

**Meeting:** Cabinet

**Date:** 13<sup>th</sup> July 2021

**Wards Affected:** All Wards

**Report Title:** SWISCO Business Plan 2021-23

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## **1. Purpose of Report**

- 1.1 SWISCo (South West Integrated Services Company) Limited is the Council's wholly-owned arms-length company responsible for the delivery of all functions and services associated with:
- Waste & Recycling
  - Highways, Fleet & Transport, and
  - Parks & Green Infrastructure
- The Company also carries out work for other public and private organisations to provide added value and improve the cost effectiveness of universal services provided to all residents on behalf of the Council.
- 1.2 This report sets out the proposed Business Plan for the Company for the forthcoming two financial years (April 2021 to March 2023) for approval by Cabinet.

## **2. Reason for Proposal and its benefits**

- 2.1 The Company Business Plan sets out the proposed business strategy including priority actions for service change and improvement during the forthcoming period.
- 2.2 The Plan includes a Mission Statement for everyone in the Company to "Make Torbay the best place to live, work and play" and 16 strategic objectives in support of the Council's Corporate Plan priorities:

### Waste & Recycling:

Increase the recycling rate towards the 50% target identified in the Resource & Waste Strategy and Action Plan

Gain the confidence in all of Torbay's residents to work in partnership with SWISCo, by providing a regular, consistent recycling and waste collection service

Identify clearly from waste minimisation and recycling service enhancements, how we have positively contributed to Torbay Council's climate change objectives, by reducing carbon emissions

Show the efficiency benefits of sorting materials in the right containers at the kerbside and recycling centres, which have been promoted through a comprehensive education programme delivered both directly to the customers at home and via social media

#### Highways, Fleet & Transport:

Increase the level of planned highways works undertaken by SWISCo to enable delivery of Torbay Council's Asset Management Strategy and Local Transport Plan

Implement a strategy to upgrade and modernise the SWISCo and Torbay Council vehicle and plant fleet to support the business needs of the company and to support Torbay Council's carbon reduction targets

Improve the co-ordination and management of works undertaken on the highway by the introduction of a dedicated streetworks team and the implementation of a streetworks permit scheme

Deliver Torbay Council's Highways Annual Maintenance Programme in accordance with a revised Asset Management Strategy to provide a more effective and efficient service

#### Parks & Green Infrastructure:

Deliver an award-winning service that promotes public value and biodiversity through the development and implementation of Park Management Plans in collaboration with Friends of Groups

Deliver a stronger approach to community working by establishing at least ten Parks Friends of Groups, delivering over 3000 hours of Community Support and at least 3 community education talks

Deliver an inclusive green infrastructure service by effectively engaging with communities, education and establishing working partnerships

Deliver a Torbay Local Environmental Quality Action Plan

#### Business & Commercial Services:

Achieve an accreditation in customer service excellence

Achieve accreditation for our OHSE (Occupational Health, Safety & Environment) and Wellbeing Management Systems

All staff will have clear understanding of SWISCo's Mission and be working to our Values

We will increase our third party revenue by at least 30%

- 2.2 The Council's approved Financial Strategy includes annual Commissioning Fee allocations to fund the activity set out in the Plan. The approved Commissioning Fee for 2021-22 is £12.158M.

- 2.3 Individual Service Strategies and Action Plans as well as the Commissioning Fee for 2022-23 will be the subject of further reports to Cabinet for approval in due course.
- 2.4 The services outlined in the Plan affect all Wards and this report setting out the overall business strategy for the Company is not considered to be a Key Decision.

### **3. Recommendation(s) / Proposed Decision**

- 3.1 That the SWISCo Business Plan 2021-23 as outlined in this report is approved.

### **Appendices**

Appendix 1: SWISCo Business Plan 2021-23

### **Background Documents**

None.

