

Taunton Deane Borough Council

Executive – 19 January 2011

Somerset Waste Partnership Business Plan

Report of the Strategic Director (Shirlene Adam)

(This matter is the responsibility of Executive Councillor Ken Hayward.)

1. Executive Summary

To seek approval for the Somerset Waste Partnership's Draft Business Plan including consideration of an extension of the Waste and Recycling Collection Contract.

This report was considered by Community Scrutiny on 11th January and a verbal update on their comments will be provided at the Executive meeting.

2. Background

- 2.1 The Somerset Waste Partnership (SWP) has, since October 2007, managed waste and recycling services on behalf of all local authorities in Somerset. The partnership is governed through a Joint Committee known as the Somerset Waste Board. The SWP Constitution requires the single client unit to prepare a Draft Business Plan with an accompanying Action Plan on an annual basis.
- 2.2 The Somerset Waste Board will be requested to finally approve the Business Plan at their meetings in Feb / March – after each Partner authority has considered and commented on the proposals.
- 2.3 The Draft Business Plan and associated Action Plan are key documents for the Somerset Waste Partnership and are shared with Taunton Deane Borough Council for consultation and comment. They describe the “business” of the partnership and any major changes to the operating environment, together with details of strategic risks and key priorities. It is the primary means to seek approval for - and resources to implement - its proposals from the partner authorities.
- 2.4 The plan covers a 5 year horizon with particular focus on the next 12 months.
- 2.5 The Somerset Waste Partnership Board has considered the draft Business Plan and now requests that each Partner authority considers the proposals

therein. Under the terms of the Inter Authority Agreement, the Board cannot make a decision that has an adverse financial implication on any partner without the consent of that partner. The Board also cannot refuse to accept savings targets handed down – but it does have discretion on how those savings can be implemented, provided all partners sign up through approval of the draft plan.

- 2.6 In a similar vein, some partners have sought assurance that the “supercredit” arrangement for additional recyclable material collected via Sort It Plus should remain in place despite the need to make efficiencies. The “supercredit” scheme has been approved by the Board and any changes would similarly need to be agreed by the Board for the reasons described above. The Board have also agreed that the position will be reviewed on completion of the Sort It Plus roll out with a view to returning to a single (enhanced) basic rate for all eligible material.
- 2.7 The Board will meet to finally approve the business plan in February / March, once it has been considered by all Partner authorities.
- 2.8 The Board can, by majority vote, amend the Business Plan during the year 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.
- 2.9 Comments are requested if possible before the Board meeting on 11 February 2011 so that the Board can adopt the Plan at its meeting in March 2011 at the latest.
- 2.10 The detail of the draft Business Plan is set out in the appendices to this covering report as follows:-

Appendix 1 – Business Plan / Action Plan / Budget

Appendix 2 – Communications Plan 2011/12

Appendix 3 – Risk Register

Appendix 4 – CONFIDENTIAL – Basis For Contract Extension

3. Disposal Contract – Key Issues

- 3.1 The key issue for the disposal contract is the savings target agreed by SCC’s Full Council meeting of 10 November which could require the Waste Board to close up to eight Recycling Centres (HWRCs) as a means of finding the necessary savings for the period 2011/12 - 2013/14. This is in addition to further reductions in opening hours/days and implementation of charging for “industrial” materials. This reflects the fact that the County Council has to find an unprecedented level of savings across all services as a result of the Comprehensive Spending Review and the overall decline in available funding. There are limited options for reducing expenditure on waste disposal. The majority of costs are either contractual or linked to taxation, both being linked to volume of waste over which we have limited means of control in the short term.

- 3.2 A range of criteria has been used to identify the initial four HWRCs for potential closure. A summary of the rationale has been posted on the Somerset Waste website. The criteria included site costs, household numbers served, level of materials received and distances to alternative sites. The application of these criteria has led to the following sites being identified for potential closure by 1 April 2011:-

Coleford in Mendip
Crewkerne in South Somerset
Dulverton in West Somerset
Middlezoy in Sedgemoor

- 3.3 SCC Members and Officers along with the Managing Director have participated in workshops with representatives of elected councils from three tiers of Government in the areas around the four sites named as at risk of closure. The workshop at Crewkerne was held on 30 November 2010. It has been made clear that any alternatives to closure which can realise the same level of savings as closure will be considered. On 10 December 2010 the Board authorised the Managing Director to proceed to investigate alternative options together with any necessary consultation and contract negotiations in relation to the potential Recycling Centre closures and report back to the Board on 11 February 2011.

4. Collection Contract - Key Issues

- 4.1 The key issue for the collection contract is in relation to the annual inflation uplift. This is set out in detail in Confidential Appendix 4. The Contract with May Gurney sets out a process for annual consideration of increase in contract costs. The default position, in the absence of any other agreement is the application of RPIX, to which we would be bound to add the deferred RPIX uplift from the current year. The alternative proposition is a mix of measures that will reduce this by around 48%. In exchange for this improved offer, May Gurney have proposed a contract extension, probably by a second seven year term, taking the contract to October 2021. The basis for the contract extension proposal from May Gurney is set out in Confidential Appendix 4.
- 4.2 Members should also note that the proposed package of measures includes the secondment of SWP staff to May Gurney. This is helpful to the contractor as SWP staff have useful skills and experience which would be of benefit across the South West. It benefits SWP as it provides an opportunity for staff to gain experience both externally and internally, as others cover the gaps in the structure. The proposal is also helpful as it will help prepare the organisation for changes required to deliver efficiency savings.
- 4.3 This measure does bring some risks around the capacity of the SWP to implement further change.

