

# Agenda



Councils working together

Meeting: Dorset Waste Partnership Joint Committee

Time: 10.00 am

Date: 13 June 2016

Venue: Council Chamber - Christchurch Borough Council, Civic Offices, Bridge Street, Christchurch, BH23 1AZ,

Anthony Alford	West Dorset District Council
Michael Roake	North Dorset District Council
Peter Finney	Dorset County Council
Robert Gould	Dorset County Council
Colin Bungey	Christchurch Borough Council
Margaret Phipps	Christchurch Borough Council
Ray Bryan	East Dorset District Council
Barbara Manuel	East Dorset District Council
David Budd	Purbeck District Council
Peter Webb	Purbeck District Council
Alan Thacker	West Dorset District Council
Ian Roebuck	Weymouth & Portland Borough Council
Vacancy	Weymouth & Portland Borough Council
David Walsh	North Dorset District Council

## Notes:

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- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.
- **Public Participation**  
Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.
  - (a) **Public Speaking**  
Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 8 June 2016, and statements by midday the day before the meeting.
  - (b) **Petitions**  
The Committee will consider petitions submitted in accordance with the County Council's Petition Scheme.

**Debbie Ward**  
Chief Executive

Contact: Denise Hunt  
County Hall, Dorchester, DT1 1XJ  
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Date of Publication:  
Friday, 3 June 2016

## 1. **Election of Chairman**

To elect a Chairman of the Joint Committee for the year 2016/17.

## 2. **Appointment of Vice-Chairman**

To appoint a Vice-Chairman of the Joint Committee for the year 2016/17.

## 3. **Apologies for Absence**

To receive any apologies for absence.

## 4. **Code of Conduct**

Councillors are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

## 5. **Terms of Reference**

To note the Joint Committee's Terms of Reference, as follows:

Statutory functions and activities delegated to the Joint Committee.

### Part 1

The collection, management, disposal, treatment, or recycling of waste and street cleansing.

### Part 2

In performance of the statutory functions referred to in Part I the Joint Committee shall also undertake the following activities on behalf of the Partner Authorities:

In performance of the statutory functions referred to in Part I the Joint Committee shall also undertake the following activities on behalf of the Partner Authorities:

1. manage the Contracts for the delivery of an integrated waste management service across the County of Dorset in so far as such service relates to all or any of the areas of the Partner Authorities through the Strategic Management Team;
2. supervise and monitor the Senior Manager and the Host Authority (including the Strategic Management Team) in the performance of their duties and functions under this Constitution;
3. assist the County Council with respect to the management of LATS;
4. approve and implement the Business Plan;

5. approve and implement the Service Plan;
6. seek to influence and advise central government on waste and recycling policies;
7. commission research and associated public opinion surveys etc. on waste and recycling;
8. ensure that the legal and statutory functions delegated to it by the Partner Authorities are being discharged effectively;
9. liaise with the Senior Manager to ensure that a strategic policy for waste and recycling across the County of Dorset is formulated and approved; and
10. assist the Partner Authorities in meeting their respective responsibilities such as, but limited to, emergency planning and responding to civil emergencies and elections.

Membership:

Two elected members from each Partner Authority.

- |   |                |
|---|----------------|
| <p><b>6. Minutes</b></p> <p>To confirm and sign the minutes of the meeting held on 29 February 2016.</p>  | <p>1 - 6</p>   |
| <p><b>7. Public Participation</b></p> <p><b>(a) Public Speaking</b></p> <p><b>(b) Petitions</b></p>   |                |
| <p><b>8. Dorset Waste Partnership Forward Plan 2016</b></p> <p>To consider a report by the Interim Head of Service (Strategy) of the Dorset Waste Partnership (attached).</p>                     | <p>7 - 16</p>  |
| <p><b>9. Scheme of Delegation and 2017 Schedule of Meetings</b></p> <p>To consider a report by the Clerk to the Dorset Waste Partnership (attached).</p>  | <p>17 - 28</p> |
| <p><b>10. Financial Report June 2016</b></p> <p>To consider a report by the Treasurer to the Dorset Waste Partnership (attached).</p>   | <p>29 - 50</p> |
| <p><b>11. Update on the Dorset Waste Partnership Medium Term Financial Plan (MTFP)</b></p> <p>To consider a report by the Interim Director of the Dorset Waste Partnership (attached).</p>        | <p>51 - 54</p> |
| <p><b>12. South West Audit Partnership - Half Yearly Review (including an update on the 37 point action plan)</b></p> <p>To consider a report by the South West Audit Partnership (attached).</p> | <p>55 - 58</p> |
| <p><b>13. Performance Indicator Monitoring - Quarter Four and Annual Performance (2015/16)</b></p> <p>To consider a report by the Interim Head of Service (Strategy) of the Dorset</p>            | <p>59 - 86</p> |

