny arrangements. Report of the Strategy and Communications Manager (attached). Ruth James
6. Into Somerset - the Somerset Inward Investment Initiative. Report of the Economic Development Manager (attached). Phil Sharratt
7. Somerset Waste Board Business Plan 2009 - 2014. Report of the Strategic Director (attached). Joy Wishlade
8. Relocation of the Horticultural Nursery to Stoke Road, Taunton - Project Overspend. Report of the Strategic Director (attached). Brendan Cleere

The following items are likely to be considered after the exclusion of the press and public because of the likelihood that exempt information would otherwise be disclosed relating to the Clause set out below of Schedule 12A of the Local Government Act 1972.

9. Transfer of Borough Council owned land to Somerset County Council under a Compulsory Purchase Order to facilitate the construction of the Third Way Road Scheme. Report of the Asset Holdings Manager (attached).
Clause 9 - Contract Negotiations. Adrian Priest
10. Former Nursery Site at Mount Street, Taunton. Report of the Asset Holdings Manager (attached).
Clause 9 - Contract Negotiation. Adrian Priest

Tonya Meers
Legal and Democratic Services Manager
24 February 2009

Executive Members:-

Councillor Henley (Chairman)

Councillor Brooks

Councillor Coles

Councillor Horsley

Councillor R Lees

Councillor Mullins

Councillor Prior-Sankey

Councillor Mrs Smith

Councillor A Wedderkopp



Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



Tel: 01823 356410
Fax: 01823 356329
E-Mail: g.dyke@tauntondeane.gov.uk

Website: www.tauntondeane.gov.uk (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

Usual Declarations of Interest by Councillors

Executive

- **Members of Somerset County Council – Councillors Brooks, Henley and Prior-Sankey**
- **Employee of Somerset County Council – Councillor Mrs Smith**
- **Director of Southwest One – Councillor Coles**
- **Members of Somerset Waste Board – Councillors Brooks, Mullins and Prior-Sankey**



Executive : 4 March 2009

Task and Finish Review into How the Housing Service Tackles Anti-Social Behaviour

Report of the Democratic Services Manager

(This matter is the responsibility of Councillor Hazel Prior-Sankey)

Executive Summary

This Task and Finish review has now been concluded. The final report has been submitted to the Overview and Scrutiny Board on 22 January 2009 and all of the recommendations were supported.

This cover sheet provides directions on how the Executive should deal with the Task and Finish report into how the Housing Service tackles Anti-Social Behaviour, particularly its 7 recommendations.

The final report of the Task and Finish review follows this cover report.

1. The Executive is asked to do the following:-

- 1.1 Consider the report and its recommendations, and decide which, if any, of the recommendations it wishes to adopt.
- 1.2 If the Executive agrees to adopt any of the recommendations of the review, it should state who will be responsible for delivering each of the adopted recommendations. The Corporate Management Team (CMT) has had prior sight of the report and has identified a CMT member to take responsibility for each recommendation, if adopted.
- 1.3 If the Executive decides **not** to adopt any of the recommendations, it must specifically state why, as prescribed by the Local Government Act 2007.

2. Contact Details

Richard Bryant
Democratic Services Manager
Taunton Deane Borough Council
T: 01823 356414 (internal ext. 2307)
e: r.bryant@tauntondeane.gov.uk



Overview and Scrutiny

Task and Finish Review into How the Housing Service Tackles Anti-Social Behaviour

October 2008

This matter is the responsibility of Councillor Mary Whitmarsh

“Manners are stronger than laws”

- Thomas Carlyle

Taunton Deane Borough Council: Overview and Scrutiny Board

A Task and Finish Review into How the Housing Service Tackles Antisocial Behaviour

Introduction by Councillor Mary Whitmarsh
Chair of the Housing and Antisocial Behaviour Task and
Finish Review



“An Englishman’s home is his castle and everyone in the community needs to be able to live contentedly and peaceably at home, without interference or threat.

You may ask, “Why hold a Scrutiny Task and Finish investigation to look into anti social behaviour which may occur in Taunton Deane’s Housing?” The principal reason is that several Councillors have been approached by tenants, very distressed and at their wits’ end, trying to get something done about nuisance being caused to them by others and feeling that Housing Officers were unable to be effective in bringing about an improvement in their situation. Some of this behaviour has been serious and some just trying, but it causes concern and unhappiness to some tenants and needs to be considered.

We set out to bring in all the people who could supply information and discuss the problems over management of housing, to enquire into all the possibilities for change and improvement and whether they were feasible to use from a practical and legal point of view.

Councillor Mary Whitmarsh

Chair

Housing and Antisocial Behaviour Task and Finish Review

Acknowledgements

The members of the review would like to thank the following for giving their time and for helping us to come to some conclusions which we sincerely hope, if adopted, will help to improve the way the Estate Managers are able to operate and thereby improve the quality of life for those who have been affected by anti-social behaviour or may be in the future:-

John Williams

Chief Housing Officer, Taunton Deane Borough Council

Steve Boland and Norah Day

Housing Estate Managers, Taunton Deane Borough Council

Michelle Garcia, Paul Hadley, Nicole Walker, Nicola Williams

Estate Managers, Taunton Deane Borough Council

Scott Weetch

Community Safety Co-coordinator, Taunton Deane Borough Council

The Tenants Forum

Marian Axtell

Anti-social Behaviour Tenancy Officer, Mid-Devon District Council

Mary Sergeant

Senior Tenancy Officer, Mid-Devon District Council

Sergeant Andy Murphy

Halcon Beat Manager, Avon and Somerset Constabulary

Anita Kacherovskis

Operational Manager of the Youth Offending Team, Somerset County Council

Andrew Hinchcliff

Local Service Delivery Team Manager, Somerset County Council

Definitions and Abbreviations

CCTV

Closed Circuit Television

ASBO

Anti-Social Behaviour Order

PCSO

Police Community Support Officer

Respect Standard for Housing Management

This is a Government initiative launched in 2006 which outlines the core components essential to delivering an effective response to anti-social behaviour and building stronger communities, such as accountability, leadership, giving greater resident empowerment and supporting community efforts at tackling anti-social behaviour. Landlords are required to meet certain criteria to sign up to the Standard.

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Background to the Review

Why do a review on this subject?

Anti-social behaviour from Council tenants is a high priority issue for Taunton Deane Borough Council. Not only are the number of complaints to Councillors on the increase but there is also a feeling amongst some tenants that the Council is unable to resolve these complaints either through lack of commitment or because their powers are weak in dealing with anti-social behaviour issues.

Certainly, it was thought that Taunton Deane had a moral and legal obligation as a high profile landlord to address the issue head-on. Nuisance incidents should be addressed both reactively and proactively, such as by 'designing out' anti-social behaviour incidents perhaps through tenancy contracts or the appropriate allocation of housing.

The original purpose for this review was to examine how Taunton Deane's Housing Service deals with anti-social behaviour, specifically with regard to clauses in its tenancy agreements. However, it was thought that the review should go beyond this and investigate the wider role of the Housing Service in general in tackling this problem. It was also seen as a good opportunity to review the Council's tenancy agreements and to see how they work in real life, to identify best practice and to investigate better and easier ways of reducing and tackling these incidents.

Much work is already being done; for instance, including clauses in tenancy agreements specifically designed to deter anti-social behaviour and allow the Council to tackle it if it arises.

It was also generally thought that many people perceive anti-social behaviour to be a problem even if that perception is not real. This was also discussed to see if there was any way of responding to this.

It also gave the chance to consider the other following issues:-

- Looking at the details of what problems were recorded by the Housing Estate Officers and their recommendations of how the service can be improved;
- The organisation of the Housing Service and the possibility of having a dedicated team;
- The opportunity to draw on best practice from other Local Authorities;
- The possibility of introducing Introductory Tenancies which would restrict the rights of new tenants;
- Inviting Beat Officers and PCSOs to future meetings to discuss the problems that occurred;
- How Councillors can be kept informed of nuisance cases;
- What anti-social behaviour software was available and at what cost;
- The consideration of what, if any, staff training may be required.

Membership of the Review

Councillor Mary Whitmarsh (Chair)
Councillor Bob Bowrah
Councillor John Meikle
Councillor Tim Slattery
Councillor Nigel Stuart-Thorn
Councillor Nicola Wilson
Councillor Julie Wood

Terms of Reference

The Overview and Scrutiny Board commissioned this review on 28 November 2007 subject to the following terms of reference:

- To define anti-social behaviour and nuisance and to specifically focus on the role of the Housing Service;
- To identify ways of building confidence to help residents speak out, rather than tolerate the problem;
- To consider the current legal procedures and the length of time it can take to reach an eviction and;
- To make recommendations to Executive for consideration.

It was recognized that the first priority was to understand the true extent of anti-social behaviour in relation to Housing issues and how the Housing Service can influence and reduce these cases. It was also important to find out how the Housing Service investigates and deals with anti-social behaviour incidents and whether they are successful in their response to these complaints and also if their procedures may in fact exacerbate the situation. It was suggested that there also may be gaps in the provision of services to respond or avoid anti-social behaviour incidents and so another purpose of the Task and Finish Group was to make recommendations on how to fill those gaps and consider the cost and feasibility of such proposals.

Finally, if other local authorities had devised a successful approach to tackling anti-social behaviour the Council would look at how these could be taken on board within the Housing Service.

Evidence Taken, Key Findings and Recommendations

Various members of Taunton Deane's Housing Service attended the meetings as also did the Police and members of the public.

Scott Weetch, Community Safety Coordinator, Taunton Deane Borough Council

Scott explained to the group that his role was to provide a strategic overview of nuisance incidents and to act as an advocate on behalf of other agencies, such as the Police. His team used portable CCTV equipment which could be placed where needed and they also maintained a database of anti-social behaviour incidents in relation to Council tenants. Scott explained that the team's aim was to intervene at an initial pre-offending stage and to issue warning letters if the complaint was justified. Their involvement stopped if the incident increased to the stage which warranted an anti-social behaviour order.

A Restorative Justice Co-ordinator had also recently been employed by the Council and was based at Wellington. This role was to work closely with the Housing Department and carry out mediation work where necessary.

Steve Boland, Housing Estate Manager, Taunton Deane Borough Council

Steve was asked by the Group if he perceived there to be a problem with the Housing Service in tackling anti-social behaviour incidents. He explained that the organisation could be improved, for example the Council no longer has a team which specifically dealt with nuisance complaints. The organisational structure currently consisted of ten Estate Officers who each manage a patch of up to 600 Council properties. They manage aspects of landlord-tenant relations. All Council tenants are automatically given secure tenancies. The Council does not use introductory or demoted tenancies even though new legislation allows local authorities to demote tenancies for a 12 month period. If the tenancy was not breached within this period, it would revert to a secure tenancy.

Steve also explained that a mediation service had been used in the past to deal with some nuisance incidents but that the service had largely been ineffective. He did, however, recommend that Taunton Deane should sign up to the 'Respect' Standard for Housing Management. This consisted of six commitments which needed to be met by landlords in order to join. There were two areas where the Council were not able to commit to at present but this could easily be resolved.

The information given out to tenants could also be investigated as the "tackling neighbour nuisance" document and the tenancy agreement wording were last updated approximately 10 years ago.

It was also recognised that other Council departments could get involved, for example, Environmental Health legislation gave powers to tackle noise and other environmental 'pollution' problems. The external appearance of properties was a serious issue, for example, sacks of waste left outside properties looked untidy and could attract vermin and untidy and neglected gardens also had an effect.

Steve explained that he had previously worked in a 'foyer' which provided safe and secure housing for young people and meant that tenants had connections to the area where they were subsequently housed which could also reduce anti-social behaviour on housing estates.

Steve added that it takes a long time to create a team of Estate Officers with experience of all the roles required of them. Training is important. Estate Officers have a difficult and complex job and there are many competing pressures. Nuisance and anti-social behaviour are the most challenging aspects of the job. It is rarely possible to employ new Estate Officers with a complete set of skills and experience.

Neighbourhood Nuisance Complaints Statistics 2006/2007

The Group looked at statistics of neighbourhood nuisance complaints received by the Council in 2006-2007 of which 110 were made in total. The main types of anti-social behaviour and nuisance dealt with by the Housing Service were as follows (in order of number of complaints with 1. being the highest):-

1. Verbal abuse / abusive behaviour
2. Noise nuisance
3. Drink and drugs
4. Vandalism
5. Racist abuse
6. Property boundary disputes
7. Parking and car repair
8. Unruly children
9. Pets

Key Findings

- The initial assumption that it was mainly new tenants causing the majority of anti-social behaviour was dispelled as they made up only 7 out of the 110 complaints.
- A total of 110 complaints was a small proportion out of the 7000 tenancies that make up the Council housing stock, although it was recognised that nuisance still caused a great deal of misery.
- The majority of noise nuisance incidents reported to the Council were from residents of flats.

Estate officers Survey

Alastair Higton, the former Scrutiny Officer for Taunton Deane Borough Council had circulated a survey to the Housing Estate Officers. These were very well received and the officers gave very thorough and useful feedback regarding their experiences and opinions on dealing with anti-social behaviour complaints. The survey asked what the

biggest difficulties were in dealing with nuisance complaints and what the officers thought would help the Council and its partners to deal with these problems.

Key Findings

- The public generally had a lack of understanding about the procedure of investigating a complaint of anti-social behaviour. The officers found that there was also a feeling that the system was apathetic and that perpetrators 'got away with it'.
- Time constraints meant that the officers did not feel they could investigate complaints thoroughly.

Suggestions on Improvements

- Gain the public's confidence, for example by publicising any successful resolutions of anti-social behaviour incidents, for example tenancy evictions.
- Employ more staff to deal with complaints.
- Issue better guidelines for complainants detailing the correct process of making a complaint to the Council and what the Council can and cannot do.
- Find ways to change the general view that perpetrators have more rights than tenants.

Suggestions from Estate Officers on how improvements can be achieved.

- Consider the allocations policy and the introduction of demoted or introductory tenancies.
- Consider incentives for good tenants.
- Promote Council policies and the limitations on dealing with anti-social behaviour.
- Continue partnership working.
- Install CCTV in problem areas.
- Improve relationship between Housing operations and the Anti-Social Behaviour Co-ordinator.
- Review Council's procedures and guidelines.
- Install soundproofing between flats where appropriate.
- Reduce the Housing Benefit for tenants causing nuisance.
- Educate the public on what the Council can and cannot do about anti-social behaviour.

Mary Sergeant and Marian Axtell, Senior Tenancy and Anti-Social Behaviour Officer, Mid-Devon District Council

The Senior Tenancy Officer of Mid Devon District Council, Mary Sergeant, explained that a small team had been set up in 2001 to deal specifically with anti-social behaviour. This consisted of three members of staff, the Anti-Social Behaviour Officer, an Assistant and an Administrative Officer, based in Housing Services. Mid-Devon District Council was responsible for approximately 3,000 properties.

The officers explained that anything considered a nuisance was defined as anti-social behaviour, but there was a priority depending on its severity. All complaints were acknowledged within twenty four hours. Mediation was effective in Mid-Devon and success rates were monitored in partnership with the Housing Team and Devon Mediation Services.

The Group was told that all tenants who signed a contract were on probation for one year, after which the tenancy automatically became secure. Tenancy conditions were clear that anti-social behaviour would not be tolerated. Where there were problems, proceedings for demotion or eviction needed to start well before the initial year expired. The threat of re-possession was often enough to prevent further problems and giving tenants a year's probation often educated them. It was rare for Mid-Devon to take the final step of re-possession (only four instances had occurred since the Introductory Tenancy system had come into effect) whereas demotion was slightly more common. There was no duty to re-house those who had been evicted and the homeless did not always have to be housed.

Where noise disturbance was concerned, tenants were invited into the Council's offices to discuss the problem. If not resolved after six months, the MATRON, a noise monitoring system was installed, usually for a week. If disturbance still occurred then a notice of demotion or even re-possession was served.

The Youth Offending Team dealt with the pockets of problems caused by youths, usually with the help of the Police. There was a Youth Intervention Support Programme which had been set up to help whole families and Local Action Groups had been set up in the three major towns; and

Reliable witnesses were very important. Mid Devon reported that they had been successful with their witness support by communicating regularly with them.

Anita Kacherovskis, Operational Manager of the Youth Offending Team, Somerset County Council

Anita explained that the teams worked with young people from 10 to 18 years, but the bulk of the offenders were over 15. There was an 80:20 gender split with the majority being male.

A multi agency team had been set up in 1999 which comprised the Police, Probation Officers, Community Psychiatric Nurses, Forensic Psychologists, Education Workers and full time Parent Workers. This wide range of professionals looked at youngsters holistically.

The team worked with approximately fifty to seventy young people at one time, 20% of these were placed in Somerset from other local authorities.

The offenders tended to have chaotic lives. They were subject to bail and accommodation was a key issue for them. The sharing of information and intensive supervision and surveillance helped to prevent them going into custody and prevented the breakdown of accommodation.

The Police liaised with anti-social behaviour workers from an early stage so they were familiar with the young offenders and Acceptable Behaviour Contracts (ABCs) were reinforced with the help of the Police. Patterns that led to ABCs were reckless behaviour and offenders not considering others in their actions.

Andrew Hinchcliff, Local Service Delivery Team Manager

Andrew explained to the Group the role of the Local Service Delivery Team (LSDT). From 1 April 2008 there were eight of these teams across Somerset. These are multi-agency teams providing universal and early preventative services which work within the Partnership Group of the Children and Young People's Directorate. The core team include:-

- Education Attendance Officers who work closely with Parent/Family Support Advisors. They support parents and explain the consequences of certain actions.
- Emotional Health Workers who work with young people with mental health problems.
- Youth Workers who provide information, advice and guidance.
- A Senior Youth Worker and three area Youth Workers.
- Family Advice and Liaison Workers of which there are seven in Taunton and are linked to every school in the area. They provide support for vulnerable people.
- Children's Centres which are regarded as the hub of support for families and provide services for children up to four or five years of age. The managers of these centres also manage areas with a lower level of need.
- Youth Inclusion and Support Workers who are involved with young people (six – thirteen years of age) who can drift into anti-social behaviour. These workers liaise closely with the Police.

Workers from the other partner agencies such as Health Visitors, PCSO's and Housing Support Officers are encouraged to make links with LSDT's and are invited to 'hot desk' in locality offices to develop relationships at a local level.

Andrew added that he would be meeting with the Police to discuss how they could work together. He also thought that PCSOs had impacted positively in many areas.

The Group discussed funding for activities for youngsters involved in anti-social behaviour and it was felt that a liaison group between the LSDTs, Police, Somerset County Council and Taunton Deane Borough Council would be beneficial.

Members felt that Housing Estate Managers should be aware of the work that the LSDTs did and also suggested that the LSDTs send out leaflets with contact numbers.

Andy Murphy, Sergeant of Avon and Somerset Constabulary responsible for Taunton East.

Sergeant Murphy explained to the Group that Taunton East comprised of five Beat Managers and five Police Community Support Officers. Taunton East was problematic with its fair share of anti-social behaviour. Their approach was two-fold, namely targeting those involved in anti-social behaviour and providing an alternative to causing nuisance though he recognized that there was a general lack of facilities for young people, particularly during evenings.

Sergeant Murphy added that some anti-social behaviour was actually crime and incidents mainly involved the young and were drink-fuelled so there was a need to reduce opportunities to get drunk. They were trying to reintroduce Youth Clubs and trips in order to show individuals that there was a different behaviour available to them and they offered projects as rewards for good behaviour. He told the group that 6% of anti-social behaviour was caused by youths.

Sergeant Murphy explained that the problem was exacerbated by a lack of free play facilities. Until recently, there were no free play areas for over 5 years in Halcon, which meant that a large number of children had nowhere to go. Young people felt safe in groups and felt vulnerable alone. Most were not troublemakers and there was a need to provide opportunities and new skills. There was less youth provision than 25 years ago and he was concerned that Police and society were criminalising young people simply because there was nothing for the young to do.

The Group was told that for a large town, Taunton offered very little to young people and the new play area in Holway was an excellent example of what could be done. Sergeant Murphy added that he had recently spent six weeks in Bridgwater, where anti-social behaviour was reported to the Council and not the Police. It was linked to CCTV operators and non-criminal incidents were reported to the Council the next day. He suggested that one stand alone database for Taunton would give the public a stand alone number, and avoid them getting frustrated. In addition, a CCTV system should be considered for Halcon. He also thought that there was a good working relationship between the Police and Council Housing Officers.

The Chairman felt that there needed to be a partnership of the agencies to discover ways of providing and funding diversionary activities and sustainable activities.

Sergeant Murphy stated that anti-social behaviour data was 'wasted' because it was held by the Police. He recommended a database for the Taunton area.

John Williams, Chief Housing Officer, Taunton Deane Borough Council

John Williams handed out copies of the parts of the draft Tenant's Handbook referring to anti-social behaviour. There have been no major changes to this section in the new draft handbook. Changes can be made but there is a process that must be gone

through, involving consultation. May 2009 is a good time to do this because it coincides with consultation on rent increases though the launch of the completed handbook is planned for February 2009.

He informed the Group that tenants are responsible for the behaviour of everyone in their property, including visitors. In reality it is not always possible for a tenant to manage this.

John added that currently, the Council evicts one or two tenants each year on grounds of nuisance. Eviction is the final step in a process, which begins with verbal or written warnings, possibly mediation too. Court action is a last resort. Judges do not choose to evict without significant evidence and proof that all other avenues are exhausted.

It was noted that changes to the tenancy agreement cannot be applied to current tenants; only new ones. He confirmed that the introduction of Choice-Based Lettings did not rule out the ability to provide Introductory Tenancies, but said that April 2009 would be very difficult right on top of the introduction of Choice-Based Lettings because of the increased workload.