5. Other Key Areas for 2011-16

- 5.1 Roll out of Sort It Plus in West Somerset. The dates are to be confirmed with West Somerset District Council but it is intended to complete this by March 2012 as originally envisaged. The roll out needs to be complete by this date to avoid loss of the county-wide discount from May Gurney.
- 5.2 Promote the “recycle for all it’s worth” message – particularly in low performing areas.
- 5.3 Provide solutions for communal (ie flats, high rise, other dwellings with shared facilities) and other properties that are not served or only partially served by Sort It Plus.
- 5.4 Development / use of Anaerobic Digestion facility or facilities for food waste processing and renewable energy generation.
- 5.5 Work with contractors to explore efficiencies at the client contractor interface (for example simplifying processes for accountancy, invoicing, customer complaint resolution, monitoring contractor performance etc) to cut out any duplication or unnecessary steps. This process has commenced and will be completed in 2011.
- 5.6 The SWP aspires to continue work to support recycling and waste minimisation for small businesses. As this is not a core funded activity, it will depend on continued external financial support which is not yet identified.
- 5.7 With regret it is also proposed to cease direct funding to the Somerset Waste Action Programme from 2011/12. SWP has worked with the Carymoor Environmental Trust (CET) for many years to provide a vibrant and valuable education resource to schools and the wider community. This area was reluctantly identified by Board members as a discretionary area of spend which could be offered as a saving. SWP will continue to work with CET and Viridor to seek other sources of funding (for example EU LARC funding) and to deliver targeted communications work where there is a clear business case to do so.

6. Finance Comments

- 6.1 The Somerset Waste Partnership (SWP) is almost exclusively funded from contributions from partners and has no block grant from Central Government or any reserves whatsoever. It is therefore dependent on agreement between partners on the level of funding provided by each of them in line with the cost sharing formula. Business Planning and Budget setting are part of the same process.
- 6.2 The Annual Budget, once finally approved, will become the new measure for SWP financial performance for 2011/2012. SWP will continue to share the

costs among partners in the same way as previously, following our recent review of the Cost Sharing Agreement.

- 6.3 A summary of the Draft Annual Budget is included within the Business Plan.
- 6.4 The Draft Annual Budget may still need to be adjusted for the following technical reasons:-
- (i) Final contract inflation for both collection and disposal contracts.
 - (ii) Final agreement with May Gurney in relation to the annual uplift for household growth (proposals covered below)
 - (iii) Any late changes from partners in terms of household numbers or other demographic changes.
 - (iv) Any further reductions in services that partners may deem necessary in order to balance their overall budgets for 2011/2012.

7. Legal Comments

- 7.1 The proposed contract extension for waste collection will require the Council to enter into a legal contract with the service provider. This will only be done once the Business Plan has been finally approved by the Somerset Waste Board (and hence all partners).

8. Links to Corporate Aims

- 8.1 Somerset Waste Partnership is one of Taunton Deane Borough Council's key partnerships and takes client and operational responsibilities for delivery of are recycling and waste reduction priorities.

9. Environmental and Community Safety Implications

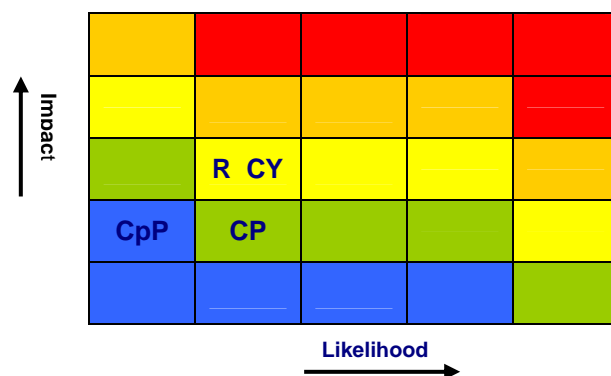
- 9.1 Clearly, the vision of SWP is reducing carbon emissions and to "play a major role in the process of maximising resource-efficiency and minimising the overall carbon impact of Somerset's economy through innovative thinking leadership and proactive service development. To do this is in a way that involves and challenges householders and small businesses to avoid waste in the first place and assist the to recycle, compost or recover energy value from what remains".

10. Equalities Impact

- 10.1 There are equalities implications in relation to the potential closure of up to eight Recycling Centres. The elderly may be disproportionately affected, particularly in the rural west of the county where the proportion of those aged 65 or over is high and who will have longer travels times to the next nearest site. Proposals to increase charges will impact on the population in general but particularly those on low incomes. The plan also highlights the roll out of sort it plus to these areas during the period which will improve kerbside recycling services thus reducing journey potential for keen recyclers who are currently using recycling centres for plastic bottles and card.

11. Risk Management

11.1 This matrix only identifies the risk associated with taking the decision as set out in the report as the recommendation(s). Should there be any proposal to amend the recommendation(s) by either members or officers at the meeting then the impact on the matrix and the risks it identifies must be considered prior to the vote on the recommendation(s) taking place.



Key

Categories	Colours (for further detail please refer to Risk management strategy)
R = Reputation	Red = High impact and high probability
CpP = Corporate Plan Priorities	Orange = Major impact and major probability
CP = Community Priorities	Yellow = Moderate impact and moderate probability
CY = Capacity	Green = Minor impact and minor probability
F = Financial	Blue = Insignificant impact and insignificant probability

12. Partnership Implications

12.1 Somerset Waste Partnership is one of Taunton Deane Borough Council's key partnerships and takes client and operational responsibilities for delivery of are recycling and waste reduction priorities.