Waste Partnership (attached).

**14. Corporate Risk Register**

87 - 92

To consider a report by the Interim Head of Service (Strategy) of the Dorset Waste Partnership (attached).

**15. Bring Bank Review**

93 - 108

To consider a report by the Interim Director of the Dorset Waste Partnership (attached).

**16. Strategic Waste Transfer Facility for Central Dorset**

109 - 136

To consider a report by the Interim Director of the Dorset Waste Partnership (attached).

**17. Questions from Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 8 June 2016.

**Exempt Business**

To consider passing the following resolution:

To agree that in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified below it is likely that if members of the public were present, there would be disclosure to them of exempt information as defined in the paragraphs detailed below of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

**18. Strategic Waste Facility (Paragraph 3)**

137 - 154

To consider a report by the Interim Director of the Dorset Waste Partnership (attached).

## Dorset Waste Partnership Joint Committee

Minutes of the meeting held at on Monday, 29  
February 2016.

### **Present:**

Anthony Alford (West Dorset District Council) (Chairman)  
Michael Roake (North Dorset District Council) (Vice-Chairman)

### Members Attending

Peter Finney (Dorset County Council), Robert Gould (Dorset County Council), Sally Derham-Wilkes (Christchurch Borough Council), Margaret Phipps (Christchurch Borough Council), Barbara Manuel (East Dorset District Council), David Budd (Purbeck District Council), Peter Webb (Purbeck District Council), Alan Thacker (West Dorset District Council), Ian Roebuck (Weymouth & Portland Borough Council) and David Walsh (North Dorset District Council).

### Other Members in attendance

Ray Nowak, Weymouth & Portland Borough Council (Reserve).

### Dorset Waste Partnership Officers Attending:

Paul Ackrill (Finance and Commercial Manager), Andy Cadman (Operations and Transport Manager), Gemma Clinton (Interim Head of Service - Strategy), Grace Evans (Clerk), Marten Gregory (Recycling Team Leader), Jason Jones (Group Manager - Commissioning), Tegwyn Jones (Interim Head of Operations), James Potten (Communications and Marketing Officer), Karyn Punchard (Interim Director), Andy Smith (Treasurer) and Denise Hunt (Senior Democratic Services Officer).

### Other Officers in attendance

Lindsay Cass (Christchurch and East Dorset Borough Councils), Graham Duggan (Weymouth & Portland Borough Council and West Dorset District Council), Mike Harries (Dorset County Council), Stephen Hill (Dorset Councils Partnership), Rebecca Kirk (Purbeck District Council) and Steve Mackenzie (Purbeck District Council).

- (Notes:(1) Publication In accordance with paragraph 8.4 of Schedule 1 of the Joint Committee's Constitution the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date. Publication Date: **7 June 2016**.
- (2) These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Joint Committee to be held on **Monday, 13 June 2016**.)

### **Impact of Recycle for Dorset and Future Campaigns**

- 1 The Joint Committee received a presentation by the Recycling Team Leader who presented details of publicity campaigns to address waste prevention, including increasing recycling and reducing contamination to stop the increase in waste arisings. One area of concern was food waste and an intervention technique would be piloted in April 16 by using advisory stickers on bins. The campaigns were linked to savings and avoiding future costs in order to fund public services.

