

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.

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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.

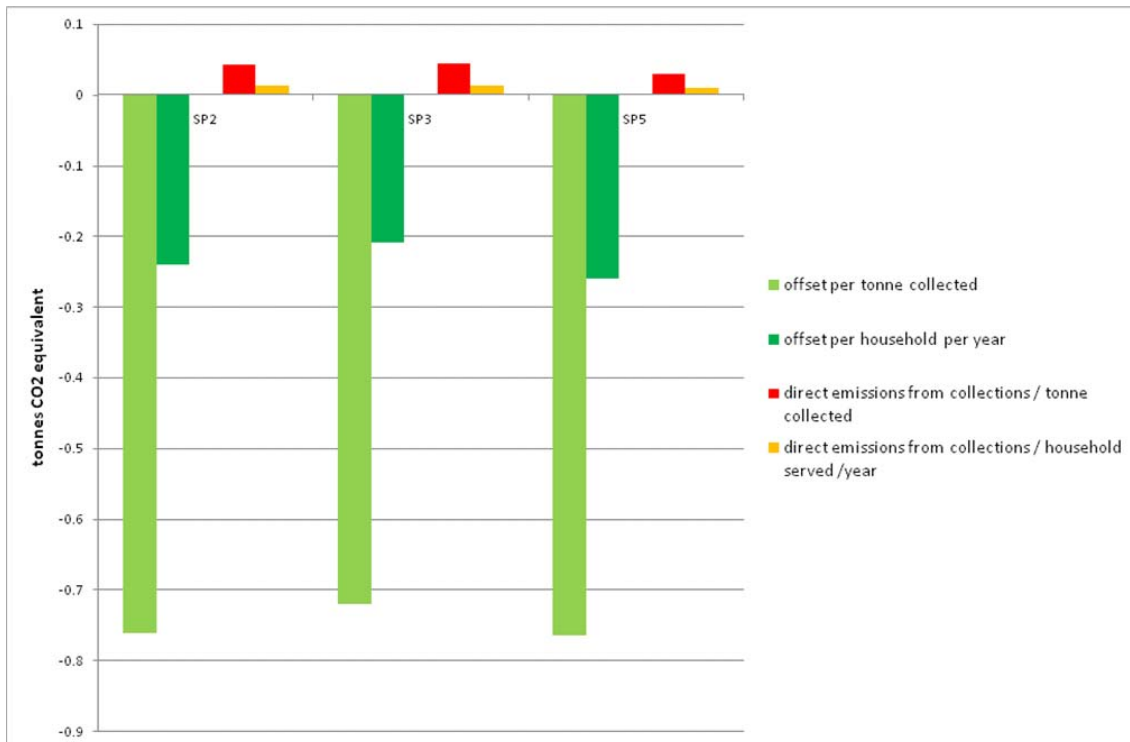


Fig 1 - Work done by Resource Futures for May Gurney suggest that the overall carbon benefit from recycling greatly exceeds the carbon offset through capturing materials.

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.

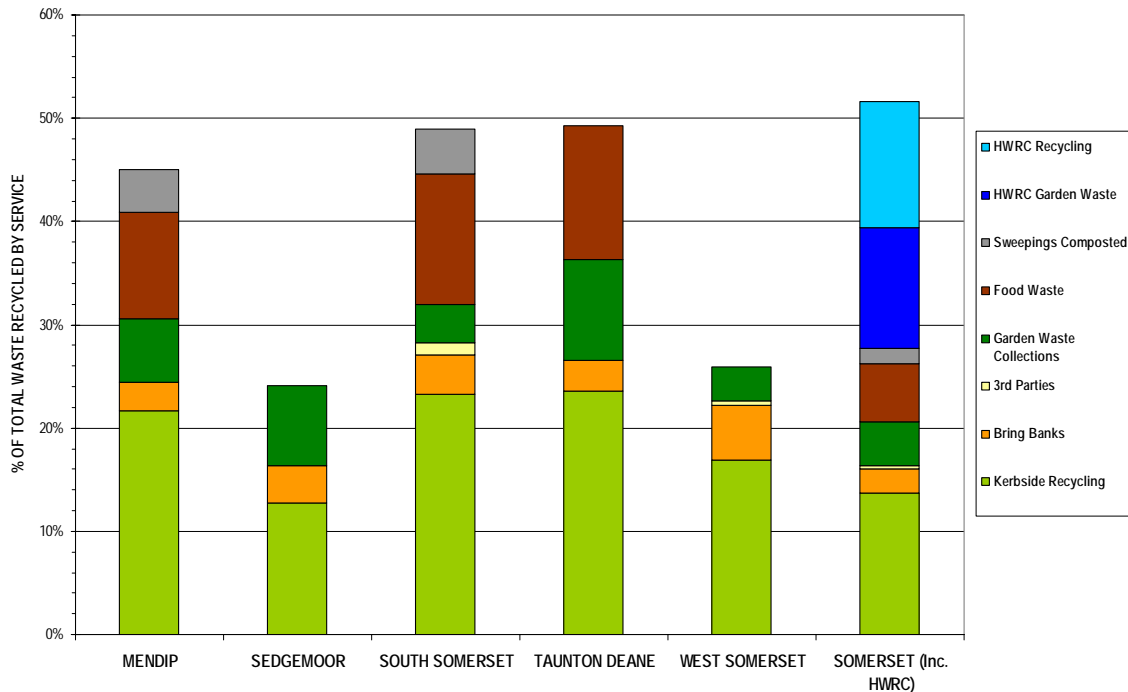
The “Sort It!” system adopted in Mendip, South Somerset and Taunton Deane involves:

- 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

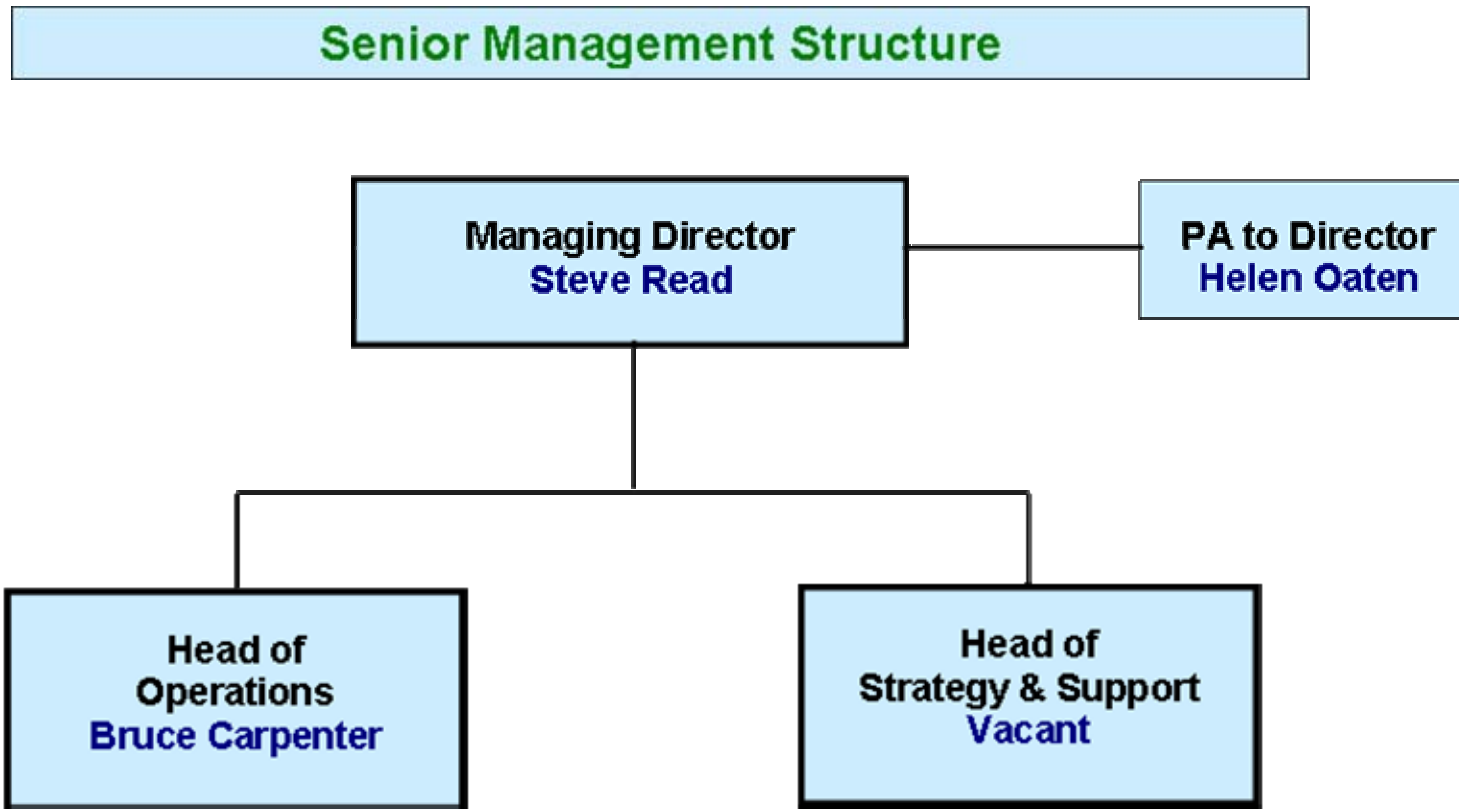
12	Continue the programme of refurbishment and replacement of HWRCs. This includes Chard replacement, extension and refurbishment of Dulverton. Proposed relocation of Somerton. Evaluation of options for the replacement of the Minehead and Cheddar . Funding for Frome will be reviewed during 2009/10.	Strategy 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 / cllr.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	cllr.s.brooks@tauntondeane.gov.uk cllr.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