Recommendations

The original recommendations are set out below together with the revised recommendations which were made following consultation with the Council's Legal Team.

- 1. ORIGINAL RECOMMENDATION:** Creation of Introductory Tenancy Agreements for new tenants. These agreements to become secure after a period of 18 months. The Introductory Tenancy could then be extended by a further period of time if 'good reason' could be shown.

LEGAL TEAM ADVICE: Legislation allows Introductory Tenancies to remain for an initial 12 months, not 18. The tenancy can only remain Introductory for a further 6 months under certain circumstances. Introductory Tenancies have to be granted to all tenants. They cannot be targeted. Also, the upcoming Choice Based Lettings states that new tenants will receive a secure tenancy. If we were to use them we would have to advertise as such on all the adverts for our stock, but could not easily put a disclaimer on the website because we are not the only Council advertising.

REVISED RECOMMENDATION: To look at the feasibility of using Introductory Tenancies.

- 2. ORIGINAL RECOMMENDATION:** The Council should look at the usefulness and feasibility of introducing parental programmes that have been shown to impact on anti-social behaviour.

LEGAL TEAM ADVICE: May be useful, but cannot and should not be used to tackle behaviour that the Council does not consider normal or acceptable. Legislation allows everyone to live the life they choose. Legally we cannot, for instance, act against parents who swear in front of their children. We **can** act when tenancy terms are breached. This does not stop us setting up voluntary schemes though.

REVISED RECOMMENDATION: (*unchanged*)

- 3. ORIGINAL RECOMMENDATION:** A group of officers be set up within the Housing Service to deal with anti-social behaviour. The team would be trained and qualified to deal with anti-social behaviour including the legal aspects as per the Mid-Devon model.

SCRUTINY OFFICER ADVICE: The Core Council Review is under way. This will identify how the Council will be structured and work in light of Pioneer Somerset and Southwest One. Perhaps the recommendation could suggest that the Council should consider a full-time dedicated team as part of the restructure of the Housing Service. A further recommendation on training officers to interact more effectively may be useful.

REVISED RECOMMENDATION: As part of the Core Council Review, the Council should look at creating a dedicated Anti-social Behaviour Team for Housing.

- 4. ORIGINAL RECOMMENDATION:** The introduction of Demoted Tenancy Agreements when there was a record of serious anti-social behaviour or other breaches of the tenancy agreement.

LEGAL TEAM ADVICE: We do not need to introduce Demoted Tenancies. We already have that tool by statute. They are best used where there is support for the tenant remaining in the home, which may be too late for many neighbours. A Postponed Possession Order (PPO) may be better, where re-offending is likely but one last chance is to be given. Demoted tenancies can be awkward and long-winded. It can take 6 to 9 months to get one then a second set of proceedings taking a further 3 months before the tenant is evicted. A tenant who breaches a PPO, however, can be evicted in as little as 9 weeks. What is needed is swift action by both the Housing and Legal Teams when anti-social behaviour is identified.

REVISED RECOMMENDATION: The Review Group wishes to highlight the need for swift action on the part of Estate Officers, and close working between them and the Legal Team, to tackle anti-social behaviour as soon as possible.

OTHER RECOMMENDATIONS

- 5.** The Council should continue to publicise its successes in dealing with specific cases of anti-social behaviour in its Housing Stock.

6. The Council should sign up to the 'Respect' standard for Housing Management as soon as possible.
7. A skills audit of Estate Officers should be carried out to identify and meet any training needs in respect of dealing with anti-social behaviour.

Conclusion

Anti-social behaviour takes many forms though, fortunately, it is caused by only a very small minority of Council tenants. Nevertheless, it is of great concern to Taunton Deane Borough Council and is a high priority for its Councillors and members of the public. There is no easy answer to tackling this problem nor is there one particular organization that can deal with this issue. This Task and Finish Group has found that, in order to reduce the number of anti-social and nuisance incidents in the Borough, close liaison with many other organizations is required. Nuisance incidents should be addressed both reactively and proactively. It was also recognized that any cases that have been resolved successfully should be publicized where possible in order to educate and reassure the public that these problems could and would be resolved.

This review has demonstrated that the Council has taken some successful measures in tackling this problem and that with the cooperation both between Council departments and with other outside organizations, further improvements can be made.

If you have any queries regarding this review, please contact the following:-

Contact Details

Chair of the Review

Councillor Mary Whitmarsh

Email: cllr.m.whitmarsh@tauntondeane.gov.uk

Democratic Services Manager

Richard Bryant

r.bryant@tauntondeane.gov.uk

Appendix A – Full List of Recommendations

Recommendation 1

The Council should sign up to the 'Respect' Standard for Housing Management as soon as possible.

Recommendation 2

A skills audit of Estate Officers be carried out to identify and meet any training needs in respect of dealing with anti-social behaviour.

Recommendation 3

There should be a close and swift working liaison between the Council's Estate Officers and its Legal Team to tackle anti-social behaviour as soon as possible.

Recommendation 4

As part of the Core Council Review, the Council should look at creating a dedicated Anti-social Behaviour Team for Housing.

Recommendation 5

To look at the feasibility of using Introductory Tenancies. This however, may be complicated by the imminent introduction of Choice Based Lettings.

Recommendation 6

The Council should look at the usefulness and feasibility of introducing parental programmes that have been shown to impact on anti-social behaviour.

Recommendation 7

The Council should continue to publicise its successes in dealing with specific cases of anti-social behaviour in its housing stock.

Taunton Deane Borough Council

Executive - 4 March 2009

Report of the Strategy and Communications Manager

Proposals for a new Appendix to the existing Media Protocol covering issues relating to the new Scrutiny arrangements

(This matter is the responsibility of Executive Councillor Steve Brooks)

Executive Summary

This report proposes a new amendment to the existing Media Protocol which will cover the promotion of Scrutiny as part of the new arrangements for Scrutiny to be launched in 2009.

1. Purpose of Report

- 1.1 This report considers the existing arrangements for promoting Scrutiny outcomes and proposes an additional Appendix for the existing Media Protocol which was discussed, amended and supported by Overview and Scrutiny Panel on 27 November 2008.

2. Background

- 2.1 The existing Media Protocol was approved in April 2006 and subsequently updated in June 2007. The reasoning for the Media Protocol is adequately explained within the "Introduction" to the Media Protocol provided in Appendix 1.
- 2.2 A key aim of Scrutiny is to involve local people in scrutiny and to promote the outcomes from the work of the various Groups and Panels. The existing Media Protocol does not adequately cover the new scrutiny arrangements. Therefore, an addition to the Media Protocol was written following an examination of best practice elsewhere in the country. This addition was supported by the Strategy and Performance Panel in February 2008, however, the Executive felt unable to support it at that time as the new Scrutiny arrangements were still a pilot project.
- 2.3 The Executive agreed that a press release could be sent out at the completion of an individual Task and Finish review and this press release would include quotes from the Chair of the Task and Finish Review as well as the Portfolio Holder. The press release would then be jointly signed off by the Chair and the Portfolio Holder.

2.4 Therefore, for the Council to be in a position to promote our new Scrutiny arrangements in 2009 the proposal is to provide an additional Appendix to the existing Protocol. The aim of the additional Appendix (provided in appendix 2) is to create acceptable ways of raising the profile of scrutiny, encourage community involvement and publicise the outcomes of the Task and Finish Reviews.

3. Overview on Scrutiny Panel on 27 November 2008

3.1 The proposed Appendix to the Media Protocol was discussed at the Overview and Scrutiny Panel on the 27 November 2008. The Panel recommended a couple of small amendments to the Appendix which have now been made and they recommended to the Executive that they approve the Appendix.

4. Recommendations

4.1 It is recommended that the Executive consider approving the Appendix to the Media Protocol which needs to come into effect when the new Scrutiny arrangements are introduced.

Appendix 1 TDBC Media Protocol

Proposed additional Appendix to Media Protocol to cover Scrutiny

Purpose of the Appendix to the Protocol

The primary aim of this addition to the Media Protocol is to:

- create acceptable ways of raising the profile of Scrutiny
- encourage community involvement
- publicise the outcomes of Task and Finish Review in ways which are consistent with the main Media Protocol's working principles.

Its purpose is to provide guidance to Officers when deciding to publicise Scrutiny and covers:

- the role of individual Councillors in promoting Scrutiny
- the promotion of the Scrutiny Committees and the Task and Finish Reviews

Principle

The Executive or individual Portfolio Holder should not have approval rights or a “veto” over any press release originating from the Scrutiny function. There will be a clear process in place and the Media and Public Relations Officer will ensure that the reputation of the Council is protected in all instances.

The work of the Scrutiny Committees

Press releases will be produced with the request or approval of the Chair and Vice-Chair of the Committee, unless the Committee specifically request one in the form of a vote. Releases may only relate to upcoming items on the agenda (as approved by the Chair / Vice-Chair) or to recommendations voted by the Committee.

All press releases relating to an agenda item or recommendations of a Scrutiny Committee will be drafted by the Media and Public Relations Officer and Scrutiny Officer. The release will be non-political, factual, contain only information on the agenda item or recommendation(s), prefaced with an explanation of the role and powers of Overview and Scrutiny, and a statement that any requests for further information be directed via the Media and Public Relations Officer as per the Media Protocol (this includes requests for quotes or statements from Portfolio Holders or members of the Scrutiny Committee). A quote from the Chair or Vice-Chair may be included.

If the press release relates to a recommendation made to a Portfolio Holder or the Executive, then a statement may be included by way of response to the recommendation being made. If a comment is not forthcoming within 48 hours of the press release being requested, the press release will be distributed.

Recommendations made by Committees with reference to external bodies (public or private sector, including partnerships) can be released without the need for a quote from the Executive, however the release must state the relationship between TDBC, TDBC's Scrutiny function and the external organisation in question. If appropriate, explanation of "what happens next" to the recommendation should also be included.

Task and Finish Reviews

During a Review

Task and Finish Reviews will be responsible for their own publicity and should consider involving the public at the earliest stage. Final report will be released to the public, with a press release as appropriate.

Each new Review should consider the press and publicity needs and imperatives – for instance involving the public – when it begins. Task and Finish Reviews should be carried out in the public domain wherever possible, involving those communities most effected by the topic being reviewed.

Upon completion of the Review

The final report of the Review will be released to the public, with a press release where appropriate, between the completion of the Review and presentation of their findings to the Executive (or other decision-making body to whom the recommendations apply). The content of the press release will remain factual, stating the aims and recommendations of the review (and to whom they would apply), including a quote from the Chair of the Review, stating what will happen next to the report. An explanation of the Task and Finish Review will also be included, and that further requests for information should be directed via the Public Relations Officer.

There will be no Executive or Portfolio Holder quote in this release.

Post "decision" at Executive – or other decision-making body to whom the recommendations apply

A further release may be made stating which recommendations will be implemented and those that will not. If the TDBC Executive are the decision-making body, the relevant Portfolio Holder (or Leader) will be expected to explain the reasons for the Executive decision, and what will happen next.

The TDBC Website

The website will be promoted as a source of information relating to Scrutiny at Taunton Deane, the link for which will be included in either the main body of any Scrutiny related press release, or in the editors notes; whichever is most appropriate.

The role of Ward Councillors

When an issue/initiative relates to a specific area, the Ward Councillor (s) may be invited to provide a quote for a press release.

Political initiatives

The above is without prejudice to the freedom of political parties to pursue their own press relations strategies.



Appendix 2

Media Protocol

Introduction

The Aims Of Media & Public Relations

- **To increase public awareness of the services provided by the authority and the functions it performs.**
- **To allow local people a real and informed say about issues that affect them.**
- **To explain to the local community the reasons for particular policies and priorities**
- **In general, to improve local accountability**

(From the Code of Recommended Practice on Local Authority Publicity, ODPM)

Taunton Deane Borough Council is committed to delivering effective media management in order that the local community are well informed about the services and issues, which may affect their everyday lives. It is also about engaging with residents, ensuring that the Council's priorities match the aspirations of local residents and encouraging resident and stakeholder participation in the process.

The Role of the Media and Public Relations Officer

The Council employs a Media and Public Relations Officer (PRO) whose role is to effectively communicate with the local community through local and regional media. The role aims to provide consistent messaging and build relationships in order to work effectively with the media. The media will, rightly, challenge certain decisions made by Councillors and Officers of the Council, and good communication will ensure that Council policies and decisions are clearly presented.

There are many methods of communication:

- Newsletter
- Press Release
- Fact Sheet
- Press Kit
- Press Conference
- Media Tutorials
- Media Roundtables
- Media Interviews

Each is a vehicle of communication, which ultimately aims to inform and educate the local community, and enhance the reputation of Taunton Deane Borough Council.



The PRO is responsible for ensuring good two-way communication between the Council and the community. Therefore, the media protocol can be considered as a set of principles that provides guidance to the PRO, Executive Councillors and Officers on how those principles should work. In a large and complex organisation, it aims to provide clarity on the various roles and responsibilities - for example, the role of a spokesperson, the level of officer involvement, handling of media enquiries and also the distribution of press releases. The protocol is a good platform to work from, but it is the PRO who will decide what is contained in a press release, who is the relevant spokesperson and who is invited to attend photo calls on each piece of news in accordance, as much as possible, with the following protocol.

The Media & the Law

In the context of media relations, the Council is legally obligated and needs to be open and accountable. Any information or comment should be objective, balanced, informative and accurate. Publicity produced by the Council should be without political bias.

The distinction between the authority as a body and the individual councillor is important. As **The Local Government Act 1986** states: “*A Local Authority shall not publish any material which in whole, or in part, appears to be designed to affect public support for a political party*”.

The Council should adhere to **the Code of recommended practice on local authority publicity, contained in section 27 of the Local Government Act 1988**. This makes it clear that any publicity describing the Council’s policies and aims should be as objective as possible, concentrating on facts, or explanation - or both.

The Council is required to provide agendas for public meetings to the media on request, is required to admit the media to meetings and must specify exempt agenda items for which the media is excluded from the meeting.

In addition to the media’s rights under the Freedom of Information Act, the media should be able to immediately access:

- Three days’ notice of dates of meetings open to the press
- Agendas and minutes of council meetings
- Register of planning applications
- Record of payment of allowances to councillors
- Statutory register of members’ interests
- Local government Ombudsman reports
- The annual accounts
- The annual audits
- Performance indicators
- A number of statutory plans, including Best Value Performance Plan
- General financial information
- The annual report



Talking to the media

The Council welcomes the opportunity to talk with the media and therefore the starting point to the protocol is that “*no comment*” is not a recommended response to media enquiries. The only situation when such a response is appropriate, is for legal reasons or, if there is not enough factual information available, to make a statement.

As a general rule, the only individuals authorised to communicate with the media on Council matters are members of the Communications & Information team (namely the PRO), and Councillors who hold an appropriate office within the Council.

The office holders within this protocol are defined as the Leader of Council, Deputy Leader, Executive Councillors, and the Chairs of the Panels and Committees. On a day-to-day level, it will be the Leader and Executive Councillors who are the Council's primary spokespersons.

Only if the appropriate Executive Councillor is unavailable or if information of a technical nature needs to be provided (such as licensing, planning or other technical issues) is it appropriate to authorise an officer to speak to the media.

The media are asked to contact the Media and Public Relations Officer as the first point of contact with the Council on media enquiries. The PRO will aim to provide a quick and efficient service. **See section ‘Handling a media enquiry’.*

Leader of Council

The Leader of Council is the Council's primary spokesperson. The Leader can be called upon to represent the Council on any subject. The Executive Member/ Portfolio Holder will be the first point of contact on a portfolio-led enquiry but, in the absence of the Portfolio Holder, the Communications Portfolio Holder will liaise with the Executive for a suitable spokesperson and/or the Leader will be asked to step in. The Leader, alongside the Council's Chief Executive, will be the designated spokesperson in the event of any crisis communications.

Executive Councillors

The Executive Councillors will be the spokesperson for press releases, on media enquiries and at press briefings on subjects/issues that involve their respective portfolios. The majority of Council press releases and enquiries are portfolio-specific and, therefore, the Executive Councillors as the decision-makers are the main spokespersons.

The Mayor

The PRO will manage press releases and interview opportunities for the Mayor on important civic occasions such as the Mayor Making, Citizenship Awards and other events throughout the year.



The Scrutiny Process

The principle underpinning both this Protocol and the Statutory Code of Practice is that the legitimate purpose of a council's publicity service is to do just that – to give publicity to the **Council's** policies, services and actions – regardless of which political party, or parties, are in control. A clear distinction needs to be made between “the Council” and the party groups themselves – whether in control or in opposition.

The focus of the publicity service will therefore almost always be on the actions of the Executive and its members. The one exception to this general rule is in regard to Scrutiny, where an item that comes before the Executive has been previously considered by Scrutiny. When the current review of that function has been fully implemented, this should happen more frequently.

In such cases the PRO will have the discretion to include a quote from the Chair of a meeting as to why and how the panel arrived at its recommendation to the Executive - where this helps to better explain the Executive's decision.

But it must be emphasised that this does not, and cannot, create a platform to give the opportunity for the views of opponents of a politically controversial issue to be promoted by a Council press release. The Chair must always consider the Council's reputation and not use the opportunity to make political points.

Publicity and good communications are important if Scrutiny is to work properly. Amongst the changes brought about by a fully effective scrutiny process will be an increased need to seek the input and participation of our local community and stakeholders. As Scrutiny is still evolving within the Council, this part of the protocol will need to be reviewed in approximately 12 months time.

Ward Councillors

The PRO will endeavour to alert ward councillors to upcoming press releases that impact their ward. However, the Statutory Code severely limits the Council's ability to give publicity to the role and actions of councillors other than the “office-holders” mentioned earlier. Within those constraints the PRO may conclude that the Council's publicity relating to a particular local issue or activity would be enhanced by the inclusion of some quotes from a ward representative of the affected ward. The PRO will also contact one of the councillors for the affected ward for a reaction to be published as part of that press release.

Chief Executive

The Chief Executive is an important, high-level role and, as such, a key figure in the public arena. The PRO will work with, and include quotes from, the Chief Executive in press releases and will focus upon the Chief Executive as the lead spokesperson as appropriate. This will also apply to other Senior Managers/Heads of Service on occasion.



Officer Level

Members of senior management may also speak with the media after consultation from, and briefing with, the PRO. The PRO will also arrange for interviews with employees or advisors who have expertise in a particular product or service area. In such cases, the PRO provides media training and related support and will brief those Officers speaking to the media on information that may be shared outside the organisation. The PRO will also participate in each interview to support the Officer, and will also provide the media with any further information requested following the interview.

The key point when talking to the media is that Officers do need to forward any media enquiries to the PRO. To ensure that consistent messaging is followed, there should be no direct line of communication between TDBC employees and the media without the approval / acknowledgement of the PRO.

Handling A Media Enquiry

Any Officers approached by the media to make a comment should politely refer the media to the Media and Public Relations Officer. The reasons for this are twofold: to keep a record of enquiries, and also to protect Officers from feeling pressured into making 'off the cuff' remarks that they may not otherwise make had they had time to think about a response. Officers are the technical experts and their input into enquiries is essential but should be made through the PRO.

Ideally, the PRO should always be the first point of contact for the media. The PRO will endeavour to ensure that, as much as possible, all responses are delivered within 24 hours or, where possible, sooner.

Upon receiving an enquiry, the PRO will make contact with the relevant Officer(s) and the Executive Councillor(s). The Communications Portfolio Holder will also be alerted. Information should be fed back to the PRO, who will then formulate a response. The response is returned to the relevant Officers and/or Executive Councillor for final approval before distribution to the media.

The enquiry can also be handled directly by the Executive Councillor or they can send their response to the PRO for distribution to the media.

1:1 Interviews

Requests from the media for a 1:1 interview should be made via the PRO. The PRO will try and ensure a quick response and, as much as possible, confirm a spokesperson. An Executive Councillor will be the spokesperson on most occasions and, in certain cases, the Mayor or Senior Officers.



Data Protection and Media Enquiries

The Council will not be drawn into discussion on individual cases, even when members of the public provide the press with personal information about their own situation. Housing and Benefits are often the areas in which the media will enquire about specific cases; in such situations the PRO will work with Officers to provide policy information but will not discuss the actual case and personal details of the individuals concerned.

Press Releases

A press release may: promote something positive; defend the controversial; provide information; contain complex information. However, fundamentally, it should help promote a better understanding of Taunton Deane Borough Council.

A press release is a simple document that aims to deliver timely and accurate information in ready-to-publish form. It will not automatically receive coverage because the Council releases it, but because the information is deemed to be of interest to the publication's readers.

Executive Councillors and Officers should alert the PRO to potential newsworthy items or issues that may spark media interest. However, the decision about which issues warrant a press release rests with the PRO.

All press releases should follow the agreed corporate style and must be distributed through the PRO.

The Time Factor

A press release should be distributed at the time of the relevant announcement. Time is an essential factor, old news is not considered newsworthy and that is why both members and Officers should ensure as much notice as possible is given to the PRO.

Generally, five days warning should be given to the PRO of the need for a press release. Occasionally, important news will be dealt with sooner and, if necessary, on the day of notification.

The Approval Process

The PRO is responsible for developing Council press releases. Officers contribute to releases with technical information, and the Executive Councillors will also be involved in the approval process and, in addition, may be asked to submit a quote.



Officers and Executive Councillors will be emailed a copy of the draft press release for comment and approval. There will normally be an overnight approval timeframe but, occasionally, this could be narrowed to a matter of hours. The PRO will endeavour to ensure that all parties have an opportunity to sign-off but, when this is not possible, a senior Officer or a member will sign-off the release. It is for this reason that contact information for the PRO, Executive Councillors and the Communications Portfolio Holder is included on every release.