# Supporting Information

## 1. Introduction

- 1.1 SWISCo is a wholly-owned Torbay Council 'local authority trading company' established in July 2020 after the end of the 'TOR2' partnership contract with Kier.
- 1.2 Between December 2020 and February 2021, further 'client side' services were transferred into the new company and SWISCo now provides the full range of functions and services discharging the Council's statutory duties and obligations across the three service areas: Waste & Recycling; Highways, Fleet & Transport; and Parks & Green Infrastructure.
- 1.3 An initial Business Plan was developed for the launch of the Company in July 2020, however significant change in the business environment as a result of the COVID19 pandemic plus the expansion of the company's functions and services and appointment of a new senior leadership team have provided strong justification for the development of a new Business Plan as outlined in this report.

## 2. Options under consideration

- 2.1 A new Business Plan has been developed due to the level of change in the business environment since the first (July 2020) Plan. The decision was made to proceed with a Plan covering two financial years (to March 2023 rather than March 2022) due to its strategic nature and the lead-in time for many of the Actions in the Plan.
- 2.2 The Plan has been developed in a more graphical appearance and software format to assist internal staff briefings and the dissemination of the Plan to all employees in the company.

## 3. Financial Opportunities and Implications

- 3.1 The Company employs approximately 300 permanent employees and receives a core Commissioning Fee from the Council to deliver all functions and services which for 2021-22 is £12.158M.
- 3.2 The Company is currently working in a financial deficit position and a key aim of the Business Plan is to deliver service change and improvement that enables this deficit to be significantly reduced. In the current year 2021-22, a one-off sum of £800k has been set aside in the Council's approved Financial Strategy to underwrite this deficit position if required.

## 4. Legal Implications

- 4.1 SWISCo Limited has been established as a Local Authority Trading Company (LATCo) and receives direct funding and work from the Council under the 'Teckal

exemption rule' (work can be directly awarded as long as at least 80% of activity relates to the Council).

- 4.2 SWISCo incorporates the former Highways, Natural Environment and Waste client side functions and is responsible for discharging important statutory functions and duties on behalf of the Council, for example those relating to Highway Authority and Waste Collection Authority.

## **5. Engagement and Consultation**

- 5.1 The change and improvement activity outlined in the Plan is consistent with the Council's Community Engagement and Empowerment Strategy, and the Council's Policy, Performance & Engagement Team provide resource and expertise to the company via a Support Service Arrangement.

## **6. Purchasing or Hiring of Goods and/or Services**

- 6.1 A condition of the Commissioning Agreement between the Council and SWISCo is that the company's approach to the procurement of goods/ services is consistent with the Council's Procurement Policies and Procedures. The Council's Procurement Team provides resource and expertise to the company via a Support Service Arrangement.

## **7. Tackling Climate Change**

- 7.1 The Plan contains key strategic objectives relating to waste recycling/ minimisation and fleet management that will make a significant contribution towards Climate Change objectives on behalf of the Council.

## **8. Associated Risks**

- 8.1 Failure to have a coherent business strategy in place for the Company presents the risk of not achieving the key Corporate Plan priorities that the company contributes to.
- 8.2 A significant delay in the development and approval of the Plan presents the risk of delaying projects that contribute financial efficiencies to the business and therefore increase the likelihood of the company not reducing the current financial deficit as planned.

## Equality Impacts

9.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact & Mitigating Actions	Neutral Impact
	Older or younger people			There is no differential impact
	People with caring Responsibilities			There is no differential impact
	People with a disability			There is no differential impact
	Women or men			There is no differential impact
	People who are black or from a minority ethnic background (BME) <i>(Please note Gypsies / Roma are within this community)</i>			There is no differential impact
	Religion or belief (including lack of belief)			There is no differential impact
	People who are lesbian, gay or bisexual			There is no differential impact
	People who are transgendered			There is no differential impact
	People who are in a marriage or civil partnership			There is no differential impact
	Women who are pregnant / on maternity leave			There is no differential impact

	Socio-economic impacts (Including impact on child poverty issues and deprivation)		There is no differential impact
	Public Health impacts (How will your proposal impact on the general health of the population of Torbay)		There is no differential impact
10..	<b>Cumulative Council Impact</b> (proposed changes elsewhere which might worsen the impacts identified above)	None.	
11.	<b>Cumulative Community Impacts</b> (proposed changes within the wider community (inc the public sector) which might worsen the impacts identified above)	None.	