13. Recommendations

13.1 The Executive is requested to approve the contents of the Draft Business Plan. If members identify any major aspect(s) of the Draft Business Plan they cannot approve, or would like to see amended, members are recommended:

- (i) to agree that these comments be notified to the SWP partners and taken back to the Board in February 2011, and
- (ii) to indicate any conditions or alternative proposals which would be acceptable.

13.2 More general comments are invited; these will be noted and considered for inclusion in the next iteration of the Plan

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(A) 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.

For 2011-16, we add:

To continue to demonstrate class leading value for money, transparency and accountability while making further efficiencies. Where any changes to services are required to be made, we will aim to make them in a way that minimises any potential adverse consequences for the community, the partners and the local economy.

(B) Priorities

Our key priorities are:

1. Work with the community to promote waste avoidance and prevention and to maximise reuse, recycling and recovery of discarded materials that were not avoided.
 - *We will remain committed to driving improvement primarily through waste minimisation and recycling/composting which is not avoided.*
 - *We will do this primarily through development of the Sort It Plus kerbside collection system. We will encourage maximum participation in the existing scheme as well as further enhance this where it is economic to do so.*
 - *We will maintain a network of Recycling Centres for household waste and extend to trade waste, recovering costs where possible.*
2. Work proactively with existing partners and seek new partners to deliver class-leading value for money.
 - *Where possible we will seek to make savings in a manner that does not impact on service delivery.*

- *Where levels of service are reduced as a consequence of savings, we will work with our partners to minimise any potential adverse consequences for the community, the partners and the local economy.*
3. Seek opportunities to strengthen the local green economy and to minimise local and global impacts of our activities.
 - *Where we plan service changes or developments we will seek to find local partners and solutions as far as possible.*
 4. Seek long term affordable and sustainable alternatives to landfill for material that cannot be avoided or recovered.
 - *We will continue to seek a non-landfill option which offers both environmental and economic benefits in the short term*
 5. Continue to challenge and influence the resource management agenda at a national level and implement new national policies locally as efficiently as possible.
 - *We will continue to play our part in encouraging other local authorities to follow our best practice and to influence the development of Government policies. In doing this we will recover our costs wherever possible.*

In order to contribute to the reduction required to public service spending locally, we will not be able to:

1. Provide such open, free access to Recycling Centres as we have in the past. Most sites will remain open and will continue to offer a wide range of recycling opportunities.
 - *We will evaluate the impact of closing sites (if this is confirmed) and reduced hours to see what impact this is having on our priorities.*
2. Directly support an education programme for schools and local community groups.
 - *We will continue to work with the Carymoor Environmental Trust (CET) in support of both parties' wider objectives.*
 - *We will assist CET to obtain 3rd party funding to this end.*
3. Offer tailored, direct neutral support to SMEs on access to recycling facilities.
 - *We will work with May Gurney to develop accessible recycling services to businesses, particularly those in the more remote areas of the county.*
 - *We will continue to provide a business recycling directory with details of all commercial recycling service providers locally who chose to provide us with this information.*
 - *We will continue to work with Viridor to provide convenient and accessible recycling opportunities for producers of commercial waste at all Recycling Sites.*

(C) Action Plan

	Key Priority Area	Who	When	Expected Outcome
1.	Work with the community to promote waste avoidance and prevention and to maximise reuse, recycling and recovery of discarded materials that were not avoided.			
1.2	Roll out Sort It Plus in West Somerset.	Head of Operations	Complete by November 2011 (TBC)	Whole county on single service model
1.3	On-going evaluation of the economics and practicalities of adding new materials for recycling to kerbside collections and Recycling Centres in conjunction with May Gurney and Viridor.	Operations/Strategy Team	Spring 2011 and annually each Autumn	Increased capture of materials and meet public expectations
1.4	Implement communications plan to increase waste reduction, reuse and recycling.	Strategy Team	Throughout year	Less waste and more reuse and recycling
1.5	Investigate and, if resources permit, trial schemes to improve services and maximise capture from flats and other communal type properties.	Head of Ops/ Strategy Team	Completed by Autumn 2011	Determine if there is a business case for further investment
1.6	Review and update SWP's waste minimisation strategy.	Strategy Team	Spring 2012	New actions and targets to minimise waste

	Key Priority Area	Who	When	Expected Outcome
2.	Work proactively with existing partners and seek new partners to deliver class-leading value for money.			
2.1	Subject to other options being evaluated, close recycling centres at Dulverton, Coleford, Crewkerne and Middlezoy. This is an austerity measure which is projected to realise a net saving allowing for transfer of material to other sites or kerbside collection, reductions in cross-boundary traffic (at peripheral sites) and an initial increase in illegal disposal. It is realised that there will be disruption and increased costs for some residents in the areas affected.	Operations team, Communications team	Closure from 1 st April 2011	Achieve net savings of £314K pa, transfer of most material to other sites or kerbside collection, reduction in cross-boundary traffic
2.2	Reduction of opening hours/days at all sites to meet further savings requirements.	Operations team	From 1 st April 2011	Achieve net savings of £200K pa
2.3	Implement charging at Recycling Centres for categories of waste for which this is permitted. This facility will be available to commercial operators as well as domestic users.	Operations Team	From 1 st April 2011	Achieve savings of £500Kpa
2.4	Evaluate the impact of changes to Recycling Centre provision and policies to see what impact this is having on our priorities and make further recommendations accordingly. This will include evaluation of closing up to four further sites which would not be identified until this exercise is completed.	Managing Director and Ops Team	By September 2011 for next MTFP round	Potential further efficiency savings or avoided extra costs
2.5	Maintain dialogue with adjoining authorities regarding opportunities for collaboration in client groups and potential joint contracting.	Managing Director and Chairman	Underway - report to Board by June 2011	Potential further efficiency savings via economies of scale