Members should be sent a copy of any news release as soon as practicable following media distribution.

Partnerships

The PRO will ensure that partners are included within relevant press releases and also contacted for quotes to be included. The TDBC logo and a quote from the relevant spokesperson will also be provided to partners.

Press Briefings

Press briefings are important to help explain complex issues, to launch an initiative and to communicate an important story. Officers and lead councillors should liaise with the PRO about the organisation of a press briefing, who should attend and what topics should be covered.

Photo Call

Relevant members and Officers will be invited to photo opportunities as they arise. Depending on the issue this invitation could be extended to one or a combination of the "office-holders" mentioned earlier i.e. the Leader, Deputy Leader, and Executive Councillors.

As described in the sections in the Protocol on ward councillors and on Scrutiny the PRO may conclude that the publicising of the Council's initiative would be made more effective by the addition of the relevant Scrutiny Chair, and/or by an elected representative of the ward affected, and/or by Officers.

In such cases the PRO will aim to arrange convenient options for councillors but, in view of the inevitable pressures created by external timetables, this will not always prove possible and invitees must appreciate this.



Elections

During elections, all publicity referring to a political party or anyone standing for election will be suspended between the publication of a notice of election and polling day. Councillors will not be quoted in press releases during this period unless it is a Councillor holding a key political or civic position commenting on an emergency, or an important event outside of the Council's control, and where there is a genuine need for a response from a Councillor.

Equal Opportunity and Race Equality Policies

When drafting press releases or selecting photographs, all Officers should be mindful of the Council's Equal Opportunities and Race Equality Policies.

Media Monitoring

The PRO keeps a record of all the media coverage generated for analysis to ensure that the aims of providing good communications and letting the public know about our services are being met.

For further information or queries please contact:

Media and Public Relations Officer
Taunton Deane Borough Council
Deane House
Belvedere Road
Taunton
TA1 1HE

Tel: 01823 356407

Email: press.office@tauntondeane.gov.uk

Taunton Deane Borough Council

Executive - 4 March 2009

Report of the Economic Development Manager

Into Somerset - the Somerset Inward Investment Initiative

(This matter is the responsibility of Executive Councillor Jefferson Horsley)

- 1.1 Members will recall that Councillor Horsley updated the Full Council Meeting on 17 February 2009 on the situation with Into Somerset.
 - 1.2 Attached is the report that will be taken to Somerset County Council's Executive and to District Executives over the next few weeks. Taunton Deane's position is described at paragraph 3.4.
 - 1.3 It has been agreed with partners that Taunton Deane will not be a founding member of the Local Authority Controlled Limited Company that has been established to employ the Investment Manager.
 - 1.4 However, Taunton Deane remains fully committed to the need to market Somerset as a 'place to do business' and to encourage inward investment activity. As such, it is proposed that the Council will support the initiative with previously agreed funding from the Local Authority Business Growth Incentives Scheme (LABGI) grant to the sum of £20,000 per annum in each of the financial years 2009/2010 and 2010/2011, whilst exercising control of the expenditure of these funds through a Service Level Agreement.
- 2. Recommendation**
- 2.1 It is recommended that Members agree to the continued support of the Into Somerset initiative through a Service Level Agreement.

Contact Officer : Phil Sharratt 01823 356534 or
p.sharratt@tauntondeane.gov.uk

Somerset County Council

Executive Board
4 March 2009

Item No. [Item No.]

Into Somerset, the Somerset inward investment initiative

Executive Portfolio Holder: Alvin Horsfall

Division and Local Member: All

Corporate Director: Miriam Maddison

Lead Officer: Paul Hickson

Author: Stephanie Berry

Contact Details: 01823 356766 SXBerry@somerset.gov.uk

1. Summary/link to the Corporate Plan

- 1.1.** This report updates the Executive Board about the steps SCC is taking with its district council and local private sector partners to formalise the structure of an inward investment company, Into Somerset, which will attract greater inward investment into the county. The genesis of this initiative has taken lengthy planning. Partners agreed to the initiative in principle in 2006/07. More recent work has included a rigorous options analysis and risk assessment. The Executive Board is asked, on the balance of evidence of the overall options analysis, to adopt the company option, endorse the revised business plan and delegate the detailed legal and financial decisions to officers in consultation with the relevant Portfolio Holders.
- 1.2.** A joint delivery vehicle for inward investment across Somerset is a high profile outcome for Priority 7, a more productive and competitive Somerset economy, of the Somerset Local Area Agreement (LAA) 2008 - 2011 and contributes to the targets NI151, NI166 and NI171. It is also a priority action under Aim 3 of SCC's Annual Plan 2008, ensuring economic wellbeing as part of Priority 5 supporting the development of Somerset's economy.

2. Recommendations

- 2.1.** Adoption of the preferred option of a Local Authority Controlled Company limited by guarantee for delivery of inward investment for Somerset
- 2.2.** Endorsement of the Into Somerset business plan
- 2.3.** Delegation of detailed decisions on the Inter Authority Agreement and Memorandum and Articles of Association for the company to the finance and legal teams in consultation with the Portfolio Holder for Economic Development and Portfolio Holder for Strategic Resources and Finance.

3. Background

- 3.1.** In the development of the Somerset Community Strategy and Economic Strategy, a performance gap in Somerset's economy was identified in the lack of high value business investment. Initial work by the six local authorities in Somerset reviewed the options for closing the gap and of practice elsewhere, resulting in a business case for an initiative for joint promotion of Somerset as a business location and a consistent approach to stimulating and responding to inward investment enquiries. The local authority partners took decisions in principle during 2006/2007 to take this initiative forward and for initial funding for 3 years from 2007/08.

The Somerset County Council Executive Board made its resolution at its meeting on 20th December 2006. At the meeting the Executive

1. Resolved to endorse the business case for a Somerset inward investment agency as outlined in Appendix A to the report.
2. Approved an annual SCC contribution for three years of £125,000, drawn for the Local Authority Business Growth Incentive (LABGI) allocation.
3. Agreed the appointment of the portfolio holder for economic development as SCC's representative on the agency's board.

- 3.2.** The first year financial contributions were made by local authorities in 2007/08. Initial delivery in 2008/09 has been achieved firstly by the formation of the shadow board comprising the six local authority representatives, the IBM Director of Marketing UK and Ireland and Honor Chapman as an experienced and influential chair. The delivery of the inward investment business plan for the first year (March 2008 to March 2009) of Into Somerset is proceeding through a Service Level Agreement with the Somerset Chamber of Commerce and Industry. The first year financial contributions of the partners and the delivery costs of Into Somerset are being handled through an external project account in SCC.

The headline outputs delivered and outcomes achieved for the initial year of the business plan to date have been:

- Market research identifying target geographical areas, demographic groups and key sectors
- Perceptions study identifying the unique strengths of Somerset as a business location and key messages for marketing campaigns
- Development of the Somerset brand for a business market
- Development and launch of web site www.intosomerset.com
- Initial marketing and promotions plan and materials
- Comprehensive marketing plan for 2009 - 2012
- Briefing to local businesses at local events and Somerset in Business conference
- Secured private sector contributions in terms of secondment, pro bono support and ambassadorial roles
- Enquiry handling protocol developed, agreed and implemented
- Improved joint working with SWRDA, UKTI and PERA in promoting Somerset for foreign direct investment and joint ventures

3.3. The advantages of a joint delivery vehicle have been recognised through the process of the initial delivery arrangement and the partnership of local authorities working together. There are two challenges in taking this forward. The process of reviewing the options and risks rigorously has proven to be a more complicated process than originally envisaged and the original business plan has required reconfiguration.

3.4. The options considered were:

- An informal shared service
- A local authorities controlled company limited by guarantee with suitably skilled dedicated staff directly recruited or procured through contract with appropriate organisation
- Direct contract with a third party agency
- A local authority partnership

All six local authorities in Somerset have been involved in the rigorous process of the options analysis and risk assessment (Appendix 1). The conclusion at officer level in the majority of local authorities is the preferred option of a local authorities controlled company limited by guarantee. This conclusion has been accompanied by a business plan for the remaining confirmed funding period 2009 – 2011 (Appendix 2).

In summary, the main benefits of this model, as detailed in the options analysis, are the active participation of the private sector in taking this forward. This includes the added value of professional expertise and ambassadorial roles as well as potential for financial contributions leading to reduced reliance on public sector funds. The main risk is the insecurity of funding beyond 2011 and the possible subsequent closure of the company.

3.5. Taunton Deane Borough Council, whilst supportive of the initiative and committed to funding the 2 year delivery plan, does not want to be represented on the company's board of directors at the current time and will secure its governance of the initiative through a Service Level Agreement with the company.

3.6. All Local Authority partners have adopted a core report to present to their Executive Boards for agreement to take the Somerset wide initiative forward.

4. Consultations undertaken

4.1. Somerset Strategic Partnership – SSP has provided the overarching governance of the process and through the Economic Leaders Group has been consulted on a regular basis by reports to quarterly meetings since the start of the process in 2006. The SSP and ELG approved the original business case for a company limited by guarantee as the most appropriate delivery model and continue to support this option.

Local Authority engagement - The six local authorities have been engaged in the process on a formal basis since June 2007 with representation by economic development officers on the working group and portfolio holders for economic development forming the shadow board. During 2008 greater engagement and consultation was achieved through the input of the Economic Regeneration directors and the legal and financial teams in developing the Inter Authority Agreement and Memorandum and Articles of Association for the company. Through this engagement it has been possible to identify the concerns of each authority and address them through the options analysis and risk assessment.

SWRDA – SWRDA was originally represented on the working group but latterly has been consulted on best practice and collaboration on foreign direct investment through the SWRDA Inward Investment Manager

4.2. Private sector – Wide engagement and consultation through the Somerset in Business conference in 2007 and 2008, briefings on the market research in August 2008 and regular consultation through private sector representatives on the Economic Leaders Group. The private sector is fully supportive of the preferred option of a company and there are offers of in kind contributions and ambassadorial roles from the business community.

5. Implications

5.1. The implications for SCC for Into Somerset to come under the Local Authorities Regulated Companies Regime relate to its obligations, together with its partner local authorities, to ensure that Into Somerset Limited complies with the restrictions under the Local Authorities Regulated Companies regime laid out in the Local Authorities (Companies) Order 1995 which include the requirements:

- Information required on business letters, notices and other documents referring to the fact that it is a regulated company
- Restrictions on remuneration and expenses permitted for directors who are also councillors
- Restrictions on appointing people disqualified from acting as a councillor to the board
- Requirements relating to the provision of information about the company to the relevant local authority's auditors
- Requirements relating to the provision of information to councillors
- If a controlled company, restrictions on who can be appointed as auditor
- If a controlled company, requirements to make public minutes of meetings

In addition SCC is required to show Into Somerset accounts in the local authority annual accounts and to declare contingent liabilities in the annual accounts

5.2.

6. Background papers

- 6.1.** Review of Into Somerset Delivery Options – 3 February 2009 (Appendix 1)
Into Somerset Business Plan 2009 -2011 – 3 February 2009 (Appendix 2)
Draft Somerset Sustainable Community Strategy 2008 – 2026, December 2008
Somerset Economic Strategy – Somerset Strategic Partnership 2005
Somerset Local Area Agreement 2008 - 2011
The Local Authorities (Companies) Order 1995
- 6.2.**

Note For sight of individual background papers please contact the report author

Appendix A

INTO SOMERSET LTD BUSINESS PLAN

2009 – 2011

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1. Introduction

The overall strategic aim of the Somerset Economic Strategy adopted by the Somerset Strategic Partnership in 2005 is 'to achieve by 2015 a dynamic, high value and leading edge economy for Somerset and the wider South West region'. One of the strategic drivers of action is innovation and dynamism – transforming Somerset from a relatively low productivity and low value economy to a high value, knowledge driven county where innovation and creativity are valued and nurtured by the workforce and business community.

Strategic objective 2 of the Somerset Economic Strategy is 'to maximise the long term investment attractiveness and dynamism of Somerset's economy'. This objective is to be achieved through the strategic actions of:

- Creating a positive image of Somerset and its economy
- Strategic marketing of Somerset as a location for sustainable inward investment
- Targeted sectoral approach to inward investment linked to opportunities in different parts of Somerset
- Ensuring high quality advice, information and 'after care' services for potential and actual inward investors.

Following the signing of the first Local Area Agreement for Somerset in March 2006 the Economic Leaders Group has steered a process to bring about a collaborative approach to an inward investment agency which would deliver the strategic actions and the outcome measures for the LAA of improving the perceptions of Somerset as a business location and increasing growth in key small business sectors. These outcomes have been carried forward to the new Local Area Agreement for 2008 – 2011.

The Place Marketing Company presented the business plan for an inward investment agency for Somerset to the Somerset Strategic Partnership and Local Authorities in February 2007. The business case proposes the formation of a stand alone agency in the form of a company limited by guarantee with a board of directors to a maximum of 15 to include the funding partners with a private sector recruited chair. The prospective funding partners at the time of the report included SCC, the five district councils, Somerset Strategic Partnership and the South West Regional Development Agency.

During 2007 funding for three years for an inward investment company was agreed in principle by the six local authority partners, the district councils contributing proportionally to population levels. SWRDA indicated it could not be a funding partner or be included in the board of directors.

The first year financial contributions were made by local authorities in 2007/08. In the short term, the inward investment business plan for the first year (March

2008 to March 2009) of Into Somerset was delivered through a Service Level Agreement with the Somerset Chamber of Commerce and Industry. The first year financial contributions of the partners and the delivery costs of Into Somerset are being handled through an external project account in SCC.

Planning for the longer term has seen the formation of the shadow board for the company in July 2007 comprising the six local authority representatives and the recruitment of an independent Chair in August 2007. In September 2008 the IBM Director of Marketing UK and Ireland joined the shadow board. The draft Memorandum and Articles of Association of the company propose a board of 13 with a representative of each of the six local authority funding partners, an independent chair and 6 private sector representatives with equal voting rights for each member.

A 'shelf' company (i.e. an incorporated company with no activity) has been purchased by SCC from Companies House to provide a vehicle to admit the private sector directors and the local authority partners on finalisation of the Inter Authority Agreement. Into Somerset Limited was formed on 7 October 2008.

In the process of agreeing an Inter Authority Agreement and the Memorandum and Articles of Association for the company (Into Somerset Ltd) the SCC legal team identified that Into Somerset would fall under the local authorities regulated regime because:

- a) More than half the turnover for Into Somerset is being received from the partner local authorities
- b) The partner authorities will hold more than 20% of the total voting rights
- c) More than 20% of the directors of Into Somerset will be associated with the partner local authorities
- d) More than 20% of the total voting rights as a meeting of directors will be held by partner local authorities
- e) The local authorities by virtue of their financial contribution have a 'dominant influence' over Into Somerset

Under the regime the Into Somerset accounts will need to be consolidated into the respective local authority accounts.

To avoid the company coming under the regime would require either a reduction in the number of local authority representatives on the board to less than 20% or an increase in size of the board to 31 members. These options were considered unacceptable and unrealistic.

A **controlled company** has additional restrictions on:

- Who can be appointed as a company auditor
- Requirements to make public the minutes of meetings
- Partner authorities are under an obligation to ensure that Into Somerset complies with the statutory requirements of a controlled company

2. Outputs of delivery plan 2008 -2009

	Delivery action	Outputs
1	Set up	
1.1.	Develop Delivery Plan. Organise visit to Think London	Delivery Plan agreed with Into Somerset board before 31 March 2008. Think London visit in June 2008
1.2.	Set up Into Somerset 'office'	Dedicated telephone line and IT equipment available 27 November 2008
2	Gathering Intelligence	
2.1.	Compile up to date intelligence information on skills, sites and premises, communications infrastructure, business support services and lifestyle. Collate 'soft' information held in-house	Information collated for web site - live on 27 November 2008
2.2.	Collate baseline information on targeted key sectors in Somerset and other potential growth sectors	On going activity with input from local authority officers
2.3.	Conduct market research into the external market	Market research identified the target key sectors for Into Somerset and proposed key messages for sector campaigns based on a thorough perceptions study. Completed 25th July 2008
3	Marketing and Promotion	
3.1.	Draft an initial marketing and communications plan	Initial plan developed into brief sent out to tender. ADPR contracted to deliver PR and communications. A detailed marketing plan has been prepared following the Somerset in Business Conference on 27 November 2008
3.2.	Developing the brand	Branding developed by Halo Media and agreed with Into Somerset board June 2008
3.3.	Create marketing materials	Into Somerset brochure and USB pen created for Somerset in Business Conference 27 November 2008
3.4.	Develop and deliver sector campaigns	Sector campaigns are under development for delivery in 2009 - 2011
3.5.	Build a web site	Web site http://www.intosomerset.com live on 27 November 2008

3.6.	Regional and national events	To be part of the sector campaigns
3.7.	Local, regional and national PR	PR for the Somerset in Business Conference 27 November 2008
4	Targeting and working with local businesses	
4.1.	Organise agreed appropriate promotional events	Briefing events on the results of the market research during August 2008. Briefing on Into Somerset at Somerset in Business Conference 27 November 2008
4.2.	Develop an effective communications method with the private sector	Use of Chamber of Commerce network for communications
4.3.	Convene one to one visits with local businesses	One to one visits and presentations to business groups by Chamber of Commerce. One to one visits to key sector businesses.
4.4.	Explore and secure future funding such as secondments or other in kind contributions as well as advertising space on promotional resources	In kind contributions and secondments currently being explored in follow up to Somerset in Business Conference on 27 November.
4.5.	Develop strategic networking links between Into Somerset, the tourism industry and other key sectors	Local authorities requested this was postponed until Into Somerset established
5	Investment handling	
5.1.	Enquiry handling and follow up protocols	Enquiry handling and follow up protocols agreed by officer group July 2008
5.2.	SWRDA generated enquiry handling protocols	Developing protocols with new Inward Investment Manager for SWRDA.

3. Vision and Mission

Vision

By 2011 Into Somerset will be the key vehicle for attracting high value business investment into the county of Somerset making a major contribution to the business competitiveness targets and outcomes of the Somerset Local Area Agreement and the objectives of the Somerset Economic Strategy.

Mission

The mission of Into Somerset is to improve significantly Somerset's approach to and performance from inward investment. This will be achieved through raising awareness of the suitability of Somerset as a business location, working in partnership with Project Taunton, Yeovil Vision, Bridgwater Challenge and the market towns visions, targeted marketing to sectors of greatest value to the Somerset economy; and through a competitive and business credible enquiry handling and investment supporting mechanism and approach within the county.

4. Strategic objectives

To increase the number of committed company investments in Somerset

By 2011 achieve a significant increase the number of directly supported, committed company investments in Somerset from an estimated baseline of 7 per year between 2004 and 2006.

5. Marketing Plan for "Into Somerset" for 2009 / 2010 and beyond

5.1. Objectives:

1. Improve perception of Somerset as a place to do business amongst the target audience. Formal quantitative measurement of this perception shift is not felt to be achievable within current budgets, so a balanced range of qualitative feedback will need to be gathered to assess progress against this objective over time.
2. Stimulate and respond to 80 enquiries per annum in 2009/10 from businesses interested in relocating to or expanding into Somerset. Growing to 120 enquiries in 2010/11 and 150 enquiries each year thereafter.
3. Achieve 10 new VAT registered businesses set up in Somerset per year from 2010 onwards within each industry targeted. (Align this objective to the government objectives on regional start-ups.)

5.2. Strategy:

Address the significant 'perception gaps', as identified by the market research, to position Somerset as the *differentiated* ideal place to do business in the UK. This differentiation is based on the unique combination of Somerset being Connected, Creative, Entrepreneurial, Independent, Prestigious, Traditional, Knowledgeable, Welcoming and offering a New and great Lifestyle.

Target three distinct groups of 'prospects' based on their position and needs

- (1) Existing businesses looking to relocate their main office (from within the UK or outside of the UK) to Somerset. **"Relocators"**
- (2) Existing businesses who are looking to expand their geographic presence, by opening a new office / location (could be a new sales office, or could be to house an existing function, such as design/engineering/production) in Somerset. **"Expanders"**
- (3) Potential high value/high growth start-up/spin out companies who are looking for the ideal base / environment from which to form and grow their new enterprise. **"Start-ups"**

5.3. Marketing Approach:

To close the perception gap with the target market through creatively delivering a mix of messages based around the 10 Somerset attributes.

To execute a mix of cross-industry and industry specific activities using both an offline campaign which is heavily PR focused and an online campaign that uses a PR like approach to connect with and deliver the desired messages to our target audience.

5.4. Action Plan:

Offline Campaign

Regular PR activity through channels such as business journals, management magazines, blue chip trade press, lifestyle publications etc. This approach should address both the cross industry and industry specific channels.

Offline PR will also take into account the ambassadorial roles of individual businesses, networking within the business community here, joint activity with the project teams delivering the visions for the growth towns, Taunton, Yeovil and Bridgwater and the market towns and liaison with the Public Sector, especially Ellen Stallens' department at SWRDA. The idea of using specific individuals / personalities who have committed to act as 'Somerset Ambassadors' could be a great way to galvanize opinion outside of Somerset.

Online Campaign

Executing an online campaign alongside the offline work will give strength and extend the reach of our messages. Good quality copywriting, video case studies, third party endorsements and supposedly unrelated voices (viral techniques) would all contribute to this web marketing approach.