In response to a question concerning educational programmes for schools, members were informed of activity in both primary and secondary schools one of which was "Walter" the waste wizard made out of recyclate materials.

A member drew attention to the leaflet distributed at the meeting highlighting that both aluminium foil and corks had not been included in the narrative.

The Recycling Team Leader explained that the aim was not to overcomplicate publicity material and that the leaflet that had been circulated focussed on kerbside collections. However, there were additional material specific leaflets available. It was explained that the glass industry had requested the inclusion of metal lids and therefore this had been included in the glass recycle.

### **Apologies for Absence**

2 There were no apologies for absence.

### **Code of Conduct**

3 There were no declarations by members of any disclosable pecuniary interests under the Code of Conduct.

### **Minutes**

4 The minutes of the meeting held on 14 December 2015 were confirmed and signed.

### **Public Participation**

#### 5 Public Speaking

There were no public questions received at the meeting in accordance with Host Authority Standing Order 21(1).

There were no public statements received at the meeting in accordance with Host Authority Standing Order 21(2).

Councillor Gill Taylor spoke on behalf of a resident who had received a poor service from the Dorset Waste Partnership (DWP) over a prolonged period of time and had been dissuaded from withholding her Council Tax payment. Councillor Taylor presented an invoice on behalf of the resident in respect of the service that the resident considered she should have received.

The Chairman stated that the Dorset Waste Partnership did not receive invoices from members of the public, however, officers would look into this matter at the earliest opportunity.

#### Petitions

There were no petitions received in accordance with the Host Authority's petition scheme at this meeting.

### **Dorset Waste Partnership Forward Plan 2016**

6 The Joint Committee considered a report by the Interim Head of Service (Strategy) of the DWP which included the forward plan.

#### Noted

### **Financial Report February 2016**

7 The Joint Committee considered a report by the Treasurer and the Finance and Commercial Manager to the DWP outlining the budget position at the end of January 2016 and a potential overspend/under achievement of income of £356k. This was a slight improvement on the end of December 2015 position of £380k overspent and represented approximately 1% of the total budget.

The Chairman asked about the difference in the financial calculations relating to vehicle hire and was informed that this was due to the delay in procurement of vehicles that would show as a favourable variance in the capital charges.

It was suggested that the DWP could benefit from discounts for early payment and that this could be worth exploring in future procurement activity.

In response to questions, the Finance and Commercial Manager confirmed that the Blandford Waste Management Centre would be subject to a revised business case and that the £6m estimated construction cost currently identified in the capital programme would be refreshed as part of the process.

He further reported that around 2,000 people had not renewed their subscription to the garden waste service and that the deadline for renewal concluded that day. However, there had been around 2,200 new sign ups to the service, meaning that the overall customer base of approximately 37,000 people would be retained.

The second part of the report related to service level agreements (SLAs) for support services to the DWP. These had been costed and reviewed by the DWP Senior Management Team (SMT) and the Chief Executive Sponsor who reported that overall costs had increased by £9k in 2016/17. The information had provided clarity in the costs of the support services and it was anticipated that around £75k could be saved in next year's budget to bring SLA costs down to less than £1m. The report highlighted that the ratio of support service costs to the total budget broadly represented value for money according to an independent definition, but that there remained scope for further savings to ensure value for money.

The Chairman asked about the increase in the number of audit days and the Interim Director reported that the audit programme for the year, details of which had been e-mailed to the Joint Committee, had been discussed and agreed with the South West Audit Partnership (SWAP). SWAP had advised the DWP that 20 audit days were insufficient for an organisation of its size and that 60 days would be appropriate to undertake the required audit work.

Some concern was expressed about support services' costs increasing at the same time as the need to think about savings and to consider all the options. The Interim Director informed members that work was currently underway on a new schedule of savings that would be presented to the Management Board on Friday 4 March 2016. She acknowledged that there would be some difficult decisions for the Joint Committee going forward.