	Key Priority Area	Who	When	Expected Outcome
2.6	Subject to approval from WCA partners and agreement with May Gurney, extend the recycling and waste collection contract.	Managing Director	Underway – complete by April 2011	Potential further efficiency savings
2.7	Secondment of staff to May Gurney as means of furthering objectives of both organisations and developing staff.	Managing Director	Under consideration– complete by April 2011	Contribution to savings through positive opportunities
2.8	Streamline the interface between SWP and May Gurney to ensure more efficient back room operations such as accountancy, invoicing, customer complaint resolution and monitoring contractor performance	Managing Director and Head of Ops	Underway – complete by April 2011	Potential further efficiency savings
2.9	Investigate setting up a Local Authority Trading Company or similar vehicle to facilitate shared services or staff secondments. It is not intended that this would increase staff numbers.	Managing Director	Report to Board by June 2012	To provide staff or services to other organisations
2.10	Implement a policy to charge developers or householders for providing receptacles for new developments or households without a bin.	Operations Team	April 2011	Reduce cost of replacement bins
2.11	Review zones and round structure post SI+ implementation to ensure all services are fully optimised (particularly full integration of Chard/Ilminster into the greater Taunton area).	Operations Team	March 2012	Potential further efficiency savings

	Key Priority Area	Who	When	Expected Outcome
2.12	Roll out Wisper property-database connectivity to all district customer service centres and investigate opportunities this presents to rationalise duplicate and overlapping waste data-management processes and improve performance monitoring county wide.	Ops and Customer Services Teams	By June 2011	Potential further efficiency savings, improved transaction processing and improved provision of service information
2.13	Seek planning support for SWP guidance on waste services provision to be adopted at all new housing developments.	Strategy and Operations Teams	Autumn 2011	New housing better designed to facilitate service provision

	Key Priority Area	Who	When	Expected Outcome
3.	Seek opportunities to strengthen the local green economy and to minimise local and global impacts of our activities.			
3.1	Work with May Gurney to develop accessible waste collection and recycling services to businesses, particularly those in remoter areas.	Operations Team	Sept 2011	Enhance options for SMEs and potential income stream
3.2	Explore local solutions for Anaerobic Digestion where these meet cost, regulatory and reliability requirements. To be completed following Government Review expected May '11.	Managing Director	Report to Board by Sept 2011	Potential local solution with local benefits

	Key Priority Area	Who	When	Expected Outcome
4.	Seek long term affordable and sustainable alternatives to landfill for material that cannot be avoided, recycled or recovered.			
4.1	To maintain a watching brief on energy from waste options identified through stakeholder workshops in 2009/10. Further progress unlikely until after publication of Government Policy Review (expected May 2011).	Managing Director	Reports to Board on a quarterly basis	Long term cost effective alternative to landfill providing power & preferably heat

	Key Priority Area	Who	When	Expected Outcome
5.	Continue to challenge and influence the resource management agenda at a national level and implement new national policies locally as efficiently as possible.			
5.1	Working with partner Marks and Spencer and other parts of the packaging chain, continue to press Government for more transparency and targeted resources for frontline services from producers of packaging and other materials obligated under producer responsibility Regulations.	Managing Director	National Waste Policy Review (May 2011)	Aiming for producers to take more responsibility for costs of collecting materials
5.2	The partnership will, both through Defra and directly, give reasonable assistance to other parts of the local Government community exploring joint working or enhanced kerbside collection, recovering costs wherever possible.	Managing Director and Strategy Team Leader assisted by Board Members where appropriate	Continuing at least until March 2012.	Enhanced reputation. Greater efficiencies nationwide and opportunities for shared knowledge
5.3	Review local policies for charging for waste collection and disposal from the class of premises currently known as "schedule 2" in the light of proposed new regulations.	Head of Operations	Following results of Govt consultation by April 2011	Removes current uncertainty closing a long chapter of concern

(D) Summary of Draft Annual Budget 2011/12

Rounded £000s	Total	SCC	MDC	SDC	SSDC	TDBC	WSDC
Expenditure							
SWP Client Salaries & On-Costs	936	448	109	113	161	109	-3
Other Head Office Costs	270	114	28	29	41	28	31
Support Services	156	69	18	18	26	18	6
Disposal - Landfill	7409	7409					
Disposal - HWRCs	7972	7972					
Disposal - Food waste	1420	1420					
Disposal - Hazardous waste	437	437					
Composting	1540	1540					
Kerbside Recycling	7462		1607	1579	2381	1526	370
Green Waste Collections	1849		389	521	406	466	67
Household Refuse	5326		1134	1045	1565	1034	547
Clinical Waste	101		21	21	31	21	7
Bulky Waste Collection	186		49	33	45	43	16
Commercial Waste	54		0	0	54	0	0
Container Maintenance	186		39	40	61	40	6
Pension Costs	113		6	6	92	6	2
Transitional Costs	200		41	42	61	41	15
Depot Costs	176		36	37	53	36	13
Housing Growth Adjustment	200		41	43	61	41	15