The following set of activities are the kind of mix that we should consider:

- Business Forums - we need to reach out to companies of all sizes through at least 5 of the larger business forums; providing links to Into Somerset within the knowledge base and starting chatter about the county and the initiative.
- YouTube - nothing helps video content get going like YouTube. Video testimonials and featurettes can be seeded across the network quickly and cheaply, with comments and ratings on each one and links back into the online community, in tandem with their presence on the Into Somerset site. Thought needs to be given to meta-tagging the videos for maximum effect.
- Blogosphere - a simple, persona-led blog using some of the leading Somerset ambassadors can build interest and provide us with a vehicle to market Somerset as a business location through the eyes of a third party endorser. Blogs contribute a great deal to search engine optimisation and are seen by many (perhaps incorrectly) as a source of opinion untainted by corporate motives.
- Business Directories – create reciprocal links with businesses that are already here or recently relocated to add Into Somerset information and links within their own directory pages, because more business in the county benefits everyone.
- Wikipedia - the benefits of doing business in Somerset can be explicitly stated in Wikipedia on an Into Somerset page (with links from Into Somerset and Visit Somerset) and as many Somerset companies as we can find on the site.
- Facebook / LinkedIn - there are increasing numbers of special interest groups in these social networking sites. Into Somerset could benefit from its own, which we use (after building an initial list of friends) to reach our target market. Once these people have accepted a 'Friend Request', they are going to see the brand again and again (with regular content management). Once the friend list reaches a certain threshold, Friends become Fans.

5.5. Complementary actions to enable an industry led approach for selected target industries:

- Study the market research and with key partners select the one or two industries and the functions within those industries, which are most likely to add value to the local economy, be robust despite the turbulent economic environment ahead of us and aid the change in perception of Somerset that is required. In terms of those relocating or expanding the functions which may be of most value to Somerset in terms of developing the knowledge economy are likely to be research, innovation, development and design and as well as being expansion of private industry could well include sections of the public sector.

Focus the first year's actions on these sectors.

- For each industry identify key case studies / role models / ambassadors who are already thriving in Somerset
- Identify a headline ambassador and spokespeople for each industry.
- Identify key gathering places (on-line and off-line) for professionals and decision makers in each industry
 - Major events / conferences
 - On-line discussion forums
 - Trade Associations / Governing Bodies / Trade Press etc
- Build up knowledge of existing networks, contacts, supply chains etc for each industry... (Likely starting with the case studies, role models and ambassadors)
- Proactively target a small number of companies who this gathering industry intelligence suggests are open to considering a relocation or investment in Somerset
- Stimulate a dialogue within those networks on why Somerset could be a great place to relocate to for people and businesses in that industry
- Consider supporting communications activities to get message across to target audience e.g. event attendance, press releases, advertorials in target publications

From the market research the indication is that the priority sectors for Into Somerset to focus its pro-active operations on initially should be:

Advanced Engineering – High value, fairly distinct to target and communicate with, have useful connections with bigger organisations, budgets and investment, strategically very significant for Somerset

Energy & Environment – High value, subject to major investment by government and business, strong international links, connection with existing investment plans, synergy we think with some of the advanced engineering skills already in Somerset. Overall a smaller more select community that could be seen as one with Advanced Engineering for into Somerset purposes.

Individuals with potential high value business start up – Probably based in London and SE, bring significant investment, skills, connections, plenty of good case studies already in Somerset to build a strong message.

5.6. Key Milestones / Deliverables

Foundational Actions from Jan to March 2009

- Finalise delivery format for key personnel
- Brief all currently registered “Somerset Ambassadors” and enable them to begin the task of spreading the message to our target audience. (Full Ambassadors enablement plan being developed by ADPR & Rupert Cox)
- Identify key ambassadors / personalities to leverage on-line and off-line in early 2009
- Update Into Somerset web site to provide greater depth, richness and interactivity to the content – so it provides quality support to the Ambassadors
- Prioritise the subset of industries to focus on in 2009 and continue the research into these to build up knowledge, contacts and networks.
- Recruit and brief PR and on-line agencies
 - Define target media, forums, discussion groups, events
 - Set up special interest groups on Facebook / LinkedIn
 - Build the Into Somerset Wikipedia entry
 - Formally link the Into Somerset website to relevant business directories & business forums

Milestones Achieved by end June 2009

- 10 significant pieces of PR coverage achieved in target publications
- Online community of 500 friends of Somerset identified
- 3 videos loaded onto YouTube and leveraged across the friends of Somerset and associated communities of interest
- 3 events attended to position Into Somerset to targeted industry groups / decision makers
- 10 enquiries received from businesses considering relocating or expanding into Somerset

Milestones Achieved by end September 2009

- 6 further significant pieces of PR coverage achieved in target publications
- Online community of 1000 friends of Somerset identified
- 2 new videos loaded onto YouTube and leveraged across the friends of Somerset and associated communities of interest
- 3 events attended to position Into Somerset to targeted industry groups / decision makers

- 20 new enquiries (now 30 in total) received from businesses considering relocating or expanding into Somerset

Milestones Achieved by end December 2009

- 8 further significant pieces of PR coverage achieved in target publications
- Online community of 1500 friends of Somerset identified
- 2 new videos loaded onto YouTube and leveraged across the friends of Somerset and associated communities of interest
- 3 events attended to position Into Somerset to targeted industry groups / decision makers
- 25 new enquiries (now 55 in total) received from businesses considering relocating or expanding into Somerset

Milestones Achieved by the end of 2009 / 2010 fiscal year

- 30 pieces of significant PR coverage achieved in target publications
- Online community of 2000 friends of Somerset identified
- 10 videos loaded onto YouTube each highlighting one of the great assets of doing business in Somerset
- 12 events attended to position Into Somerset to targeted industry groups / decision makers
- 25 new enquiries (now 80 in total) received from businesses considering relocating or expanding into Somerset
- 10 businesses in the process of relocating or expanding into Somerset

Milestones Achieved by the end of 2010 / 2011 fiscal year

- Online community of 3500 friends of Somerset identified
- 200 enquiries received since inception from businesses considering relocating or expanding into Somerset
- 20 businesses have relocated or expanded into Somerset with new offices set up in the County

Milestones Achieved by the end of 2011 / 2012 fiscal year

- Online community of 5000 friends of Somerset identified
- 350 enquiries received from businesses considering relocating or expanding into Somerset
- 35 businesses have relocated or expanded into Somerset with new offices set up in the County

5.7. Appendices

Additional Tactical ideas to be considered as part of the Marketing Execution

- Identify key partners, communities / networks who would be motivated to promote Somerset as a great place to do business
 - Project Taunton, Yeovil Vision, Bridgwater Challenge, market town vision groups
 - All MP's and political leaders from Somerset
 - Business leaders (current and past) who have first or second homes in Somerset
 - Estate Agencies who have both Commercial & Residential offerings in Somerset and offices outside of Somerset who could help to promote Somerset to those considering a relocation
 - Relocation Agencies targeting city dwellers who are considering a move to the country
- Work with these groups to see how the Into Somerset message can be worked into their own business model in a complementary way
- Stimulate dialogue amongst peripheral groups on the subject of Somerset as a place to do business
 - Run a competition amongst Schools or Colleges who have media and technology courses to produce the best viral video on the subject of "Why my Mum and Dad love living and working in Somerset?" Maybe IBM offer a prize of a behind the scenes tour of the IBM Technology Centre at the Wimbledon Tennis Championships or Honda F1 Racing
 - Run a competition amongst new media companies already based in and around Somerset to create the best viral video on the subject of "Living and working in Somerset"... need to find a compelling prize...(any work we can offer to them as a result of winning this prize?)
- Effectively harness the Somerset Visitor Centre in Sedgemoor Services to connect with passing business people.
- Guerilla advertising at other places along the M5 – field-side advertising etc.
- Have a presence at Glastonbury Festival other major Somerset tourism sites (Exmoor, Clarks Village etc) to make the attendees aware of relocation potential
- Consider national / international media coverage – finding Somerset friendly media players and getting them to prepare specific programmes / films / documentaries about Somerset or about Somerset people and businesses.

- Consider piggybacking on some of the South West Development Agency programmes – leveraging incentives they may have which Into Somerset could promote and harvest.
- Consider partnering with key banks who support a regional/ethical investment approach – eg Cooperative Bank. Using access to banks and access to ‘easier’ funding decisions as a hook to drive up interest.

6. Human Resources Plan

To deliver these objectives over the next 3 years will require a significant investment in skilled personnel as set out below.

The most cost effective way of providing the core service is through a 2-yr Service Level Agreement procured by Into Somerset Ltd with an existing Somerset based organisation with its own premises or access to suitable premises provided as an in kind contribution by one of the partners.

- **Chief Executive/Project Manager of Into Somerset** (50% part-time, contracted) - **The Leader**
 - Support the Board in preparing and delivering the strategic plans of Into Somerset
 - The single point of contact between Into Somerset Ltd and the delivery activities of the project.
 - Responsible for the delivery of the agreed targets and reporting to the Board.
 - Responsibility for budget monitoring and reporting, and for organising auditing of accounts by approved auditor
 - In conjunction with the Chair of Into Somerset, be “the face” of the project to partners, the business community and potential investors
 - With the Chair secure private sector funding and sponsorship of Into Somerset
 - Engage and instruct suitable sub-contractors (with agreement of the Chair)
 - Chair regular progress meetings of the Into Somerset team including on-line and off-line marketers and sector researchers etc
 - Ensure compliance with the requirements of being a Local Authority Controlled Company
- **Business Development Manager** (full time) - **The Closer**
 - Working with local authority partners and project teams delivering the visions for Taunton, Yeovil, Bridgwater and the market towns visions, facilitate investment in Somerset from inward or indigenous enquiries by providing advice, support and information.
 - Undertake business investment-related research

- Be responsible for the agreed enquiry handling processes
 - Work closely with Into Somerset's Ambassadors to share intelligence and create a two-way flow of referrals.
 - Through client contact and feedback from colleagues, identify issues that hinder the growth of Somerset companies and communicate these to the Board via the Chief Executive
 - Take a lead role in representing Into Somerset at external events.
 - Maintain accurate and up to date records of Somerset companies
 - Maintain accurate and up to date records of external companies that the project has engaged with
- **Administrative support to Into Somerset (full time) - The Supporter**
 - Full office administrative support
 - Administrative support to the Board and Officer's meetings
 - Lead role in organising any events Into Somerset wishes to hold
 - Arrange for Into Somerset to be represented at suitable external events
 - Perform basic web editing
 - Manage the accounts of Into Somerset

Also required to fulfil the marketing activity are the following roles:

- **Sector Research (contractor).** Working in conjunction with and in support of the business development manager - **The Digger**
 - Specific named work to enhance existing research to unearth target companies in the key sectors
 - Undertake further research as required to bolster the Somerset "offer"
- **Web maintenance and development (contractor or secondment from SCC) - The Techie**
 - Search Engine Optimisation
 - Graphics
 - Gradual evolution of the website functions
 - Advise "local" web editors (see admin support above and PR)
- **PR & marketing role (contractors) - The Messenger**
 - Develop and deliver an over-arching marketing strategy
 - Effective PR campaigns linked to events, Ambassadors, case studies, relevant publications etc
 - Support copy for the website
 - Viral awareness and promotion
- **Company Secretary role** – not mandatory (could be the Chief Executive, admin support or one of the private sector directors)

- Ensure compliance with Companies House requirements, e.g. submission of annual accounts

7. Operations Plan

Company formation

- Finalisation of each local authority's decision making processes to enable admission of each into the company Into Somerset Ltd
- Finalisation and signing of Inter Authority Agreement
- Finalisation of Memorandum and Articles of Association
- Registration of directors with Companies House
- Recruitment of private sector directors - open advertisement and transparent recruitment process
- Notify HMRC Into Somerset active company
- Schedule board meetings
- Ensure compliance with requirements of Local Authority Controlled Company

Company start up

- Procurement of Chief Executive role/project management of Into Somerset Ltd delivery
- Investment/Business Development Manager recruitment
- Admin post recruitment
- Set up Into Somerset bank account
- Appoint accountant and auditor
- Transfer Into Somerset funds to company account
- Develop company policies and procedures e.g. Health & Safety, Equalities, Procurement
- Organise formal launch of Into Somerset

Procurement of Chief Executive/project management of Into Somerset

It has been agreed by partners that the procurement of the Chief Executive role to lead the Into Somerset team and manage the project, and the recruitment of the Business Development Manager and Administration role, needs to be a transparent process. This needs to be balanced with the need to continue with the momentum and work of the first year of the delivery plan.

The suggested process therefore is:

- Extend the current Service Level Agreement with the Somerset Chamber of Commerce and Industry for a further 3 months interim period from 1 April 2009 to cover the period of the procurement process and enable continuity of activity

- Finalise the Service Level Agreement between the local authorities and Into Somerset Ltd ensuring local authority broad requirements are built into the agreement
- Use the SLA as the basis for a tender document to be advertised on local authority partner web sites and sent to an agreed list of suitable organisations as an invitation to tender

8. Financial Plan

Version showing full costings

ITEM	2007/08	2008/09	2009/10	2010/11
EXPENDITURE				
Management and delivery through SLA with Somerset Chamber		£40,000.00		
CEO activity - 50% FTE Procured through SLA			£25,000.00	£26,500.00
Investment Manager - Full Time Assuming £40,000 salary + employer NI and 10% pension contribution			£48,720.00	£51,156.00
Office administration - Full Time Assuming £18,000 salary + employer NI and 10% pension contribution			£21,924.00	£23,020.00
Sub-total		£40,000.00	£95,644.00	£100,676.00
Operational budget				
Telecoms		£1,300.00	£1,000.00	£1,000.00
IT maintenance			£1,000.00	£1,000.00
Office supplies		£1,000.00	£1,000.00	£1,000.00
Postage		£1,000.00	£1,500.00	£1,500.00
Travel, subsistence, hospitality		£6,000.00	£6,000.00	£6,000.00
Office/premises		£1,300.00	£3,000.00	£3,000.00
Utilities			£0.00	£0.00
Employers & public liability insurance		£250.00	£1,000.00	£1,050.00
Contents insurance			£0.00	£0.00
Professional indemnity			£1,000.00	£1,050.00
Accountancy and payroll fees			£1,000.00	£1,000.00
Audit fees			£7,000.00	£7,350.00
Recruitment costs			£5,000.00	
Legal fees			£1,000.00	£1,000.00
HR advice			£1,500.00	£1,000.00
Contingency for VAT, corporation tax			£2,500.00	£4,000.00
Sub-total		£10,850.00	£33,500.00	£29,950.00

Delivery plan

Sector research	£10,000.00		
Market research into target markets	£43,830.00	£35,000.00	£36,750.00
Brand development	£5,000.00		
Marketing materials	£20,000.00	£10,000.00	£10,500.00
Website development + maintenance	£15,000.00	£20,000.00	£21,000.00
Marketing, PR, Ad' campaigns	£36,350.00	£40,000.00	£42,000.00
Attendance/Exhibit at events	£4,820.00	£30,000.00	£31,500.00
Somerset-based events	£15,000.00	£20,000.00	£21,000.00

Sub-total **£150,000.00** **£155,000.00** **£162,750.00**

Contingency for redundancies			£20,620.00
Contingency for liquidation			£3,000.00

GRAND TOTAL **£200,850.00** **£284,144.00** **£316,996.00**

CARRIED FORWARD **£227,500.00** **£276,650.00** **£279,506.00**

INCOME**Payment in advance**

Somerset Strategic Partnership	£30,000.00	£30,000.00	£30,000.00
Somerset County Council	£125,000.00	£125,000.00	£125,000.00
SSDC	£15,000.00	£30,000.00	£30,000.00
TDBC	£10,000.00	£20,000.00	£20,000.00
SDC	£10,000.00	£20,000.00	£20,000.00
MDC	£10,000.00	£20,000.00	£20,000.00
WSC	£2,500.00	£5,000.00	£5,000.00
Business Link Somerset	£25,000.00		
Web site income			£10,000.00
Private sector sponsorship			£27,000.00
Likely to be 'in kind' contributions to the staffing or operational expenditure			£30,000.00

TOTAL **£227,500.00** **£250,000.00** **£287,000.00** **£42,000.00**

INCOME + CARRIED FORWARD **£477,500.00** **£563,650.00** **£321,506.00**

FORWARD BALANCE **£227,500.00** **£276,650.00** **£279,506.00** **£4,510.00**

Version showing cost reductions and allocation of private sector contributions

ITEM	2007/08	2008/09	2009/10	2010/11
EXPENDITURE				
Management and delivery through SLA with Somerset Chamber		£40,000.00		
CEO activity - 50% FTE Procured through SLA			£25,000.00	£26,500.00
Investment Manager - Full Time Assuming £40,000 salary + employer NI and 10% pension contribution			£48,720.00	£51,156.00
Office administration - Full Time Assuming £18,000 salary + employer NI and 10% pension contribution			£21,924.00	£23,020.00
Sub-total		£40,000.00	£95,644.00	£100,676.00
Operational budget				
Telecoms		£1,300.00	£1,000.00	£1,000.00
IT maintenance			£1,000.00	£1,000.00
Office supplies		£1,000.00	£1,000.00	£1,000.00
Postage		£1,000.00	£1,500.00	£1,500.00
Travel, subsistence, hospitality		£6,000.00	£6,000.00	£6,000.00
Office/premises		£1,300.00	£3,000.00	£3,000.00
Utilities			£0.00	£0.00
Employers & public liability insurance		£250.00	£1,000.00	£1,050.00
Contents insurance			£0.00	£0.00
Professional indemnity			£1,000.00	£1,050.00
Accountancy and payroll fees				
Audit fees			£7,000.00	£7,350.00
Recruitment costs			£5,000.00	
Legal fees		In 2008/09 covered by LAA PPG		
HR advice			£1,500.00	£1,000.00
Contingency for VAT, corporation tax			£2,500.00	£4,000.00
Sub-total		£10,850.00	£31,500.00	£27,950.00

Delivery plan

Sector research	£10,000.00		
Market research into target markets	£43,830.00	£35,000.00	£36,750.00
Brand development	£5,000.00		
Marketing materials	£20,000.00	£10,000.00	£10,500.00
Website development + maintenance	£15,000.00	£15,000.00	£15,000.00
Marketing, PR, Ad' campaigns	£36,350.00	£25,000.00	£26,000.00
Attendance/Exhibit at events	£4,820.00	£30,000.00	£31,500.00
Somerset-based events	£15,000.00	£15,000.00	£15,000.00

Sub-total

£150,000.00 £130,000.00 £134,750.00

Contingency for redundancies

£20,620.00

Contingency for liquidation

£3,000.00

GRAND TOTAL

£200,850.00 £257,144.00 £286,996.00

CARRIED FORWARD

£227,500.00 £276,650.00 £279,506.00

INCOME**Payment in advance**

Somerset Strategic Partnership	£30,000.00	£30,000.00	£30,000.00
Somerset County Council	£125,000.00	£125,000.00	£125,000.00
SSDC	£15,000.00	£30,000.00	£30,000.00
TDBC	£10,000.00	£20,000.00	£20,000.00
SDC	£10,000.00	£20,000.00	£20,000.00
MDC	£10,000.00	£20,000.00	£20,000.00
WSDC	£2,500.00	£5,000.00	£5,000.00
Business Link Somerset	£25,000.00		
Web site income			£10,000.00 £12,000.00

TOTAL

£227,500.00 £250,000.00 £260,000.00 £12,000.00

INCOME + CARRIED FORWARD

£477,500.00 £536,650.00 £291,506.00

BALANCE

£227,500.00 £276,650.00 £279,506.00 £4,510.00

PRIVATE SECTOR CONTRIBUTIONS

Website development	IBM secondment - confirmed	5,000.00	6,000.00
Marketing	IBM secondment - confirmed	15,000.00	16,000.00
Legal	Foot Anstey - tbc formallly	1,000.00	1,000.00
Accountancy and payroll	Tbc	1,000.00	1,000.00
Somerset based events	Tbc	5,000.00	6,000.00
TOTAL		27,000.00	30,000.00

9. Performance monitoring and evaluation

Performance monitoring will be based on realistic milestones and indicators of easily accessed data:

Performance monitoring for 2009/10

- UK enquiry handling protocol, as agreed by officers in July 2008, fully implemented and achieving desired results
- Stimulate and respond to 80 enquiries per annum in 2009/10 from businesses interested in relocating to or expanding into Somerset.
- Agreed protocols with other inward investment teams e.g. Project Taunton, Yeovil Vision
- Protocol for handling UKTI enquiries via SWRDA to focus on key sectors
- Ensuring FDI visits to Somerset
- Joint venture enquiry protocol focussed on key sectors

Performance monitoring 2010 onwards

- Stimulate and respond to 120 enquiries in 2010/11 and 150 enquiries each year thereafter.
- Achieve 10 new VAT registered businesses set up in Somerset per year from 2010 onwards within each industry targeted. (Aligned to LAA targets)
- Achieve X new jobs created within Somerset from companies investing in Somerset.

Periodic evaluation of Into Somerset

Periodic, medium term evaluation of Into Somerset would involve the utilisation of more difficult to access impact measures which would require specific research against previously set baseline data:

- Improved perception of Somerset as a place to do business amongst the target audience (repeat of perceptions study in market research of 2008).
- New GVA contribution to the Somerset economy from investing companies
- GVA per FTE employee generated by investing companies
- Number of level 4 + qualifications as % workforce in investing companies (contribution to the Knowledge Economy)
- Average wage level for employees within investing companies

Taunton Deane Borough Council

Executive – 4 March 2009

Somerset Waste Board Business Plan 2009 – 2014

Report of the Strategic Director (Joy Wislade)

(This report is the responsibility of Executive Councillor Mullins)

1. Introduction

The SWP Constitution requires the single client unit to prepare a Draft Business Plan with an accompanying Action Plan on an annual basis.

The Board then approves a draft for consultation with the partners, so that each partner authority has the opportunity to comment on the plan.