### **Noted**

#### **Review of the Governance Arrangements**

8 The Joint Committee considered a report by the Chief Executive Sponsor to the Dorset Waste Partnership that set out the changes to the Inter Authority Agreement following acceptance by the partner councils. Members were informed that since the report had been published, North Dorset District Council had agreed to the proposals.

The only exception was Weymouth and Portland Borough Council who had objected to the principle of a joint scrutiny group. It was confirmed that each partner would have one seat on this group, but it was up to each council to decide whether or not to take up its seat.

A member questioned the timescale for implementing the revised arrangements and the Joint Committee was informed that this would depend on the decision making arrangements within individual partner councils.

The Vice-Chairman advised the Joint Committee of an additional recommendation from the Cabinet at North Dorset District Council regarding the timeliness of receiving DWP performance information with a request that this be provided directly to partner councils within 2 weeks of this information becoming available. This would be particularly relevant in the event that there were fewer Joint Committee meetings at which members were able to receive this information.

The Interim Director indicated that there were time impediments to some indicators including sickness and tonnage data. She suggested that performance information could be included in the member newsletter as well as being provided to the new joint scrutiny group.

The Chairman suggested that work on the timeliness of provision of performance information could be achieved as part of the work being undertaken on the service level agreements.

It was confirmed that there was nothing written in the Inter Authority Agreement (IAA) to preclude performance information being passed to local authorities prior to consideration by the Joint Committee.

The revised IAA would take effect from 1st April 2016.

### **Resolved**

- (i) That the formation of a Waste Partnership Scrutiny Group as agreed at the December meeting of the Joint Committee be confirmed;
- (ii) That the principle of revisions to the Inter Authority Agreement as set out in section 3 of the report be agreed and the revised Agreement be commended to the partner Councils for adoption and signature;
- (iii) That authority be delegated to the Legal Advisor to the Waste Partnership to finalise and sign the Inter Authority Agreement in consultation with the solicitors of all partner Councils.

### **Reason for Decisions**

To improve the governance arrangements of the Waste Partnership.

## **Dorset Waste Partnership Medium Term Transport Strategy**

9 The Joint Committee considered a report by the Interim Head of Service (Operations) which introduced a strategy by which transport was managed to support the DWP's wider operational and financial strategies.

In response to a question regarding route optimisation the Joint Committee was informed that this would go live in the East Dorset and Christchurch areas in May 2016 before being rolled out across other areas. This would result in many changes to collections in some areas and minimal changes in other areas with consequential changes including a reduction in the hired vehicle fleet and close management of the purchase of any new vehicles.

A further question was asked in relation to narrow access vehicles and whether these were always necessary. The Interim Director informed members that route optimisation would include investigation of existing narrow access routes and whether any of these could be re-designated as standard routes. The Joint Committee would receive a report on this review in December 2016.

It was also confirmed that there would be a rationalisation of the maintenance facilities.

### **Resolved**

That the Dorset Waste Partnership Medium Term Transport Strategy as set out in Appendix 1 of the report be approved.

### **Reason for Decision**

The Strategy would enable adoption of best practice, increase efficiency, and tend to reduce vehicle down time, in support of DWP operations.



## **Strategic Waste Facility (SWF) Project Highlight Report**

- 10 The Joint Committee considered a report by the Interim Director of the DWP setting out the timescale in the Call for Final Tenders.

### **Noted**

## **Dorset Waste Partnership Corporate Risk Register**

- 11 The Joint Committee considered a report by the Interim Head of Service (Strategy) presenting the current corporate risk register for the DWP. It was clarified that if there were increases in risk then the risk register could be brought back to the Joint Committee on more than two occasions per year.

A member noted that risk 3, the failure or major delay of the Strategic Waste Facility (SWF) project, had been downgraded from a high to a medium risk and was therefore incompatible with the risk in the previous highlight report. However, members were informed that risk 3 related to the timeframe and it was anticipated that the information received by the committee at its June meeting would be sufficient in order to downgrade the risk from high to medium.

The Chairman commented that of greatest significance was how the DWP Senior Management Team worked with the corporate risk register in order that the Joint Committee could have confidence in how the specific risks were being managed.