Transfer Station Avoided Costs	272	272					
Recycling Credits	2402	2402					
Capital Financing Costs	210		48	36	71	35	19
Total Direct Expenditure	38877	22083	3566	3563	5109	3444	1111

Income							
Sort It Plus Discounts	-647		-126	-141	-210	-159	-11
Transfer Station Avoided Costs	-272		-56	-58	-83	-56	-20
May Gurney Secondment							
Saving	-250	-114	-28	-29	-41	-28	-10
Recycling Credits	-2379		-534	-522	-726	-476	-121
Total Income	-3548	-114	-744	-750	-1060	-719	-162
Total Net Expenditure	35327	21969	2821	2815	4049	2724	949

E) Transparency

SWP is committed to transparency and has led the way in terms of initiatives such as the end use register. The following information will be made available on our website in a manner that makes it straightforward to find under the following headings:

Accountability; we will publish:

- The names, addresses and contact details of the 12 members of the Somerset Waste Board including which council they represent.
- All Board Agendas, Reports and Minutes (excluding confidential items – but we will only make items confidential where there is a strong justification).
- The name and full contact details of the Managing Director.
- Questions asked and responses given under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

Key Performance indicators; we will publish:

- Recycling rates for the county and district by district (quarterly).
- Kilograms per head of waste for the county and district by district.
- Total tonnages sent to landfill (quarterly).
- Details of visitor numbers, tonnages and recycling rates at Recycling Centres (quarterly).
- Our annual end use register showing where material collected for composting or recycling goes for processing (annually).

Spending Indicators; we will publish:

- All items of expenditure over £500 from 1 April 2011.
- The Managing Director's annual pay rate and expenses.
- The organisational structure and the total salary and expense expenditure and an average figure for levels of remuneration.
- Publish total levels of expenditure on main contracts.
- Details for any new tender documents for contracts.

Value for Money

- We will publish reports from auditors or other third parties after they have been received by the Somerset Waste Board.

Communications

- We will publish a communications plan annually.

(F) Risk Management

- We will publish our corporate risk matrix and review it quarterly.
- We will continue to publicly report to the Board twice a year on Health and Safety performance of the SWP and its contractors.

Somerset Waste Partnership
Communications Plan 2011/12



Communications in 2010/11

Somerset Waste Partnership (SWP) continued to promote increased waste reduction, reuse and recycling in 2010/11 through a wide variety of communication methods, including:

- An annual news report, which was distributed to all households at the end of November with Your Somerset.
- SWP pages being included for the first time in annual Council Tax and Business Rates booklets for 2010/11.
- SWP website, which is regularly updated, and Sorted e-zine.
- Regular press releases that are widely reported.
- New district services guides, collection calendars and other leaflets.
- A new business recycling directory.

Other communications highlights of 2010/11 included:

- Communications support for Sort It Plus roll-outs in Mendip, Sedgemoor, South Somerset and Taunton Deane.
- Communications support for the review of Somerset's joint municipal waste management strategy, including through workshops and a dedicated website.
- Launching a SWP online presence on You Tube, Facebook and Twitter.
- Check Out Your Packaging campaign with Trading Standards.
- Launching Recycling For All It's Worth campaign in November, which will be themed to run over three phases from December 2010 to March 2011.
- A Christmas advertising campaign in local papers to promote foil recycling, funded by Alupro.

Communications Plan 2011/12

SWP communications will continue to support SWP services and encourage increased waste reduction, reuse and recycling by Somerset householders and businesses.

We will use a wide variety of effective communication methods that are accessible to most households and offer value for money. We will also target some communication initiatives at low performing areas, where they can be most cost-effective and have the greatest potential to improve performance.

1) Publications

SWP's main publications in 2011/12 are planned to be:

- Annual news report with district services guide distributed as an insert in Your Somerset.
- SWP pages in annual Council Tax and Business Rates booklets.
- District services booklets updated for Sort It Plus.
- Leaflets and guides including for Recycling Centres, hazardous household waste, reuse including through local furniture reuse groups, junk mail and packaging.
- Business Recycling Directory.

2) Collection Calendars and Bank Holidays

SWP will continue to provide collection calendars, which can be downloaded from partner websites and distributed on request by partner customer service centres.

Information on revised collections following bank holidays will be provided primarily through SWP and partner websites, by posters distributed to parish councils, libraries and other community outlets and by adverts in local papers before Christmas and Easter.

3) Service Disruption Due to Bad Weather

Information about service disruption due to bad weather will be posted on the SWP's website, Facebook page and Twitter feed and issued to local radio and press.

4) Press and Media

Press releases will continue to be issued to support SWP services and campaigns and supportive relationships sought with local press and media. Where appropriate, national press releases will also be issued, especially to the waste trade press.

5) Website

SWP's website will continue to be developed as a primary source of information on SWP waste services and waste reduction, reuse and recycling.

It is planned to agree a customer access strategy with SWP partners, so that a more integrated approach can be developed to the online provision of information and access to SWP services.

6) Social Media

SWP's presence on You Tube, Facebook and Twitter offers new ways of communicating with local householders. These are easy to maintain and will continue to be developed during 2011/12.

7) E-zines and Online Bulletins

SWP will continue to issue our Sorted e-zine every two months to subscribers with brief service updates and reports of interest on waste and recycling issues.