The Board can, by majority vote, amend the Business Plan in order to accommodate any unforeseen circumstances and to assist the Board to achieve the Aims and Objectives. Any partner council can request such an amendment at any time.

The Board approved the attached draft plan on 12 December 2008. Comments are requested by the end of February 2009 so that the Board can adopt the Plan at its meeting on 20 March 2009.

2. Draft Business Plan

The Draft Business Plan is attached as an Appendix and includes:-

- A description and brief history of the partnership;
- Aims, Objectives and principal functions;
- Analysis of the operating environment;
- Links to the corporate objectives of the partner councils;
- Strategic Risk Assessment matrix;
- Action Plan;
- Communications Action Plan.
- Budget (at Annex 1).

The plan spans a five year horizon, but has particular emphasis on key actions for the next 12 months and also acknowledges longer term issues.

This is the second iteration of the SWP plan which was adopted by the Board in July 2008. This refresh has been brought forward in line with the annual timetable set out in the Constitution to align the annual cycle more closely with the budget planning cycle within the partner authorities.

3. Recommendation

The Executive is requested to:-

- 3.1 Approve the Draft Business Plan subject to 3.2; and
- 3.2 To identify any major aspect(s) of the Draft Business Plan it would like to see amended, and report these to the Somerset Waste Board for their meeting on 20 March 2009.

Joy Wishlade
Strategic Director
Tel. 01823 356403
j.wishlade@tauntondeane.gov.uk



SWP BUSINESS PLAN 2009-14

**Draft for Consultation approved by SWB
12th December 2008**

SWP Business Plan 2009-14

Foreword by Chair and Vice Chair of the Somerset Waste Board

This is the first major revision of the SWP Business Plan, coming just nine months after our first published plan. We now intend to settle into an annual timetable aligned with the budget and prioritisation process of our partners.

The SWP has had a successful start by just about any measure: - Defra statistics show that in 2007/08 we were the top performing county in England at 50.9% and we have thereby achieved our 2010 target well ahead of schedule. In our first half year we achieved levels of savings at the high end of the range predicted – around £1.5m and are on course to do so again in our first full financial year.

Our financial systems and governance arrangements have been well audited and scrutinised by a number of bodies and found to be in good order. We have undertaken successful trials to show how we can add plastic and cardboard to the kerbside service and there has been a great deal of interest in our story and collection systems from local authorities across the UK.

All this has been made possible by having a strong vision, a strong member and officer team and strong support from partners and the public. We'd like to thank everyone for their part in that.

There will, however, be challenging times ahead and difficult decisions to be made. The economic downturn has already had an impact on our contractors and the price they can make from sale of recyclable materials. For 2009/10 we will have to look at reining-in some of our services, for example the number of bring banks and the summer opening hours of HWRCs. We expect to have to increase prices for services we charge for. If things get tighter still, which is probable, we will have to look beyond these measures to make further savings.

Despite the difficulties the Board has a strong aspiration to keep this partnership at the forefront of sustainable resource management locally. We will aim to remain creative in our approach to try and deliver these aspirations within the limited resources available.

Nigel Woolcombe-Adams Chair
Hazel Prior-Sankey, Vice-Chair

Somerset Waste Board

Part 1 – Introduction and Background

1. Background

1.1 Description of the SWB

The Somerset Waste Board (SWB or “The Board”) is a Joint Committee made up of two elected representatives from each of the county’s six authorities.

The six partner authorities have delegated their powers in relation to waste collection and disposal services to the Board. The Board delivers this obligation through its executive arm, Somerset Waste Partnership (SWP).

SWP acts as single client on behalf of the partners reporting through the Board, and maintains close strategic and operational links with the partners at Member and Director level. The organisation is hosted by Somerset County Council who act as the Administering Authority.

1.2 Brief History

Somerset Councils have a strong and evolutionary record of joint working in waste from the early 1990s. In 2002 the partners undertook a Joint Best Value review which revealed the Councils would face increasing costs, challenging environmental targets and higher customer expectations. The conclusion was that, in addition to the setting of joint objectives and targets, there were potential cost savings to be achieved through pooling of resources and “contract integration”.

An obvious solution was to create a “virtual joint waste authority” for the collection and disposal of waste. This could take advantages of economies of scale, promote harmonisation around best practice and eliminate the resources used just to manage the interface between the players in the two-tier system.

In December 2004, the decision was taken to proceed towards establishing a Somerset Waste Board and a single contract for the collection of refuse and recycling was agreed. A further step was taken on 19th July 2007 when, following an extensive procurement process, it was agreed to let a single collection contract to ECT Recycling CIC.

The SWB and SWP both came into being on 30th September 2007 with the signing of the Inter Authority Agreement and Constitution.

The single contract for recycling and refuse collection across the whole county started successfully on 15th October 2007. The single contract replaced 9 other contracts, all with slightly different specifications and delivered by three separate contractors and a Direct Services Organisation. In June 2008, the service provider, ECT Recycling CIC was acquired by May Gurney limited who in November 2008 changed the name of the Company to May Gurney Recycling CIC

1.3 Recognition

In the last twelve months, SWP has hosted a conference to showcase its achievements and presentations on the governance model have been given to Members and Officers from Dorset, Hampshire, Surrey, Norfolk and Gloucestershire on the well as delegates to the LARAC Conference in November 2008.

The partnership has also given presentations on the Sort It plus collection systems to the Welsh Assembly, NI (N. Ireland) assembly and several LAs (Local Authority) in the southwest and beyond.

SWP is expected to be case studied in the forthcoming National Packaging Strategy and continues to be represented on the Advisory Committee for Joint Waste Authorities.

1.4 Audit Results

At the end of financial year 2007/2008, SWP was subjected to a full Code audit in its own right, as would a local authority. Our Value for Statement was accepted by external audit without question, and they propose to issue an unqualified conclusion on the Committee's arrangements for securing economy, efficiency and effectiveness in the Use of Resources. Given that we were only 6 months in existence at this date, this represents a significant success. In addition, we have received an unqualified Annual Audit Report on our accounts.

Governance arrangements have been audited by SWAP who were able to offer "reasonable assurance" (2 out of possible 3 star) as most of the areas reviewed were found to be adequately controlled and that risks are generally well managed. The report commented that given SWP is a relatively new organisation, the level of assurance should be viewed positively.

The first year of operation of SWP was also the subject of the first joint scrutiny review in Oct/Nov 2008. Recommendations arising from this are awaited (and will be represented as appropriate within this business plan) but based on the Committee Chairman's verbal comments to the Board, the overall impression was very positive.

2. Principal Objectives

2.1 The Vision

The Board adopted the following Vision in its first Business Plan, approved in July 2008.

To play a major role in the process of maximising resource-efficiency and minimising the overall carbon impact of Somerset's economy through innovative thinking, leadership and proactive service development.

To do this in a way that involves and challenges householders and small businesses to avoid waste in the first place and assist them to recycle, compost or recover energy value from what remains.

2.2 Aims and Objectives

2.2.1 The following Objectives are set out in the Constitution:

1. Each of the Partner Authorities recognise in particular the need to address central government and EU targets for recycling and recovery of waste and the promotion of sustainable development including the use of waste as a resource and waste minimisation.
2. Each of the Partner Authorities, in recognition of the need for delivering best value, promoting financial efficiency and effectiveness, and securing continuous improvement in the provision of waste management services, wish to:
 - (i) develop and deliver long term strategies in respect of the collection and treatment of waste;
 - (ii) consider managing waste from outside Somerset if commensurate benefits accrue and such action has been approved by all of the Partner Authorities;
 - (iii) be recognised as a leading provider of sustainable waste management services in the United Kingdom;
 - (iv) procure services, facilities, assets and solutions to meet the current and future central government and European targets for recycling and recovery of waste;
 - (v) work together in a spirit of mutual trust, support and respect, and to ensure that when difficulties or differences of opinion arise they are addressed quickly, honestly and openly;
 - (vi) share in a fair and equitable manner the costs and work included in achieving these Objectives;
 - (vii) endeavour to fully engage all stakeholders and to maximise the benefits arising from the co-operation of the Partner Authorities through the Board and the contributions that each Partner Authority may be able to make through its participation in the Board; and
 - (viii) provide a forum and mechanisms for ensuring that there is a coherent programme and organisational structure for waste management and for joint working.

2.2.2 The above form an ambitious set of aspirations. In undertaking a strategic risk assessment, more specific aims were identified as follows:

- (i) Minimise the amount of material going to landfill.
- (ii) Provide efficient, safe and effective waste collection and delivery of services for customers.
- (iii) Encourage behavioural and attitude changes towards materials used domestically and in the economy.
- (iv) Minimise the cost of waste services in Somerset and share the costs fairly between partners.

- (v) To be at the forefront of environmental and resource management best practice.
- (vi) Provide an Excellent Service to Local Authority partners.
- (vii) Strive for innovation and value for money for the wider community.
- (viii) To be a good place to work.

3. Operating Environment

3.1 Key Issues, challenges and opportunities (Somerset, UK, Europe)

UK policy for municipal waste management continues to be dominated by the Landfill Directive and its requirement that the amount of biodegradable material going to landfill is progressively reduced up to 2020. By that year, the national average amount disposed in this way must not exceed 35% of the baseline (1995) levels. There are interim targets of 75% by 2010 and 50% by 2013.

Central Government has passed on the targets to local disposal authorities in the form of *Landfill Allowances* which must not be exceeded. These allowances reduce annually so authorities must take steps to either divert material away from landfill or buy surplus allowances from authorities who are not using their full allocation. Except in the Directive target years (indicated above), waste disposal authorities can bank or borrow against future years' requirements.

Most waste authorities have not had problems meeting their allowances during the early years of the scheme and therefore trading has remained very limited to date. It is expected that trading activities will increase progressively and significantly from the first target year 2010.

In Budget 2007 the Government announced that, from 1st April 2008 and until at least 2010-11, the standard rate of landfill tax will increase by £8 per tonne each year.

This meant that in April 2008 the overall cost local of landfill exceed £50/T and is expected to rise to around £70/T by April 2010.

In its annual autumn Pre-budget report in November 2008, the Government stated that it "expects the standard rate to continue to increase beyond 2010-11". While the rate of further increase is not confirmed (ie it could continue to be £8 per year, or more or less) this is nevertheless a very clear policy steer for decision makers. Difficult investment decisions taken now (eg Sort It plus and Anaerobic Digestion) will, in the round, further mitigate against escalating costs in future years.

It is also likely that in the next few years the landfill Directive will be updated, with widespread speculation that landfill of any biodegradable material will eventually be phased out completely. This is based on existing best practice already nationally enforced in parts of Europe such as Germany and Sweden.

Media interest about AWC and "Pay as you throw" continues as does interest in perceptions about packaging. Since 2006, WRAP and others have also done much to raise awareness about food wastage through over-purchasing and poor

meal planning. In 2007 they launched the “love food hate waste” campaign with this principal objective.

Since early 2007 there has been some progress in promoting better understanding and cooperation between local authorities, manufacturers and retailers. This has aimed to promote better understanding of the whole chain by each link with it and developing common and consistent messages (for example clearer and less misleading information on packaging on prospects for recycling a particular material). Another major issue that has been subject of dialogue is the lack of money from *producer responsibility* levies (Packaging Recovery Notes) filtering down to support local collections. Defra are intending to publish a National Packaging Strategy in 2009. Although early indications are that it will remain in place Defra have admitted there is a need to make the PRN system more visible to local authorities. There are also indications the strategy will put more emphasis on maximising carbon benefits (see 3.3 below).

SWP will continue to play an active role in this debate, and will push for revisions to the PRN system to bring more producer responsibility funding to the front line of material recovery. (Action 1)

3.2 Policy and Potential New Legislation

In June 2008, the EU adopted a New Waste Framework Directive to incorporate and update previous Directives. For the first time the waste hierarchy is included in a Directive and it is intended that the hierarchy shall apply as a priority order in waste prevention and management legislation and policy. Departure from the Waste Hierarchy is possible but only “where this is justified by Life Cycle thinking on the overall impacts of the generation and management of such waste”.

The Waste Hierarchy

Prevention
Preparation for re-use
Recycling
Other Recovery (eg Energy recovery)
Disposal

The Directive also contains new recycling targets specifying that by 2020 a minimum of 50% by weight for at least metal, paper, plastic and glass from households and “possibly other origins as far as these waste streams are similar to waste from households”, this target is an aggregate, and does not apply to all the materials individually.

The principle aim of this target is to prevent member states (particularly in Eastern Europe) from adopting a strategy of prioritising energy recovery over recycling.

Somerset achieved its own 2010 target for 50% recycling / composting in 2007/08.

There are no major changes of significance to UK primary legislation expected imminently. In 2008, DEFRA consulted on draft guidance and Regulations to support the new provisions in the Local Government and Public Involvement in Health Act 2007 that permit the formation of *Joint Waste Authorities*. These have

now been commenced. SWP is represented on the DEFRA Advisory Group for this process. The Board has however decided not to express an interest in becoming a JWA in the first round of applications. JWAs will not be able to precept separately and this means that there are relatively few advantages to a JWA compared to the Joint Committee model adopted by the SWB. In some respects an arms length organisation that is still fully dependent on the parent authorities for funding could be more democratically remote and more vulnerable to funding crises than a well embedded partnership.

3.3 The Carbon Economy and Climate Change.

In recent years there has been increased political and public concern regarding climate change and the issue of carbon footprints. This is based on increasing scientific consensus and the evidence of changing weather patterns.

The Landfill Directive was driven in great part by the recognition that landfill is a major source of greenhouse gas (methane is 21 times more damaging than CO₂). If the energy value from residual waste can be recovered, it avoids both emissions of carbon in the form of methane to the atmosphere and also substitutes for energy produced from fossil fuels.

The public perception of recycling is, quite correctly, that it promotes material recovery and less use of virgin resources. Increased use of recycled (or recovered) material by industry has also been driven in large part by *energy* cost savings. Aluminium is often cited as the primary example of this; it requires just 5% of the amount of energy to manufacture pure aluminium from recovered cans compared to smelting it from bauxite (Aluminium ore). Lifecycle analyses show that the same, if not at quite such high ratios, is true for steel, wood fibre (for paper and card), glass, plastic etc.

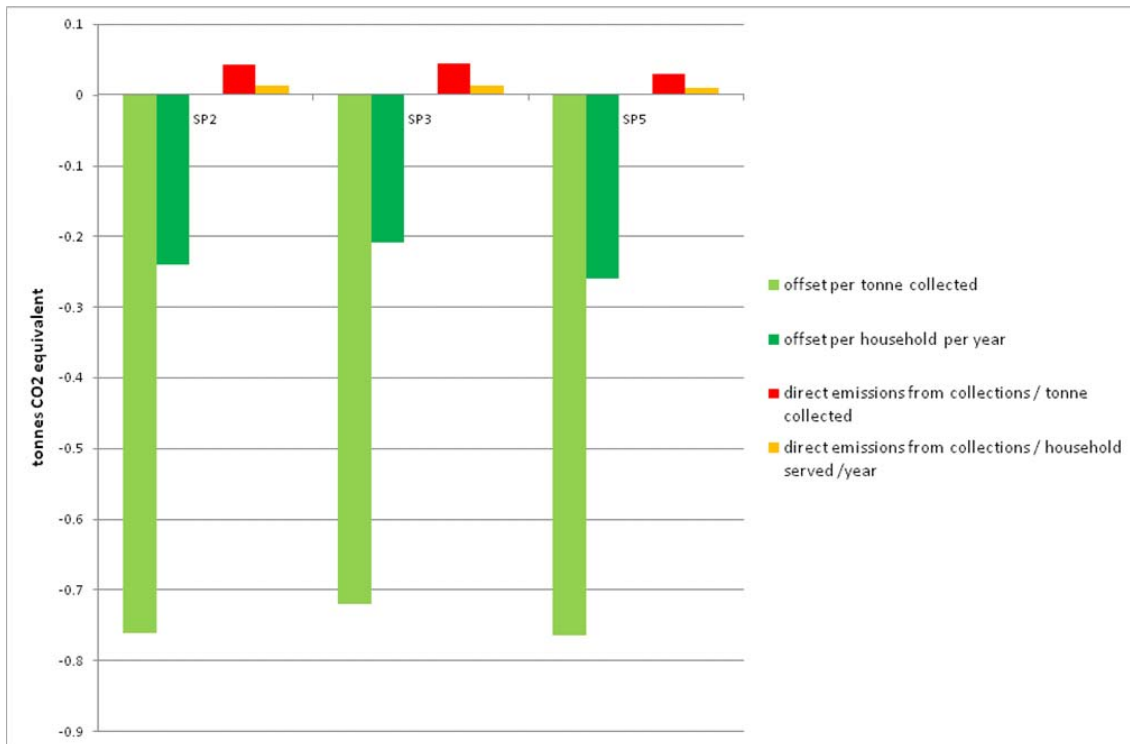


Fig 1 - Work done by Resource Futures for May Gurney suggest that the overall carbon benefit from recycling greatly exceeds the carbon offset through capturing materials.

The efficient collection and marketing of recoverable materials and the development of alternatives to landfill that recover energy value in some way from non-recyclable material will have a major carbon benefit at local and global scale. SWP is therefore a major stakeholder in this debate at a County and Regional level.

Development of carbon (energy) efficient alternatives to landfill are therefore of highest priority for the SWP and its partners.

SWP will assist SCC and other partners to facilitate a countywide strategy for maximising renewable energy including from waste where energy recovery is more sustainable than recycling or composting options. (Action 2)

This links to one of the most critical major workstreams for the period of this business plan; to undertake the evaluation, specification and delivery of alternative residual waste treatment options which meet climate change objectives of maximising renewable energy benefits. (Action 3)

In 2009, SWP will publish an annual report on the carbon impact of both the provision of SWP waste services and the management of waste collected, including the carbon savings arising from recycling and energy recovery. This will be achieved by monitoring energy and water use and, with assistance from May Gurney, use results from published material life cycle analyses to identify the carbon impact of waste management processes.

Monitoring and reporting should help identify opportunities to reduce the carbon impact of waste services provision. Identifying and publishing information on the carbon impact of Somerset's waste management practice should assist with strategy development and provide information for residents on the carbon benefits of recycling and energy recovery. (Action 4)

The SWP will also investigate how reductions can be achieved in contractor's operational fuel consumption and in for its own staff.

3.4 Markets for Recycled Material.

After many years of strong growth in global demand for recycled material, the market for materials went into sudden decline in the autumn of 2008 as a result of the global economic downturn. To date, SWP has not had to stockpile or dispose of any recyclable material but there has been significant loss of income to our contractors.

The short to medium term prospects remain uncertain but SWP had previously identified drop in demand from developing economies as a risk factor. Somerset has a strong track record on providing quality (mainly kerbside sorted) material principally to UK (c90%) or EU markets and in the light of events in late 2008, this policy has been strongly vindicated. Government agency WRAP have indicated that they expect markets to recover in the medium to long term.

In 2008, SWP published a detailed annual register of reprocessors and end-uses for SWP recycling services, both collections and Household Waste Recycling Centres. This gives greater transparency and confidence for residents in how materials are recycled. This list will be updated on an annual basis. (Action 5)

3.5 Public Demand and Expectation

Public participation in recycling has grown rapidly in the last 5 years and recycling and composting is “normalised” behaviour in the majority of households.

There has been high demand for plastic bottles and cardboard to be collected at kerbside alongside the comprehensive list of materials already captured through the Sort It! system. While the addition of these relatively low weight materials will not greatly increase recycling rates per se, there is high expectation that they should form part of the service as many residents are aware that they are collected elsewhere in the UK. The enhancement of the “Sort It” scheme through addition of cardboard and plastic bottles is branded “Sort It Plus”.

In 2008, SWP undertook trials involving the collection of these materials from 8,500 properties in 3 districts. The trials tested vehicle configuration and collection frequency options. The results of the trials were reported to individual partners through Scrutiny Committees and other bodies in the autumn of 2007 and details can be found on the SWP website.

Following final deliberations on the extent and timing of roll out, SWP develop and project plan for roll out and associated delivery of containers, communications etc. (Action 6)

3.6 Local Government Finances

The funding settlements for local government used to be announced on an annual cycle, this has now increased to three years to promote certainty and allow planning. The CSR settlement for the period from April 2008 to March 2011 came at a time of increased spending restraint and was particularly unfavourable to district councils.

The first Business Plan identified the risk that spending restraint might impact on timing and extent of roll out of Sort It! and Sort It! Plus schemes. This was before the economic downturn compounded uncertainty over markets and added costs through the upturn in fuel prices and other inflationary pressures.

The trials that are currently being undertaken for Sort It! Plus are fully funded and will aim to establish both an effective methodology and affordability of three service packages. The early results of these trials will be reported to the Board in the late summer to assist with district budget planning for the 2009/10 cycle.

The formation of SWP and letting of the single contract has realised considerable overall savings for the partners but the reduction in public spending through the CSR for 2008-11 means further efficiency savings will be required (see section 9 of this plan).

3.7 Links to Corporate Plans of Partner Authorities

3.7.1 Mendip District Council

Mendip has a draft Corporate Plan 2009-2012 which contains three goals to direct the focus of its work. One of these is *Enhancing Mendip as a place to live*.

Beneath this goal are three main strategic objectives, one of which is reduce the environmental and social impact of pollution and waste.

The Council has set out its intention to develop further recycling services where cost effective with the following outcome; Mendip communities recognise the role of recycling in managing and protecting our environment, and engage fully in local recycling initiatives.

Targets have yet to be identified although the LAA supporting tier target of reducing residual waste per household is acknowledged.

3.7.2 Sedgemoor District Council

Sedgemoor's Draft Corporate Strategy 2008-13 contains Objective EN6: Through the Somerset Waste Partnership, start to introduce the "Sort It! waste & recycling collection scheme in Sedgemoor from 2009. This will be delivered through the introduction of trial rounds for the Sort It scheme during 2008.

3.7.3 South Somerset District Council

SSDC's Corporate Plan is being refreshed and is due to be published later this year. It is likely to include ambitious targets for recycling and residual household waste levels for the period 2008 to 2012. The corporate plan targets are supplemented on an annual basis by strategic portfolio statements where portfolio holders outline additional targets for the coming year.

The 2008/09 Environment and Property Portfolio statement identifies a stretching target of 57% recycling (these figures include HWRC recycling). Consideration is also being given to setting a target for residual waste to landfill and work with SWP to develop innovative solutions for waste and recycling that meet SSDC's climate change objectives.

3.7.4 Somerset County Council

The Strategic Service Plan for Waste Disposal (agreed prior to the formation of the SWP) identified the following strategic priorities for 2007/08:

- Maintain and enhance the successful partnership working arrangements with the District/Borough Councils and work positively with them towards the creation of a combined Somerset Waste Board.
- Maximise recycling and composting performance through partnerships, strategy development and service promotion.
- Agree, where appropriate, revisions to the new Core Services Contract in order to further improve operational standards.

- Continue to strengthen the new Strategic Partnership with Viridor Waste Management, and develop proposals and plans for residual waste treatment.
- Improve the quality of Household Waste Recycling Centres (HWRCs), in particular deliver a new Household Waste Recycling Centre for Chard, and progress site improvements at Frome and Dulverton.
- Develop and implement a Landfill Allowance Trading Scheme (LATS) trading and investment strategy.
- Develop the network of sites to accommodate the introduction of the WEEE regulations (nb these are now all in place).
- Develop and implement plans to provide additional site capacity for the handling of food waste.
- Work with partners to develop infrastructure for the new countywide waste and recycling collection service.
- Deliver the Somerset Waste Action Programme and the Somerset Waste Minimisation Strategy to maximise public participation in waste minimisation and recycling.

3.7.5 Taunton Deane Borough Council

TDBC's Corporate Strategy is currently being refreshed but Objective 16 of the current 2008-11 strategy states:

- To increase the amount of household waste recycled to 45% by the end of 2008/9 and 47% by end of 2009/10.
- Expanded delivery, promotion and enforcement of the recycling service, focussing on maintaining high levels of awareness, overcoming obstacles and enforcing compliance where necessary.
- Ring fence contract savings from SWP to expand and improve the recycling service to include other materials such as plastics and cardboard.
- Work closely with the SWB to ensure we meet the 2020 European landfill target of reducing biodegradable municipal waste landfilled to 35% of that produced in 1995.

3.7.6 West Somerset Council

WSC aspire to roll out Sort It plus, commencing with the coastal strip in spring 2010, subject to funding being released from sale of land at Vulcan Road in Minehead.

3.8 Opportunities for expansion and diversification

The first 12 months for SWP were dominated by the bedding in of the new organisation, the start and subsequent optimisation of the new collection contract and the Sort It plus trials. The Board were also engaged on commencing plans for residual waste treatment.

Although there will continue to be challenges around the core delivery programme, opportunities for further efficiencies will be sought through dialogue with partners and adjoining authorities on further opportunities for collaboration. (Action 7).

SWP has a strong staff team with wide range of expertise and aspires to be able to offer services to authorities outside Somerset, giving opportunities for further economies of scale. These could be on a consultancy basis or, for example, client management of collection services. Assist with transformation of other services eg. streetscene.

3.9 Commercial Recycling Services

The market has failed to provide cost effective, multi material stream recycling opportunities in Somerset. Many local Small to Medium Sized Enterprises (SMEs) therefore do not have access to cost effective recycling collection services. This means they may not be able to meet aspirations to increase responsibility toward the environment. It also places them at the mercy of increasing landfill costs. Eventually the increase in landfill costs will result in the market offering effective new solutions but the *tipping point* has not yet been reached, and is likely to lag behind in rural areas. The downturn in the market for materials will have delayed this.

Through the WIG Grant, SWP will appoint an officer on a fixed term basis to offer support to SMEs and local recycling service providers (on an impartial basis). From April 2009, the support officer will work with service providers to raise awareness of existing services and promote new services, thereby bringing forward the “tipping point” described above. (Action 8)

Part 2 - Governance, Management and Principal Functions

4. Governance and Management

4.1 The Board

SWP is governed by an Executive Board comprising two Members from each Partner Authority. The Board is a formal Joint Committee established under section 101 of the Local Govt Act 1972. Members are appointed on annual basis by their authority's full Council. There is no limit on the term served, but Members must stand down from the Board if they cease to be members of their parent authority or if they are not reappointed by the partner.

At least one Member of the Board must be a cabinet member. Members may be substituted provided the Clerk is informed and rules regarding the cabinet status of members are followed.

The Board meets formally in public once per quarter and also meets for training, visits, and informal workshops in between formal meetings.

The Chairman and Vice Chairman are elected by the Board Members at an AGM.

A full list of Members appointed to the Board appears at [Appendix 1](#).

4.2 The Inter Authority Agreement and Constitution

The Inter Authority Agreement represents a contract between all partners and was signed in September 2007. The IAA sets out the basis of the partnership and how costs are to be shared between the partners. The IAA also includes a formal constitution for the Joint Committee.

4.3 Strategic Management Group

The Strategic Management Group (SMG) consists of Directors from the Partner Authorities. SMG's role is to monitor SWP to ensure it is carrying out its delegated functions and duties, delivering best value and maintaining performance.

The Group also reviews the Business Plan, Action Plan and Budget and acts as a sounding board and source of ideas for the partnership. The SMG generally meets monthly.

4.4 Management and Staff

SWP has 29 positions on the establishment. Staff were drawn from the Parent Authorities at the time of transfer of responsibilities (1st October 2007) or appointed directly by SWP following advertisement of a vacancy.

The current structure (Autumn 2008) is included at [Appendix 2](#).

SWP recognises its role as part of partner authorities' commitments to provide fair, appropriate and equally accessible services to all citizens.

SWP has developed an Equalities Impact Assessment (EIA) which covers equalities issues from both staff and customer perspectives. The EIA was reported to Members in October 2008. It is kept under review by an Equalities Advisory Group which meets quarterly.

4.5 Health and Safety

Health and Safety is a major priority for SWP and a Health & Safety Advisory Group has been formed to oversee H&S issues and provide advice on internal and contractor issues. SWP has also agreed with HSE that it will facilitate a county-wide forum on H&S issues for the wider industry. (Action 9)

5. Principal Functions of the SWB

5.1 Waste Prevention and Minimisation

Waste Prevention (AKA waste minimisation) is the top of the waste hierarchy and provides the most scope to avoid costs and minimise environmental impact – provided the waste material or its substitute is not merely transferred to another process with similar or worse environmental costs.

The purest form of waste minimisation is waste avoidance. If the need to use materials is avoided in the first place there are no consequences of disposal.

A revised Waste Minimisation Strategy will be adopted by the Board in early 2009 and will be reviewed again in 2 years. (Action 10)

5.2 Waste Treatment & Disposal

SWP is responsible for providing recovery, treatment and disposal arrangements for Somerset's municipal waste. These are provided through contracts with waste management companies, primarily Viridor Waste Management. SWP and Viridor also have a Strategic Partnering Agreement for the development of new facilities and services.

The disposal methodology for residual waste is landfill. There are two landfill sites in use in the County, Walpole near Highbridge and Dimmer, near Castle Cary. Some household waste from Somerset is taken to the Broadpath site near Tiverton in Devon. This is generally from proximate collection rounds in the West of Somerset.

One of the most critical continuing workstreams for the period of this business plan is to firm up and consult on options for alternative residual waste treatment options which meet climate change objectives through maximising recovery of renewable energy.

At the behest of SWP, Viridor has obtained planning permission and has undertaken a competitive tendering process to procure an Anaerobic Digestion (AD) facility to provide sufficient capacity to process all household derived food waste with some additional capacity. This plant will supersede the current In-Vessel Composter (IVC) located at Dimmer and the fraction of food waste currently

being processed out of county. New capacity for food waste is vital to provide capacity for Sedgemoor and West Somerset food waste, eliminate reliance on long distance haulage of material and to avoid the need and cost of refurbishing the existing IVC. In addition the IVC is only contractually provided until 31 Jan 2010 after which time (if still operational) much higher gate fees would be expected as our current DEFRA 'build subsidy' will have ceased.

The proposed facility is designed to process 30,000KT pa at Walpole landfill site. The facility will generate methane in an enclosed system for renewable electricity generation and export to the grid. It will also produce a compost-like material suitable for agricultural use.

The facility would also have the potential to take in some commercial food waste and/or food waste from neighbouring authorities. It could be expanded by a further 15,000T pa if there is sufficient demand from third parties.

The Board received a report on the project in June 2008. Subject to financial approvals from SCC in late 2008, construction could commence in early 2009 with commissioning completed by the later spring on 2010. (Action 11)

5.3 Household Waste Recycling Centres

SWP provides, maintains and monitors a network of 14 Household Waste Recycling Centres (HWRCs), with a further 4 sites provided by our site operator, Viridor Waste Management. They receive around two million visitors each year (equivalent to every Somerset household making more than eight visits per year) and provide a point for residents to deposit their bulky household wastes. Up to 30 different recyclable materials are catered for ranging from garden waste to plastic bottles to old paint and other hazardous materials. The centres have an average recycling rate of over 70% which leads national performance.

Developments and enhancements to sites are managed by SWP and delivered through external engineering contractors. The SCC capital-funded programme of refurbishment and replacement of HWRCs continues. After several years of delays, work on the long-awaited replacement for the Chaffcombe site at Chard is expected to be underway in the Winter of 08/09 after the former sewage works at Beeching Close was acquired. The main contract is set to commence early in 2009 so that the facility can be opened during summer 2009. (Action 12A)

An extension to the Williton site to provide a local charged-for delivery point for small trade waste and recycling was completed in summer 2008 and awaits Environment Agency licencing to permit operation (imminent).

Planning permission for the extension and refurbishment of the Dulverton site was submitted in autumn 2008. If approved, site works are expected to commence in early 2009 and the extension opened by Easter. The works should only have minimal impact on the normal operation of the site as the main development is on adjacent land (former highway depot). (Action 12B)

Preparatory scoping work on a replacement site for Somerton has progressed following the emergence of an alternative site. The aim of the relocation is

to eliminate chronic congestion problems at the existing site and to provide a wider range of facilities, including facilities for SMEs. (Action 12C)

Options for the replacement of the Minehead site are expected to become clearer as major development proposals in the town are finalised by WSDC. Options for improving/replacing the Frome and Cheddar sites are limited by local factors and the funds available, but will continue to be kept under review during 2009/10. (Action 12D)

5.4 Automatic Number Plate Recognition (ANPR)

Automatic Number Plate Recognition (ANPR) has been installed at 8 of the HWRCs to complement the CCTV system used at all sites.

The main purpose of the ANPR system is to target trade abuse and to inquire of very frequent other users of sites but there are obvious limitations to its effectiveness while less than half the sites are covered. SWP will therefore extend ANPR to all sites in early 2009 for a cost of £67K.

It is estimated that in the first year alone of having a full ANPR network somewhere between 10 to 15% of the current commercial abuse could be removed from the HWRCs – this equating to a £26,000 to £40,000 saving. (Action 13)

5.5 Kerbside Collections

SWP oversees a single contract for kerbside recycling and refuse collection covering the entire county. A contract with ECT Recycling Community Interest Company (CIC) commenced on 15th October 2007 and replaced 9 previous contracts. The contract is for 7 years and is potentially extendable by 2 further 7 year periods. This is the typical time for a waste collection contract as this is the expected economic life of a refuse collection vehicle. Vehicles are the single biggest capital investment.

ECT Recycling CIC was acquired by May Gurney Limited in June 2008. In November 2008 the company changed its name to May Gurney Recycling CIC.

The services delivered by May Gurney reflect those in place at the time the contract started. The design of rounds was optimised in the spring of 2007, to enable the contractor to reduce the number of vehicles deployed and deliver them in the most efficient way. One consequence of this is that some of the rounds in the South Somerset area are now being serviced from the Taunton Depot. Elsewhere some vehicles are deployed in the course of one week in more than one district.

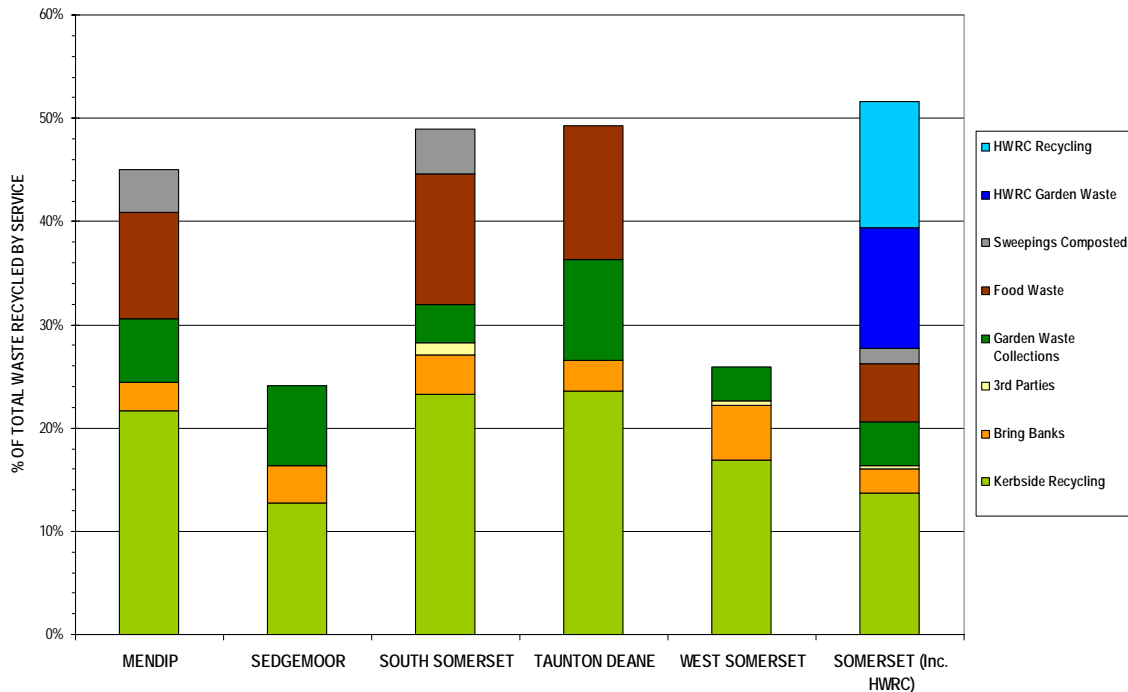
The “Sort It!” system adopted in Mendip, South Somerset and Taunton Deane involves:

- Weekly collection of dry recyclables (paper, cans, textiles, glass bottles)
- Weekly collection of food waste
- Fortnightly refuse collection

In the Sort It! districts the average recycling rate is between 45-51%

Sedgemoor and West Somerset have not yet adopted the Sort It! system. Refuse is collected weekly and dry recyclables are collected fortnightly. Food waste is not included. These Districts have recycling rates of around 24%.

RECYCLING RATES IN SOMERSET - APRIL TO MARCH 2007/08



Dry recyclate is sorted manually by the collection crew on the vehicle. This results in very high quality single stream material that commands premium market prices and demand from UK processors.

5.6 Drop Off (Recycling Bank / Mini Recycling) Sites

There are currently 135 drop off sites across the county providing further facilities for residents to recycle, including materials that are not collected at kerbside such as plastic bottles and cardboard.

During 2008, the Board has, in consultation with individual partners been reviewing the number of sites provided and the range of materials accepted. The thrust of the review is to avoid the high cost of duplicating services through banks when the policy is to maximise collection at kerbside.

There are 3 factors that have put further pressure on the banks: Firstly a number have been badly abused on a regular basis, being used by some members of the public as a repository for household waste. 2 sites in South Somerset were removed on a temporary basis during the summer of 2008. This rapidly brought the fly tipping problem under control.

Secondly, with the collapse in material values, Perry's Recycling gave notice that they would remove mixed paper and cardboard banks in November 2008.

Finally, with the difficult financial situation for partners, there is added pressure to reduce the cost of providing banks even before complementary services are available through Sort It Plus. (Action 14)

While there is pressure on these larger public bring sites, SWP will continue to expand the network of smaller "Community Recycling" local drop off centres. This expansion helps to mitigate any negative effects through the removal of the "bring bank" network on those residents unable to access the kerbside collections. These small sites tend to encourage local ownership and management which in turn leads them to suffer much less from the abuses found at larger "bring" sites.

5.7 Garden Waste and other chargeable services

SWP offers a garden waste collection service at a charge of £25 per year (2008/09) for a 180L wheeled bin collected fortnightly to residents where this is supported by the partner authority (for example South Somerset only offer the service in settlements with 1000 or more population).

A charge is made for this service because it is expensive to operate and residents have a range of other options for disposal of this material including home composting, and delivery to the HWRCs.

There is also a strong waste minimisation incentive to control demand through charging. In areas of the UK where the service is provided free of charge, the weight of garden waste collected per household is higher, even allowing for material taken through the HWRCs. This includes material that was never previously collected. This increases the overall cost to the community and the environment. It is also contrary to expectations that policies should result in waste reduction, not waste generation.

The charge of £25 per bin actually only covers around half the cost of providing the service. This means that the 20% or so of households who subscribe are subsidised by the community as a whole.

It is therefore proposed to raise charges in 2009/10 with a further above inflationary increase in the following or subsequent year. It would *ultra vires* to increase the charge beyond the point where the charge covers the reasonable costs of providing the service. It should, however be noted that the proposal is only to move toward covering the contractor's cost of providing the service and not to cover the client-side costs.

5.8 Education, Awareness & Access to Service

SWP actively promotes awareness of sustainable waste management, and aims to provide up to date, clear information on services available, service standards and general information on how materials are processed.

Waste reduction and recycling education is mainly delivered through the **Somerset Waste Action Programme** in partnership with local environmental charity, the Cary Moor Environmental Trust. The www.recyclesomerset.info website is well used and well regarded.

Good access to services plays a key role and is imperative in minimising waste growth and maximising service efficiency. The design of facilities is being modified where possible through our capital programme to introduce split-level HWRCs, and through our District partners customers with mobility issues are offered assisted collections to maximise accessibility of recycling services. We monitor and act upon customer feedback, and regularly engage with customers to assess opinion of service changes.

A Customer Relations Management system for SWP, called 'WISPER', is under development. This will improve the flow and storage of information between SWP, its contractors and the individual partner councils' customer services departments. WISPER is being developed in conjunction with South West One. To derive full benefit, the partners' Northgate/SAP systems will need to interface directly with WISPER. (Action 15)

5.9 Enforcement Policy

While education and effective communication are the preferred means of helping householders to present waste and materials for collection, this must be backed by clear service rules.

Service rules are set out in the contracts with ECT and Viridor and the contracts stipulate that the Contractor shall work with the Contract Manager to ensure that householders adhere, as far as is reasonable, to them:

In the collection contract these include:

- I. Householders should only put out materials that are specified as acceptable for household waste recycling collections, household food waste collections and household garden waste collections;
- II. Householders should put wheeled bins out for collection with closed lids;
- III. Householders should not put excess waste out for collection alongside wheeled bins used for household garden waste collections and household refuse collections except where this is a directed collection or where the sack(s) bear the approved stickers issued by SWP indicating that this is excess waste which may be collected;
- IV. Householders may put recyclable materials that do not fit into the recycling box on top of or beside the recycling box, provided these materials do not cause an obstruction;
- V. Householders should only use approved collection containers to put garden waste out for household garden waste collections;
- VI. Householders using sacks for household refuse collections should only use standard-sized refuse sacks which should be no more than 900mm x 750mm x 350mm in size. Households in receipt of the full range of household waste recycling collections and household food waste collections are allowed to put out up to 2 refuse sacks for each weekly collection or up to 4 refuse sacks for each fortnightly collection. Households that are not in receipt of the household food waste collection service and the household waste recycling collections are allowed to put out up to 3 refuse sacks for each weekly collection or up to 4 refuse sacks for each fortnightly collection.

- VII. Householders should put waste out for collection at the curtilage of their household, although waste put out on the kerbside in front of their household will also be accepted providing this does not cause an obstruction to the public highway, including pavements.

One of the most frequent areas of concern relates to capacity. The Sort It! system provides an easy to use system for recycling and food waste collection as a motivation for people to recycle. Sort It! also restricts residual waste capacity in 3 main ways: fixed bin sizes, alternate weekly collection of refuse and prohibition of side waste. In combination, these policies have resulted in the national best practice recycling rates of around 50%.

Sometimes households have good reasons for needing more refuse capacity than the average; large family size being the most frequent. In these instances, a larger bin can be provided on request. Bin size is, however, the only one of the 3 capacity restriction policies that is relaxed. It is therefore important that SWP, in collaboration with ECT, enforces these policies in a pragmatic but consistent manner. Where problems occur, then Operations Officers can give advice to households. The preference is always to resolve things through education and engagement where possible but as a last resort, SWP is empowered to take legal action against persistent offenders.

A summary of service rules is available on SWP website.

5.10 Equalities Issues – Public Facing

5.10.1 HWRCs

There are 18 HWRCs and majority of the population live within 5 miles of at least one of them.

SWP provides good access to the Centres with long opening hours (8am until 5/6pm in the winter, 8 until 8 in the summer), as well as weekend and Bank Holiday opening.

A survey undertaken in March 2006 indicated that there was, however, a lower level of usage of the Household Waste Recycling Centres with those claiming to have a disability – 53% compared to 66%.