A new mailing list is now being established for a new online bulletin to be issued to community organisations to encourage their engagement with waste issues and support for SWP campaigns.

When practical, SWP will offer paper copies of e-zines and bulletins to those unable to access these online.

SWP will also issue regular e-bulletins to Members for partner authorities and plan a new bulletin for staff of SWP contractors, both of which replace the Waste Matters publication previously circulated to both groups.

8) Sort It Plus

Sort It Plus will be rolled out to West Somerset in 2011 supported by a well-proven communication programme, involving press and member briefings, resident notification packs, roadshows and service information packs.

9) Recycling Centre Closures

Notice of Recycling Centre closures, reasons for the saving and alternative services will be communicated through briefings to local Members, community groups and media and through SWP and SCC publications, including websites, e-zines and Your Somerset. Advertisements will also be placed in local papers.

10) New Residents

The roll-out of Sort It Plus has enabled information on collection services and contact details for the SWP to be provided to new residents. Posters were also distributed in 2010 to local doctors' and dentists' surgeries and to veterinary practices with this aim.

Further methods to inform new residents about waste services will be evaluated and tested in 2011/12, including, if possible, basic information provision through estate and letting agents and Council Tax offices.

11) Waste Minimisation Campaigns

As part of the SWP's waste minimisation strategy, campaigns planned in 2011/12 include:

- A wide-ranging spring-clean campaign in the spring that will focus on waste reduction and reuse, including stopping junk mail.

- A waste-free challenge month in the autumn that will encourage householders to think what else could be done to reduce their residual waste after making full use of SWP recycling services.

The timing of these campaigns has been revised from that originally published in the SWP's approved waste minimisation strategy for 2009/10 – 11/12.

12) Compost Bin Offers

In 2011/12, SWP will continue to promote home composting and cut-price offers on home composting and related equipment. Direct delivery only will be offered from April 2011 and the opportunity to view and purchase SWP compost bins at local garden centres will be discontinued. This has proved less successful in 2010 than previously, due to the high proportion of households already owning compost bins, and because it has proved difficult to find garden centre partners in all districts.

13) SWAP and Carymoor Environmental Trust

SWP funding for the educational work undertaken by Somerset Waste Action Programme (SWAP) with schools and community groups is being withdrawn from 2011/12. Alternative funding sources are being sought to continue aspects of this valuable work, with advice and assistance provided by SWP.

Carymoor Environmental Trust, who have run SWAP for SWP, are planning to continue educational work in the spring term of 2011 prior to launching new fee-based services from the autumn term. Financial support has been offered by Viridor to assist with this transition.

External funding applications are being submitted with support from Viridor and advice from SWP, including for a major new Community Waste Action project in the Somerset Levels and Moors. Further piloting of a doorstep canvassing project is also planned to test whether this can offer sufficient payback from waste disposal savings.

Viridor have indicated that they wish to continue to fund and work with Carymoor on the Dig it, Grow It, Eat It schools competition, which it is planned to repeat in 2011 and enhance by opening up to community organisations.

SWP will aim to provide more online support for waste education and consider with SWAP how best in future to use display materials they have developed to promote the use of real nappies, which have been circulated around Children's Centres and other suitable venues.

14) Events and Somerset Shows

Due to the withdrawal of funding to SWAP, SWP does not expect to have sufficient resources to put on displays and provide staff to attend community events in 2011.

In previous years, with SWAP support, SWP has had stands at a number of events each year, including the Bath and West Show, Dunster Show, Taunton Flower Show and Wisteria Festival. Other local events have also been attended by SWAP alone.

15) Targeting Low Performing Areas

In previous years, SWP has undertaken successful behaviour change campaigns to increase recycling and waste diversion on targeted rounds.

As indicated above, SWP will work with Carymoor Environmental Trust to seek funding for new initiatives that target communications support on low performing collection rounds in 2011/12, such as the Community Waste Action project. If funding bids are successful, these initiatives will use proven methods from social marketing to increase waste diversion, such as commitment, prompts, norms and incentives.

In 2011/12, SWP will also test low-cost methods, such as targeted leafleting and bin stickers, which aim to increase recycling performance on low performing rounds.

16) Working with Community Groups and Community Champions

As indicated above under online bulletins, SWP plans to engage more with community organisations in Somerset to encourage their engagement with waste issues and involvement with SWP campaigns.

In previous years, SWAP have run a successful Compost Champions scheme in which trained volunteers promote home composting in their local areas, especially by organising a display at community events. Discussions will be held with a view to continuing this scheme, possibly partly or fully supported by SWP in future.

A Recycling Champions scheme is to be launched as part of the recycling for all it's worth campaign in early 2011, which will be supported by SWP. A similar scheme, is also planned as part of the proposed Community Waste Action project to be organised by SWAP, if funding applications are successful. This should offer training and therefore greater opportunities for volunteers to promote waste reduction, reuse and recycling within their communities.

17) Working with Waste Partners

SWP will continue to seek opportunities to work with partners, including contractors and national trade bodies, who may be able to provide funding for local campaigns to promote recycling.

18) Business Recycling

Business recycling advice will continue to be provided on SWP's website and through our business recycling directory of local services.