SWP has a continuing programme of improvements at HWRCs. In addition the contractor's staff on site are trained to offer assistance to those in need.

5.10.2 Kerbside Collections

The new ECT collection contract has an expanded section covering equality issues on service delivery as well as staffing, and equalities monitoring.

Assisted collections are available for both recycling and refuse. This means that refuse crews will retrieve and return containers from a convenient point outside the premises so that the householder does not have to deliver the container to the curtilage.

Improvements have been made to the material “icons” on the side of the kerbside recycling box. These aid recognition of compliant materials regardless of first language.

The Sort It! Plus trials include plastic and cardboard making this type of recycling more accessible to those who are unable to take materials to the HWRCs or bring sites. According to the March 2006 survey, the level of kerbside recycling usage was the same regardless of whether people had a disability, although 77% of those claiming to have a disability found it convenient to recycle (against 80% overall).

The expansion of Sort It! / Sort It! plus into West Somerset and Sedgemoor will see increased use of wheeled bins to aid movement of waste.

Free clinical waste collections are available to those households that routinely generate this type of waste.

Bulky waste collections; promotion (and financial assistance) of Furniture Re-use groups provide a free collection service and provide items for those on benefits. In the March 2006 survey, there was a higher level of usage of the Furniture Reuse schemes amongst those claiming to have a disability – 22% over 17% of the total.

Support is available for those who have larger families or young children in nappies through providing additional refuse capacity as required.

5.10.3 Drop Off Sites

Easy to understand iconography has been adopted on all new banks installed at mini-recycling centres at strategic sites throughout the County

5.10.4 Education and Awareness

Somerset Waste Partnership’s waste education team, the Somerset Waste Action Programme have worked with Somerset Total Communications (STC) to create a system of symbols, signs and pictures tailored to waste and recycling for people who find it hard to communicate. Members of the team have had STC training.

For events (meetings, seminars etc), venues that are chosen are picked from the County Council’s recommended venues, which ensure that they meet the necessary equalities and disability requirements.

Roadshows are held periodically throughout the year. The locations of which are predominantly in High Streets and Car Parks where public access is good. An on-the-ground assessment is made by staff members running the roadshow to ensure that kerbs, steps etc are avoided. The roadshow vehicle that is used opens up onto the ground, so that there is no need for any steps or ramps.

5.10.5 Promotional Material

Leaflets and other printed promotional material are all distributed at roadshows and events. They contain the relevant equalities logos and are available in several

languages. Polish and Portuguese are included and have been requested. Leaflets are also available in large font format.

All Promotional materials are designed to be as clear as possible, focusing on the use of images over text. Recent government guidance (WRAP - Waste Resource Action Programme) has provided a series of material icons, which within each icon contains a recycling symbol, the name of the material, and a picture of the material.

These icons are being used on all new leaflets, newsletters, newspapers (bins? etc. The icons help identify recycling to both those who cannot read and for those who English is not their first language.

6. Marketing & Communications

6.1 Materials Marketing

Marketing of materials is undertaken by the contractors and income is offset against contract costs. Under the ECT Contract profit generated by the company above a set threshold (for example due to higher than predicted income) would be shared with SWP.

SWP will also work with Viridor and Partner Authorities to promote use of materials recovered for example use of garden waste compost in parks, gardens, landscaping and highway schemes. (Action 16)

7. Waste Composition Analysis

Waste composition analysis would measure changes in material arisings within Somerset's waste, the effectiveness of recycling (material capture rates) and the content of residual waste for treatment. This is important for assessing the effectiveness of current recycling services, identifying materials for targeted improvements and for planning future residual waste treatment. If possible, waste composition should be tracked over time and undertaken seasonally. The last large-scale composition study in Somerset was undertaken in 2002/03, with a smaller study undertaken in March 2006, which indicated that significant changes had occurred as a result of introducing the SORT IT collections.

It is proposed that waste composition analysis be undertaken if allowed by external funding or by using underspends on SWP budgets, with a maximum of £40k spent in a single financial year. According to the funds available, it is estimated up to £35k would be required to analyse representative refuse collection samples from all 5 districts, up to £20k for 3 samples from representative Household Waste Recycling Centres and up to £15k for representative samples of cleansing waste. Depending on source of funding, these costs might be shared 50:50 between the County Council and District Councils, with the latter shared allocated in proportion to household totals. (Action 18).

7. Performance

Key Performance Indicators					
	06/07	07/08	08/09	09/10	10/11
NI 191 Residual Waste Kg per Household					
Status Quo (Svs Package 4)	630	576	571	569	565
Sort It! countywide (Svs Package 1)				555	539
High Diversion (Sort It! Plus countywide – SP 2,3 or 5)				521	505
NI 192 Household Waste Recycled & Composted					
Status Quo (Svs package 4)	47.2%	51.2%	51.2%	51.2%	51.2%
Sort It!countywide (Svs Package 1)				51.8%	52.3%
High Diversion (Sort It! Plus countywide – SP 2,3 or 5)				53.1%	53.6%
NI 193 Percentage of Municipal Waste Landfilled					
Status Quo (Svs package 4)	57.2%	53.0%	52.8%	53.0%	53.0%
Sort It! countywide (Svs Package 1)				51.4%	49.9%
High Diversion (Sort It! Plus countywide – SP 2,3 or 5)				47.6%	46.1%
NB. These figures are provisional and are based on historical data. Revised figures and further projections based on 07/08 actuals are being prepared and will be substituted.					
Indications are that the above figures may slightly underestimate performance based on the high diversion scenario.					

8. Local Area Agreement

The LAA targets for Somerset adopted in 2008 did not include any of the three indications for waste within the set of 35 indicators. This is being reviewed as part of the refresh.

An appendix (to be added) shows how the SWP's activities impact on the suite of LAA indicators.

9. Revenue Budget (MTFP)

A summary of the 2008/9 budget is attached at [Appendix 3. \(to be added\)](#)

MTFP - Financial Scenarios

Efficiency Savings

Faced with potential savings of up to 15% over two years, SWP Officers have worked with the Strategic Management Group (SMG) of partners' Directors since the late summer to identify exploring savings and efficiency options. A workshop on savings options was held with the Somerset Waste Board on 17th October 2007.

The single client side represents around 5% of the Board's total budget – and has been reduced by around 17% compared to the situation prior to set up of SWP.

Most of the rest of our £30m budget is tied up in the long term waste disposal contract with Viridor and the single collection contract let in October 2007 to ECT Recycling (now May Gurney). The latter is estimated to save Somerset over £1m pa (approx 11%) in relation to previous arrangements (which would have increased considerably had contracts been procured on an individual authority basis). This has been verified independently via a report from Eunomia Consultants.

Through efforts over a long period, Somerset has moved from a position of high to generally low levels of household waste on a per head (or per household) basis. SWP will continue to promote waste minimisation (and the recession itself is likely to have an impact). There is little prospect of savings to the collection authorities from reduced "flow" of waste. Reduced waste growth is, however, a benefit to SCC particularly as landfill tax continues to rise and we have modelled the impact of further reductions and offered various scenarios to SCC with a risk assessment. Having said that, SCC continue to bear the brunt of the annual landfill tax increases which are far in advance of inflation.

We are also exploring (currently with SCC Members, having been discussed at the Board) reduction of opening hours of HWRCs and options to charge for certain materials classified as "industrial waste". It is worth noting at this point that we are required by law to provide the vast majority of our services free of charge and that they are subject to legally binding contracts.

The work we have done on savings opportunities for the districts suggest moderate savings can accrue from complete removal of the bring bank service – The Board's view is that this might be seen as service reduction until such time that the same range of materials can be collected at kerbside.

We have also worked with SMG to identify opportunities to reduce or eliminate subsidies for discretionary services most notably the garden waste collection service and provision of free containers to new developments. These will also yield modest savings – although there is also a risk that sudden high price rises will reduce the number of users which in itself would not significantly reduce costs.

Our view is that savings of the magnitude of 5-15% might only be achieved through further radical transformation of related service areas; one obvious candidate being streetcare.

In October 2008 the Board agreed to scope the opportunities for further efficiencies within SWP through the "Category Planning Process" overseen by South West One. It was acknowledged that as there are four partners who are not involved in this project, an agreement for apportioning any savings will need to be considered along with the scoping report. The category plan scoping work commenced in December 2009. (Action 19)

Strategic Risk Register

	Strategic Risk	Link to objectives	Impact	Prob.	Effects	Mitigation
1	Procrastination regarding technology choices for RWT	1,4,5,7	5	3	Low capacity of industry to build, LATS compliance, loss of LATS income, landfill tax, higher carbon impacts	Develop clear programme to evaluate and consult on options
2	Failure to identify / gain consent for adequate site(s) for preferred RWT technology	1,4,5,7	5	4	LATS compliance, loss of potential LATS income, landfill tax, higher carbon impacts	Ensure that proposals fit with M&WDF, consult widely on sites and engage with local communities around key sites
3	Increased costs of providing service	4,7	4	5	Reduced scope for innovation and service development, places strain on partnership	Look for further opportunities to reduce costs or open new areas. Apply for external funding available to support objectives
4	Poor performance of contractors	2,3,6,7	5	2	Increased public and political dissatisfaction with service, higher staff workload, reduced capacity to innovate	Maintain close operational oversight of all operations, monitor performance and tackle and adverse trends early
5	Market failure for materials	1,3,4,5	5	4	Material landfilled with associated costs, damage to public confidence in systems	Maintain emphasis on quality and relationships with reprocessors, maintain stable UK markets where possible
6	Public confidence in systems	2,3,5	4	3	Reduced recycling rates = increased landfill with associated costs, imbalances in collection systems, difficulty in engaging public in further innovations	Consult on change and communicate successes. Deal with problems swiftly and decisively
7	Loss of political consensus or support	5,6	4	3	Loss of trust between partners and/or the single client, reduces scope for innovation and further efficiencies. Could increase costs to all partners	Promote early dialogue on problems, communicate and engage all partners continuously on strategy and local operational implementation

8	Withdrawal of partner	4,5,6,7	5	1	Loss of national reputation. Reduced scope for innovation and further efficiencies. Could increase costs to all partners	Promote early dialogue on problems, communicate and engage all partners continuously on strategy and local operational implementation
9	Failure to attract & retain staff	5,6,7,8	4	3	Disruption and cost of recruitment, training resources. Reduced organisational capacity and succession planning	Training, benefits, working environment, promote and celebrate success
10	Low staff morale	2,6,8	4	3	Impact on productivity and customer service, damage to reputation	Training, benefits, good working environment, celebrate success, tackle feedback from staff survey
11	Serious injury to staff, crews or the public	2,8	4	2	Personal Impacts. Impact on productivity and customer service, damage to reputation. Possible litigation and associated costs	Give high priority to Health & Safety, ingrain culture within organisation
12	Failure to keep up level of innovation	3,5,7	4	2	Initial impacts low, longer term impacts on ability to recruit and retain staff, political support, failure to improve environment	Celebrate and widely publicise success in public, partner and political arena
13	Failure to meet performance targets	1,5,7	3	2	Impact of partner organisations' Corporate Assessment scores. Loss of reputation, public support and national profile	Look for continuous ways to innovate

SWP Summary of Key Actions 2009-14

	Action Point	Who	When	Expected Outcome
1	SWP will maintain an active role in debate about packaging producer responsibility, develop dialogue with other parts of the process chain and push for revisions to the Packaging Recovery Note (PRN) system to bring more producer responsibility funding to the front line of material recovery.	Managing Director and Strategy Team	Report to Board following publication of the National Packaging Strategy in early 2009	Greater clarity and understanding of national picture and of where to direct lobbying efforts
2	Develop and consult on a revised Joint Municipal Waste Management Strategy covering prevention, reuse, recycling and renewable energy including energy from waste where energy recovery is more sustainable than other options.	Managing Director and Strategy Team	Consultation on revised MWMS early 2009	Policy Document with public support
3	Undertake the evaluation, specification and delivery of alternative residual waste treatment options. These also need to meet climate change objectives of maximising renewable energy benefits.	Strategy Team	Board Workshop to be undertaken by Summer 2009 following consultation.	Consensus on type and location of RWT options and programme to build ahead of LATS liabilities. Aim to have new residual treatment infrastructure in place by 2014
4	Publish an annual report on the carbon impact of SWP waste services and the management of waste collected, including the carbon savings arising from recycling and energy recovery.	Strategy Team, May Gurney and Viridor	First report to be published by April 2009	Identify opportunities to reduce the carbon impact of waste services provision.

5	Update the annual register of reprocessors and end-uses for SWP recycling services, both collections and Household Waste Recycling Centres.	Strategy Team, May Gurney and Viridor	Work during Summer 2009. Publication late 2009	Maintain high level of transparency in how materials are recycled
6	Develop and deliver a project plan for roll out and associated delivery of containers, communications etc	SWP SMT	Timetable TBA	World class high diversion of recyclables and food waste
7	Opportunities for further efficiencies will be sought through dialogue with adjoining authorities regarding opportunities for collaboration.	Managing Director and Chairman	Dialogue with potential partners to continue into 2009	
8	Appoint fixed term officer to support SMEs and local recycling service providers, raise awareness of existing services and promote new services	MD and SMT	From April 2009 for 2 years	
9	Facilitate a county-wide forum on H&S issues for the wider industry.	H&S Advisory Group	Spring 2009 event and regular forum meetings thereafter	Fewer accidents and more proactive approach to H&S
10	Update and publish a revised Waste minimisation Strategy	Strategy Team	Board March 2009	
11	Develop new state of the art food waste processing capacity through Anaerobic Digestion to supersede the current In-Vessel system and eliminate reliance on out of county capacity.	Strategy Team	Approval process to be completed early 2009	State of the art AD facility could be operational from early 2010

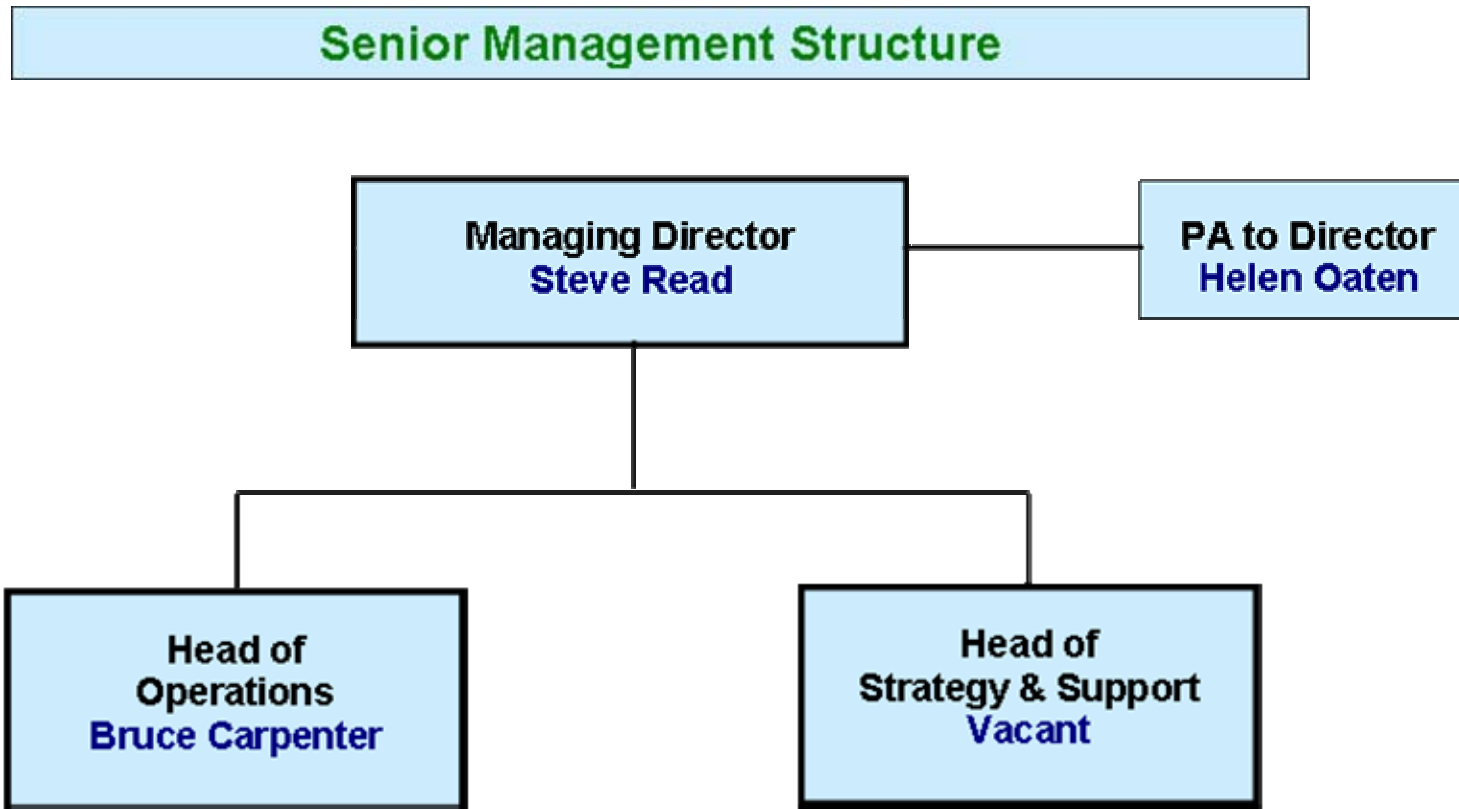
12	Continue the programme of refurbishment and replacement of HWRCs. This includes Chard replacement, extension and refurbishment of Dulverton. Proposed relocation of Somerton. Evaluation of options for the replacement of the Minehead and Cheddar . Funding for Frome will be reviewed during 2009/10.	Strategy Team	Chard, Williton and Dulverton to commence during 2008/09. Funding Review also during 2008/09	Improved facilities for residents (and traders in some cases) leading to higher household waste recycling rates
13	Extend ANPR to all sites	Ops Team	Spring 2009	
14	Subject to markets and MTFP process – implement changes to provision and pattern of bring sites.	Ops Team	From Spring 2009	
15	Develop Customer Relations Management software (WISPER)	Customer Services Team; South West One	Underway – system expected to ‘go live’ Feb 2009, with phased implementation to link with districts	To improve flow, accessibility and storage of data between partners
16	Promote use of recycled and composted materials by partner councils	Strategy Team Viridor	From Feb 2009, Report on effectiveness to Board Autumn 2009	Closed loop recycling within Somerset
17	Producing guidance on the provision of recycling and refuse collection facilities for housing developers,	Jointly between SWP teams and policy planners	Completion by Summer 2009	Better design of housing developments
18	Waste Composition Analysis – subject to resources being available through external grant or approval of virement of underspend.	Strategy Team	As funds become available	Improved data to aid strategic decision making

19	The Board has agreed to scope a Category Planning process with assistance from South West One to identify where further efficiency savings could be found.	TDBC and SCC Corporate Directors, SWP SMT	Completion of process Spring 2009	Identify scope for further efficiency savings.