APPENDIX 3

Somerset Waste Partnership
Strategic Risk Register
Last Updated December 2010

Impact
1. Negligible
2. Minor
3. Moderate
4. Major
5. Catastrophic

Probability
1. Not foreseeable
2. Unlikely
3. Possible
4. Likely
5. Almost certain

Impact (for opportunities)
1. Negligible
2. Minor benefit
3. Moderate benefit
4. Major benefit
5. Groundbreaking benefit

Ref	Cause	Risk	Effect	Raw Score			Mitigation to date	Current Score			Future Actions (who's responsible)	Target Score		
				Impact	Prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
1	We work in a political environment with competing and sometimes conflicting pressures	Loss of trust between partners	Partnership becomes unviable; Focus becomes managing negative relationships not the business. Damage to reputation. Lack of progress on other priorities.	4	3	12	Promote early dialogue on problems, test through Directors SMG group. communicate with and engage all partners continuously on strategy and local operational implementation. Business plan process. frequent attendance by SWP management at council meetings.	4	2	8	Continue to demonstrate value for money and effectiveness in delivery (SMG).	4	1	4
2		Partner withdraws from SWP	Cost to client and contractor increases due to duplication and reinstatement of separate teams; Severe damage to reputation and viability	5	2	10	Promote early dialogue on problems, test through Directors SMG group. communicate with and engage all partners continuously on strategy and local operational implementation	5	2	10	Continue to demonstrate value for money and effectiveness in delivery (SMG).	5	1	5
3		Lack of member engagement in strategic process	Loss of local accountability for decisions at partner level	4	3	12	Promote roles & responsibilities. programme of induction, workshops, visits	4	2	8	Find more innovative ways to engage all members (SMG)	4	1	4
4		Opportunity to replicate SWP model in other service areas	Efficiency savings, customer service enhancements	4	2	8	Limited engagement through Chief Execs Group	4	3	12	Push opportunities harder with Chief Execs as part of MTFP process (SMG)	4	5	20
5	Complexity of working with multi partners and cost sharing mechanism	Costs not correctly apportioned	Loss of confidence in partnership; Potential over/underpayment by partners.	4	3	12	Dedicated accountant who works closely with SWP officer team with close interest and support from financial officer who sits on SMG. Internal and external audit programme. Bi-annual briefing from partner's 151 officers.	4	2	8	Current review of Cost sharing mechanism coupled to roll out of sort it plus will simplify cost sharing mechanism (SR & SMG)	4	1	4
6	Central Government Policy changes	Pressure for more frequent refuse collections	Increased time spent dealing with dissatisfied minority	4	4	16	Continue to promote benefits of weekly foodwaste collection. Engage with Govt at ministerial level	4	2	8	Engage with Govt at ministerial level (SR)	4	1	4
7		New legislation	Could add pressures without additional resources	4	4	16	MD currently engages with Defra as a recognised best practice exemplar directly and through bodies such as LGA, ADEPT etc.	3	4	12	Seek opportunities for Board Members to engage and influence as well as officers (SR)	2	4	8
8	Economic Recovery	Waste growth	Increased costs of landfill, LATS risk	4	3	12	Waste minimisation Strategy, roll out of sort it plus, clamp down on trade waste	3	3	9	Recycle for all its worth campaign (SR & DM)	2	2	4
9		More activity in technology sector creating more options (opportunity)	Better and cheaper options for diversion from landfill	4	3	12	Engagement of interested and knowledgeable parties in review of strategy, visits to emerging technology providers	4	4	16	visits to emerging and established technology providers planned for Autumn 2010 (SR)	4	4	16
10	Requirement to make savings	Partners make decisions with perverse consequences or in self interest	Increased cost elsewhere in the system at detriment to responsible partner or other partners; Loss of trust leading to break up of partnership; Fail to meet key objectives; Lose control of risks	4	4	16	Wide and early engagement in MTFP process, test through Directors SMG group, communicate with and engage all partners on options and impact of options. Demonstrate ongoing added benefits of joint working in VFM and cost control.	4	3	12	Identify and clearly communicate and engage with SMG and SWB on whole system costs, future impacts (SMG).	4	2	8
11		Insufficient impetus to invest to save	Incur higher costs in future	4	3	12	Identify and clearly communicate and engage with SMG and SWB on whole system costs and impacts of changes to our business environment	4	2	8	Continue to identify and clearly communicate and engage with SMG and SWB on whole system costs, future impacts (SMG).	4	1	4
12		Loss of opportunity to work with other sector leaders	Lost opportunities for further innovation and third party financial and other support	4	3	12	Acknowledged strong ambassadorial role for MD and Strategy Team Leader ensures that SWP brand is well recognised as best practice exemplar	3	3	9	Need to ensure that SWP is recognised as best practice with Coalition Govt (SR).	3	2	6
13		Reduction in staff morale and motivation to work for SWP	Loss of key staff, impact on service quality	4	4	16	Engage with staff in a transparent and open way. Acknowledge good performance, seek opportunities for staff to add value.	4	3	12	Do further work around theme of constant change is here to stay and implications of this (SR)	3	3	9
14		Loss of key staff	Increases risk in a number of areas including control of contracts and future development / innovation	4	4	16	Ensure that key roles and added value are clearly understood by SMG and SWB	4	3	12	Review functions, especially around client contractor roles (SR)	3	3	9
15	New ways of thinking (opportunity)	Savings without detriment to service	4	3	12	Part of annual MTFP role	4	4	16	Work with contractors to establish where further efficiencies lie. (SR & All)	4	5	20	