Appendix 1 – List of Members of the Somerset Waste Board

Authority	Member	Political Party	E-mail Address
Somerset County Council	John Sharpe Hazel Prior-Sankey (PH) (Vice Chair)	Liberal Democrat Liberal Democrat	/ john.sharpe@tesco.net hrprior-sankey@somerset.gov.uk
Mendip District Council	Alistair Glanvile Nigel Woollcombe Adams (PH) (Chair)	Conservative Conservative	Cllr.Glanvile@mendip.gov.uk woollcombe-adams@btinternet.com / cldr.woollcombe-adams@mendip.gov.uk
Sedgemoor District Council	Peter Downing Stuart Kingham (PH) Ann Bown (Deputy)	Conservative Conservative Conservative	peter.downing@sedgemoor.gov.uk stuart.kingham@sedgemoor.gov.uk ann.bown@sedgemoor.gov.uk
South Somerset District Council	Paull Robathan Jo Roundell Greene (PH)	Liberal Democrat Liberal Democrat	pauill.robathan@southsomerset.gov.uk jo.roundellgreene@southsomerset.gov.uk
Taunton Deane Borough Council	Steve Brooks Melvyn Mullins (PH)	Liberal Democrat Liberal Democrat	cldr.s.brooks@tauntondeane.gov.uk cldr.m.mullins@tauntondeane.gov.uk
West Somerset District Council	Jon Freeman (PH) Doug Ross	Independent Independent	independent.thought@btinternet.com doug@ballfield.plus.com / dross@westsomerset.gov.uk

Appendix 2 – Structure of the Somerset Waste Partnership



Operations Division

Head of Operations

**West Area Operations
Team Leader
(Collections)
Colin Mercer**

**East Area Operations
Team Leader
(Disposal)
David Oaten**

**Senior Operations
Officers
Michael Cowdell
David Rosser**

**Senior Operations
Officers
Terry Richards
Kerry Ellis**

**Operations
Technician
Tim Herbert**

**Operations Officers
Andy Mallinson
Mike Tillbrook
Brett Carter**

**Operations Officers
Peter Lech
Suzie Naylor
Liz Custard**

**Operations
Technician
Carol Hard**

Strategy & Support Division

Head of Strategy &
Support

Strategy & Communications
Team Leader
David Mansell

Customer Relations
Manager
Kelly Hopwood

Infrastructure Officer
Rob Kidson

Strategy Officers
Beth Prince
Julie Searle

Strategy
Technician
Vacant

Project Officer
(Fixed Term Post)
Claire Palfrey

Senior Communications
Officer
Mark Blaker

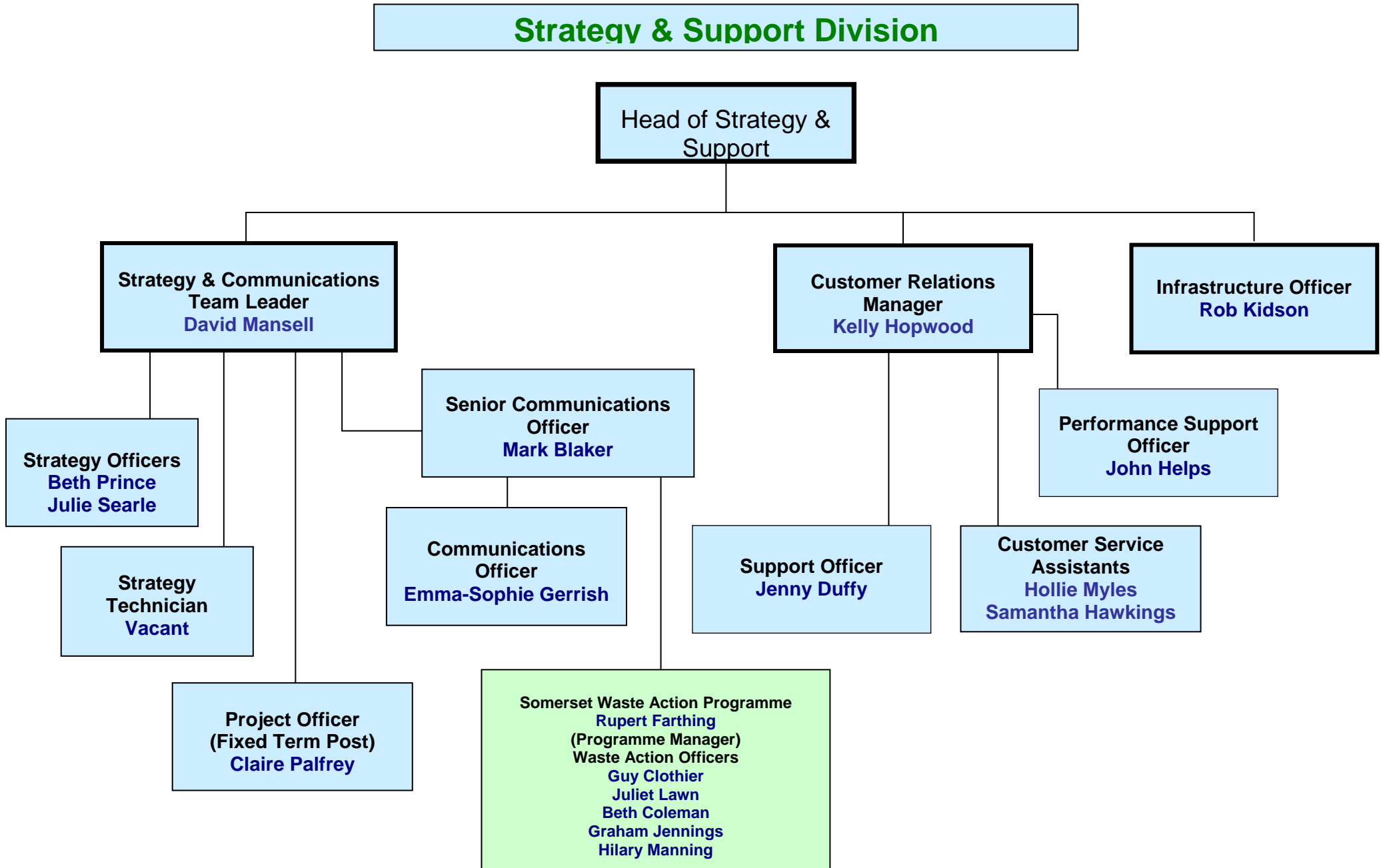
Communications
Officer
Emma-Sophie Gerrish

Somerset Waste Action Programme
Rupert Farthing
(Programme Manager)
Waste Action Officers
Guy Clothier
Juliet Lawn
Beth Coleman
Graham Jennings
Hilary Manning

Support Officer
Jenny Duffy

Performance Support
Officer
John Helps

Customer Service
Assistants
Hollie Myles
Samantha Hawkings



Appendix 4

Somerset Waste Partnership 2009/2010 Communications Plan

Introduction

While the 2008/9 Communications Plan was a stand-alone document, the communications element for this and future iterations of the Business Plan is now incorporated within the Business Plan document. Communications activities in 2008 have been successful in developing awareness and supporting services. We intend to continue with and build on much of the effective work done to date in 2009/2010.

1. Style and Branding

Building on work done to build the brand we aim to continue to deliver accessible, inclusive and persuasive branded communications.

2. Literature and Leaflet Updates

The programme of updating and improving literature and leaflets for distribution on request, via libraries, road shows, Tourist Information Centres etc will continue. We will continue to review use of paper based and other disposable materials, ensuring we only use hard copies where it is right and relevant to do so. New leaflets are, as a matter of course, made available for download electronically from our website.

New literature already produced includes Junk Mail reduction; Household Waste Recycling Centre (HWRC) guide; carrier bag reduction.

3. Mass Media

We have had some significant successes in our media relations in 2008 and we aim to continue to have an honest, open relationship with the media going forward.

We recognise that to encourage people to recycle more and minimise waste we need to ensure the profile of waste matters is high in the public mind. We will continue to proactively identify and issue waste related stories relevant to SWP and Somerset.

4. Social and Community Media

Learning from social and community media initiatives shows that these can form an effective part of the overall media mix, alongside traditional communication channels.

- Somerset has some depth in community media, which includes community/parish magazines and newsletters, community radio, voluntary networks (like the Transition Town movement) and their associated communication networks. We will continue to develop links with community

media and community networks to deliver messages in an interactive non-top down approach.

- We will develop our social media presence (web 2.0) and, where possible and appropriate, deliver campaign messages through same.

5. Consultation/Surveys

- We will conduct an annual survey to assess attitudes and behaviours in the Somerset population with regard to waste prevention and recycling. In part this will target areas of recent campaign activity to assess effectiveness of our promotions.
- We will consult with minority groups to find out whether they understand, value and access services and to identify what barriers apply.

6. Adding Value to the Partnership

We will seek opportunities to work with partner councils to promote their brand and raise awareness of the part they play in delivering their service obligations through Somerset Waste Partnership.

7. SWAP

We will continue our commitment to promoting sustainable waste education programmes through the award winning Somerset Waste Action Programme (SWAP), in partnership with Carymoor Environmental Trust. The SWAP Service Level Agreement will be expanded to include delivery of the Master Composting Scheme (see Activities below).

8. Actions

	Action Point	Who	When	Expected Outcome
1	<p>Waste Prevention strategy</p> <p>We will deliver the communications components of SWP's new Waste Prevention Strategy. This will include support for the South West Waste Prevention Week; the Love Food Hate Waste campaign; home composting promotion; junk mail reduction; excess packaging reduction; furniture re-use/re-use organisation promotion; cloth nappy promotion; carrier bag reduction.</p>	Communications and Strategy Team	Through the year	Contribution to a reduction across a range of waste streams.
2	<p>Master Composting</p> <p>We will support the ongoing Master Composting Scheme (launching in February/March 2008) as a method of encouraging communities to divert garden and some food waste away from the waste stream. Specifically by funding promotion, training and co-ordination through the SWAP team and by ensuring SWP communications team has a good understanding of composting technique, processes and potential.</p>	Communications Team, SWAP, Master Composting Volunteer network	Spring, Summer and Autumn	Increase in home composting leading to reduction in food waste stream.
3.	<p>Compost Bin Offer</p> <p>We will support the promotion of the compost bin offer.</p>	Communications Team, compost bin suppliers/distributors	Through the year	Increase in home composting leading to reduction in food waste stream.

4	<p>Website Developments</p> <p>We will improve functionality of website and co-ordinate uniform delivery of web based information across all partner councils. We anticipate having a new website platform early in 2010 which will improve accessibility and enable us to deliver a single point of contact for Somerset's household waste information and transactions. In the interim we will seek cost effective, practical solutions to delivering more information to more users at first point of contact.</p>	Communications Team	Through the year	Improved information provision for service users; reduced reliance on customer service staff for information and transaction provision
5	<p>Direct Marketing via Audience Segmentation</p> <p>We will test applying direct marketing techniques to the promotion of waste reduction messages, segmenting target audiences by social demographic and other "propensity" indicators.</p>	Communications Team	Autumn 2009	Waste stream reduction
6	<p>HWRC Refurbishment and Replacement</p> <p>We will support the HWRC development programme, with focus particularly on Chard and Somerton developments.</p>	Communications Team, SWAP, Rob Kidson	Spring 2009 and ongoing	Raised awareness of improved facilities and improved satisfaction
7	<p>Annual Newsletter</p> <p>The 2008 annual newsletter was sent to all households in Somerset (bar those who have opted out of unsolicited mail drops via Royal Mail) in August. Feedback was positive and criticisms very few. This appears to be an effective and appropriate means of providing service information and will be repeated in 2009.</p>	Communications Team, Your Somerset (SCC Comms Team)	August 2009	Raised awareness of services.

8	<p>Bank Holiday Collections Revised collection day information for bank holidays in 2009/10 will be provided to Parish Clerks, local libraries, Council Information Points, SWB Members and to District Press Officers for circulation to all District Members and posting on District websites. They will also be included in the annual newsletter, made available to customer services and other outlets electronically (as .pdf), published on our website and, prior to Easter and Christmas/New Year, advertised in newspapers throughout Somerset.</p>	<p>Communications Team, District Communications Officers, District/County Customer Services</p>	<p>April 2009 (Easter and May b/h), August 2009, November 2009, Easter 2010</p>	<p>Public awareness of bank holiday changes and reduction in consequent errors by service users on collection days.</p>
9	<p>Waste Services Guide A new leaflet, suitable both as a waste services guide and as a “new householder” leaflet is being prepared and will be rolled out during the next financial year. This be a comprehensive piece and will include information on collection services, HWRCs, specialist collections (bulky, clinical, assisted) and other waste and recycling services.</p>	<p>Strategy and Communications Team</p>	<p>Spring 2009 and ongoing</p>	<p>Increased awareness of service provision.</p>
10	<p>e-news We will continue to send our e-zine to “pledgers” and others who wish to sign up for regular updates quarterly. We will bring design and publication in-house to reduce cost and increase efficiency. This will continue to be a relatively informal publication, with practical suggestions for day to day waste reduction (recipes for leftovers, use of comics for wrapping paper etc).</p>	<p>Communications Team</p>	<p>Quarterly</p>	<p>Raised awareness of services; reduction in waste streams.</p>
11	<p>Waste Matters This will be sent to staff, contractors and members three times a year. This will be an e-zine publication with hardcopies available on request or where e-mail versions are inappropriate.</p>	<p>Communications Team</p>	<p>July, November, March</p>	<p>Internal communications – increased understanding and ownership of waste issues by partners, contractors and staff.</p>

DRAFT Somerset Waste Board BUDGET 2009/10

Pay Inflatior	102.000%
Price Inflatior	1.025
Recycling Credit Growth	1.006
Recycling Credit Rate	35.09
RPIX	1.0240 Collection contract
RPI	1.0123 Disposal Contract
Baxter index	1.0378 Disposal Contract

	£'000	SCC	MDC	SDC	SSDC	TDBC	WSDC
Expenditure							
Single Client Group							
Salaries & on-costs	990.09	453.06	109.98	113.69	163.65	110.21	39.49
Travel & Subsistence	99.01	45.31	11.00	11.37	16.37	11.02	3.95
Admin, training, meetings & IT	99.01	45.31	11.00	11.37	16.37	11.02	3.95
Advertising & campaigns	104.04	47.61	11.56	11.95	17.20	11.58	4.15
Office rent & accommodation	67.65	30.96	7.51	7.77	11.18	7.53	2.70
SWAP Team	179.38	147.72	6.48	6.70	9.65	6.50	2.33
Support Services							
Legal	10.00	4.58	1.11	1.15	1.65	1.11	0.40
Insurance	10.00	4.58	1.11	1.15	1.65	1.11	0.40
Finance	78.02	35.70	8.67	8.96	12.90	8.68	3.11
Internal Audit	10.50	4.80	1.17	1.21	1.74	1.17	0.42
Human Resources	5.00	2.29	0.56	0.57	0.83	0.56	0.20
ICT	15.00	6.86	1.67	1.72	2.48	1.67	0.60
Customer Services	0.00						
Income Collection Costs	0.00						
External Audit	29.60	13.54	3.29	3.40	4.89	3.29	1.18
Direct Services							
Waste Disposal							
Disposal - Landfill	6523.44	6523.44					
Disposal - HWRCs	8673.07	8673.07					
Disposal - food waste	1542.72	1542.72					
Disposal - Hazardous waste	421.29	421.29					
Composting	1554.39	1554.39					
Kerbside Recycling							
Weekly (TDBC;MDC;SSDC)	3943.73		1148.70	0.00	1709.28	1085.74	0.00
Fortnightly (WSDC;SDC)	499.23		0.00	355.37	0.00	0.00	143.86
Cardboard Collection (WSDC)	61.37						61.37
Garden Waste Collections	1684.70		344.90	442.85	295.55	541.49	59.90
Household Refuse							
Fortnightly (TDBC;MDC;SSDC)	2972.35		865.77	0.00	1288.27	818.31	0.00
Weekly (WSDC;SDC)	1951.92		0.00	1389.44	0.00	0.00	562.48
Weekly (TDBC;MDC)	68.17		35.04	0.00	0.00	33.12	0.00
Household Refuse - Communal	133.14		70.04	34.82	21.49	6.78	0.00
Bring Banks							
Strategic sites	0.00		0.00	0.00	0.00	0.00	0.00
Neighbourhood sites	0.00		0.00	0.00	0.00	0.00	0.00
Schools & SS Recycling	0.00	0.00					
Clinical Waste							
Household Collections	90.88		18.61	19.24	27.69	18.65	6.68
Other Collections	2.31		0.47	0.49	0.70	0.47	0.17
Clinical Waste Disposal	3.68	3.68					
Bulky Waste Collections	174.99		45.82	31.35	42.18	40.61	15.03
Communal Recycling	62.93		11.16	14.96	13.54	12.82	10.45
Schools & SS Refuse	0.00	0.00					
Commercial Waste							
Commercial waste collection	17.94				17.94		
Commercial waste disposal	32.17				32.17		
SWB Directed Collections	2.52		0.52	0.53	0.77	0.52	0.19
Container Maint & Delivery							
Internally and externally clean	3.87		1.11	0.00	1.65	1.11	0.00
'Basic Maintenance/repairs'	0.74		0.15	0.16	0.23	0.15	0.05
'Major Maintenance/repairs'	1.49		0.30	0.31	0.45	0.31	0.11
2 Wheeled Bin Repair	38.70		11.09	0.00	16.50	11.11	0.00
Delivery of Sort-it! New hh Kit	2.39		0.68	0.00	1.02	0.69	0.00
Delivery of Sort-it! New hh Kit	1.44		0.41	0.00	0.61	0.41	0.00
Delivery of 4 wheeled bins	0.29		0.06	0.06	0.09	0.06	0.02
Delivery of 2 wheeled bins	32.57		9.33	0.00	13.89	9.35	0.00
Delivery of Kerbside Box	21.00		4.30	4.44	6.40	4.31	1.54
Delivery of Food Waste Conts	21.00		6.02	0.00	8.95	6.03	0.00
Day Works	6.52		1.34	1.38	1.99	1.34	0.48
Admitted Body Pension Costs							
Base pension cost	80.28				80.28		
Incremental pension cost	29.04		5.95	6.15	8.85	5.96	2.14
Transitional Costs	187.85		38.47	39.77	57.24	38.55	13.81
Depot Costs	169.99		34.81	35.99	51.80	34.88	12.50
Bring Site Bin Financing	0.00		0.00	0.00	0.00	0.00	0.00
Housing Growth Adjustment	275.03		56.33	58.23	83.81	56.44	20.22
Continuation of Sort it + Trials	129.02			57.34		71.68	
Inter Authority Transfers							
Transfer Station Avoided Cost	256.87	256.87					
Payment in lieu of Recycling Credits	1496.67	1496.67					

Payment of third party Recycling Credits	34.95	34.95					
Advance Payment Saving	-31.90		-6.53	-6.75	-9.72	-6.55	-2.35
Co-Location of Taunton Depot	168.96		34.60	35.77	51.49	34.67	12.42
Vehicle Financing	-74.00		-15.16	-15.67	-22.55	-15.19	-5.44

Total direct expenditure 34966.98 21349.40 2899.40 2687.25 4063.12 2989.30 978.52

Income

Garden waste charges	0.00		0.00	0.00	0.00	0.00	0.00
Bulky waste charges	0.00		0.00	0.00	0.00	0.00	0.00
Commercial waste charges	0.00				0.00		
Schools & Social Services Recharge	0.00	0.00					
Avoided Wiltton Transfer	-256.87		-52.61	-54.38	-78.28	-52.71	-18.89
Payment in lieu of Recycling Credits	-1496.67		-331.37	-255.54	-469.64	-335.32	-104.81
Total income	-1753.54	0.00	-383.97	-309.92	-547.92	-388.03	-123.70

Total net expenditure 33213.44 21349.40 2515.43 2377.33 3515.20 2601.27 854.82

ANNEX 1

Basis of Inclusion

Agreed client staffing structure and on-costs from combination of partner authorities. Costs are apportioned on the basis of expected time split between disposal and collection functions. The Board has agreed the Communications Plan.
Continues the previous split between partners.

Service Level Agreements in place with the Administering Authority, or with the South West Audit Partnership. Costs are shared in the same ratio as the Single Client Group. Support Service costs have now been revised by the Managing Director.

Currently excluded - see report

Currently excluded - see report

Set costs split as per Single Client Group.

Forecast disposal tonnages and rates from the Viridor contract. All disposal costs are allocated directly to the County Council as the waste disposal authority.

Schedule of rates within the collection contract, split according to households in participating Districts.

Direct charge to participating District.

Schedule of rates within the collection contract, split

Schedule of rates within the collection contract, split according to households in participating Districts.

Communal sum in ECT contract split according to

Bring Banks were entirely excluded from this budget by the Board as an "in year" change in 2008/2009.

Costs charged directly to SCC.

Schedule of rates within the collection contract, split according to households in all Districts.

Costs charged directly to SCC.

Unit rate in collection contract charged to Districts

Communal sum in collection contract split according

Costs charged directly to SCC.

Direct charge to participating District.

Direct charge to participating District.

Proportion of households in each District.

Schedule of rates within the collection contract, split according to households in participating Districts.

Unit rate in collection contract charged to Districts according to actual number of containers delivered.

Proportion of households in each District.

Direct charge to District bringing liability.

Proportion of households in each District.

Proportion of households in each District.

Proportion of households in each District.

Removed from this budget

Contract uplift for collection services

Continuation of trial charged direct to participating

Costs charged directly to SCC.

Assumed tonnage eligible for recycling credits per

Proportion of households in each District.
Proportion of households in each District.

Calculated on estimated actuals per District.
Calculated on estimated actuals per District.
Calculated on estimated actuals per District.
Fully recharged to schools and social services
Proportion of households in each District.
Assumed tonnage eligible for recycling credits per

Taunton Deane Borough Council

Executive – 4 March 2009

Report of Strategic Director (Brendan Cleere)

Relocation of the Horticultural Nursery – Project Overspend

(This matter is the responsibility of Executive Councillor Jefferson Horsley)

1. Purpose of Report

- 1.1 To seek approval for additional costs arising from the relocation of the Council's horticultural nursery to be funded from the eventual disposal of the Mount Street (Taunton) site.

2. Background

- 2.1 Following a review of the Council's horticultural nursery at Mount Street Taunton, the Executive decided on 22 June 2005 to move the nursery to a new site, invest and expand the business.
- 2.2 The Executive made this decision on the understanding that the full capital cost of purchasing a new site and relocating the nursery to this site would be funded by the capital receipt obtained from the disposal of the existing nursery site at Mount Street.
- 2.3 The Council purchased a new site for the Nursery, off Stoke Road on the edge of Taunton in July 2006.
- 2.4 Planning permission was granted in July 2007 and the new nursery was completed and handed over to the Council in June 2008. The new nursery is now operational.

3. Financial Implications

- 3.1 An overspend of £73,000 over the budgeted cost was required to complete the development of the new nursery at Stoke Road. This was due to several unforeseen factors encountered on site, including the need for improved drainage and additional works to roadways and glasshouses.
- 3.2 Consistent with the original intention outlined in paragraph 2.1, further Executive approval is required to allow the overspend of £73,000 to be funded from the disposal of the Mount Street site.
- 3.3 As outlined in the confidential report later in this agenda, the capital receipt from the disposal of this land will be sufficient to cover the costs

of purchasing the land for the new nursery site, its development and also the overspend referred to in 3.1 (totalling approx £670,000). The Council will still have a substantial surplus of capital for use on other projects.

4. Recommendation

- 4.1 The Executive is requested to seek Full Council approval for a supplementary estimate to the capital programme of £73,000 - to be funded from the eventual sale proceeds of the Mount street nursery site.

Contact:

Brendan Cleere
Strategic Director
Tel: (01823) 356350
Email: b.cleere@tauntondeane.gov.uk

Background Papers

Confidential Report of Strategic Director (Joy Wishlade) to Executive on 22 June 2005 – “Review of Taunton Deane Nursery”

Confidential Report of Asset Holdings Manager to Executive on 21 June 2006 – “Possible Acquisition of Highfields, Stoke Road, Taunton for the Purpose of Relocating the Horticultural Nursery”

Confidential Report of Asset Holdings Manager to Overview and Scrutiny Board on 19 February 2009 – “Former Nursery Site at Mount Street, Taunton”