16	Commercial pressures on contractor to make margin vs requirement to find savings	Contractor fails	Major exercise taking control of service in short term; Costly re-tender exercise. New arrangements likely to be more expensive	5	2	10	Regular dialogue with Contractors' Strategic Management, monitor parent companies financial status	5	1	5	Open book accounting review of May G planned via SWAP internal audit team (SR and FC).	5	1	5
17		Collection contractor does not wish to renew contract	Costly re-tender exercise; Increased costs of collection contract	4	3	12	Regular dialogue with May Gurney Strategic Management.	4	2	8	Option to use contract extension as part of efficiency negotiations (SR)	4	2	8
18		Contractual pressure to increase costs or reduce service quality	Cost pressures on partners.	4	5	20	Regular dialogue with Viridor and May Gurney Strategic Management.	4	4	16	Open book accounting review of May G planned via SWAP internal audit team (SR).	4	3	12
19		Loss of shared vision with contractors	Lack of momentum and investment; Failure to work together to drive out inefficiencies	4	3	12	Regular dialogue with Viridor and May Gurney Strategic Management. Close engagement with Viridor over residual treatment technologies.	4	2	8	Re-engage Strategic Member Board with Viridor and set up same for May Gurney (SR)	4	1	4
20	Introduction of new equipment or changes to operating systems	Increased risk of injury to staff or public	Personal impacts; Potential fines, legal claims; intervention by HSE etc. Loss of reputation	4	4	16	Health & safety has a high profile within service and with contractors. Bi-annual reports to SMG and SWB on internal and contractor performance. H&S advisory Group meets quarterly. Performance good (Viridor) and good and improving (May Gurney)	4	3	12	Develop regional forum (SR & BC)	4	2	8
21	Client Contractor split	Inefficiencies, duplications, omissions at client / contractor interface.	Opportunity to explore further efficiencies.	3	3	9	Well defined responsibilities within contract	3	4	12	Review functions around client contractor roles planned with May Gurney (SR & BC)	4	3	12
22	Complexity of contracts	Loss of control of contract costs	Loss of confidence in partnership; Potential over or underpayment of contractors	4	4	16	Dedicated accountant works closely with SWP Operations staff. SMT review budgets normally on monthly basis, SMG look at budgets quarterly, with exception reporting to Board. Regular audit reviews	4	2	8	No additional measures planned	4	2	8
23		Inadequate understanding of detail of contracts	Loss of control (this risk increases if key staff are lost)	4	4	16	Current staff have a detailed knowledge of both principal contracts although Viridor contract less well understood	4	3	12	Implement training and review to ensure more staff understand Viridor contract (BC)	4	2	8
24	Piecemeal development of IT systems	Challenge under Data Protection Act	Fines, loss of reputation and public confidence	4	3	12	Review of data systems	3	3	9	Awaiting comments (MB)	3	2	6
25		Sub-optimal data recording and access	More staff required to do same job, slower	3	4	12	Roll out wisper as far as possible	3	4	12	Investigate use of Wisper by May Gurney as common IT system (BC)	3	2	6
26	Dilemma about affordable alternatives to landfill	Landfill remains as primary disposal methodology	Environmental consequences; Criticism from those with interest or concern - including disposal contractor	3	4	12	JMWMS process has identified options. Further data being gathered. Explore short term LATS compliance solutions	3	3	9	Complete JMWMS review process (SR & DM)	3	2	6
27		Rush into poor decision about alternative disposal	Lock into expensive option for a long period	4	3	12	The cost of all options is high which mitigates against any quick decision. Need to ensure all Board are up to speed on options	4	2	8	Workshop and visit programme to continue (SR)	4	1	4
28		Fail to arrive at clear policy over future options	Uncertainty, loss of confidence in Board	4	5	20	"Managed Flexibility" option (ie minimal intervention, with watching brief) is one of four principle options under consideration.	3	3	9	Members to be briefed on progress at all main Board meetings (SR & DM)	3	2	6
29	Occasional volatility in recycle markets	Collapse in material values (contractor risk)	Impact on contractor bottom line and viability of contract; Loss of public confidence in recycling	3	4	12	Maintain our emphasis on quality which provides the best buffer for this risk. We can draw on experience of managing reassuring messages to the during dip in material values in late 2008.	3	3	9	No additional measures planned	3	3	9
30		Significant increase in value of material	Potential for profit share	3	2	6	Limited as May Gurney Continue to lobby industry for quality to be reflected in higher prices.	3	3	9	Look into whether Contractors are getting highest possible value for material (SR)	3	4	12
31	Occasional service disruptions by things outside our control	Lack of preparedness or poor response to service disruption events	Loss of control of situation resulting in high call loads; Loss of customer confidence and reputation; Loss of partner confidence in SWP.	4	4	16	Business continuity plans (BCPs) in place for SWP and contractors. Draw on experience of cold weather events in 2008 and 2009.	3	3	9	Further work intended to ensure that contractor and client side BCPs are joined up (SR & BC)	3	2	6
32	Year to year weather variations	Departure from garden waste tonnage forecast	Budget overspend or underspend for WDA.	3	5	15	Few controls that can be applied. SCC would need to meet extra cost if overspent	3	5	15	Explore a more formal agreement about over/underspend due to weather variations with SCC (SR & MG).	2	5	10
33	Tight timescale for St+ roll out	Miss key milestones	Compound problems due to difficulties going into deep winter; loss of political confidence; reputation.	4	4	16	Regular Project Board meetings; project management support from May Gurney, experience from TDBC roll out	4	3	12	Improve support from May Gurney in project management (BC)	4	2	8