The Interim Director confirmed that the risk register was discussed by the Senior Management Team on a regular basis. Separate sessions were arranged to go through each risk and update the ratings in conjunction with other DWP managers and this was also shared with the Management Board.

An amendment to recommendation (ii) to include the words “at least” was supported by the Joint Committee.

### **Resolved**

- (i) That the current status of risk included in the register of corporate risks of the Dorset Waste Partnership be noted;
- (ii) That the risk register be presented at least twice a year to Joint Committee going forward.

### **Reason for Decisions**

To manage the corporate risks of the DWP on behalf of all partner councils.

## **Questions from Councillors**

- 12 No questions were asked by members under Standing Order 20.

## **Exempt Business**

- 13 **Resolved**  
That under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for minute number 14 because it was likely that if members of the public were present, there would be a disclosure to them of exempt information as defined in the paragraph 3 of Part 1 of Schedule 12A and the public interest in withholding the information outweighed the public interest in disclosing that information.

## **Household Recycling Centre Contract**

- 14 The Joint Committee considered an exempt report by the Interim Director of the Dorset Waste Partnership outlining the household recycling centre (HRC) contract.

It was agreed that a recommendation in relation to a reduction in HRC openings by 2 weekdays at Bridport, Weymouth, Portland, Sherborne, Swanage, Wareham,

Blandford and Christchurch be deferred on the understanding that this would be considered again by the Joint Committee. It was confirmed that there were such opportunities for review and variations contained within contract clauses.

**Resolved**

- (i) To proceed with the award of contract to the winning tenderer Weymouth and Sherborne Recycling (W&S) and residual waste treatment arrangements on terms to be agreed by the DWP Interim Director;
- (ii) That the charges submitted by W&S in Appendix 1 for non-household materials be introduced;
- (iii) That A reduction in Winter Hours (November to end of March) from 09:00 – 17:00 to 10:00 – 16:00 from 1 November 2016 be agreed;
- (iv) That the Winter Hours are brought forward to commence 1 October subject to further negotiation;
- (v) The use of tendered rates for optional services - Crookhill depot transportation, skip services and bring bank services should these prove value for money and subject to future changes in services be agreed.

**Reason for Decisions**

To allow the DWP to continue to provide the statutory service of providing HRCs and the ongoing requirement to provide transfer and haulage services of waste for recycling, treatment and disposal in a safe and cost effective manner.

Meeting Duration: 10.00 am - 12.10 pm



## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Interim Head of Service (Strategy) of the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Forward Plan 2016</b>
Executive Summary	<p>This paper sets out the Forward Plan for the Dorset Waste Partnership (DWP) for 2016. The Forward Plan is based upon the DWP Business Plan 2014/19.</p> <p>Members are asked to comment on items for future inclusion.</p>
Impact Assessment:	Equalities Impact Assessment; N/A
	Use of Evidence: DWP Business Plan 2014/19
	Budget: N/A
	Risk Assessment: N/A
	Other Implications: None

Recommendation	That the Joint Committee notes the DWP's forward plan and comments on the items included and suggests others for future meetings where appropriate.
Reason for Recommendation	To provide greater visibility of the DWP Forward Plan and to ensure decisions are taken in a timely and programmed manner to achieve the objectives of the Business Plan and meet the Joint Committee's needs.
Appendices	Appendix One: DWP Forward Plan 2016
Background Papers	None
Report Originator and Contact	Name: Gemma Clinton, Interim Head of Service (Strategy) Tel: 01305 224716 Email: g.clinton@dorsetwastepartnership.gov.uk

1. Background

- 1.1 The Joint Committee previously requested that the Work Programme be reported as a separate item so that progress could be more easily identified and the timing of key decisions highlighted.
- 1.2 The Forward Plan (Appendix 1) gives an indication of all reports to be submitted to Joint Committee during the calendar year to provide clarity on forthcoming projects and plans.

**Gemma Clinton**  
**Interim Head of Service (Strategy)**  
 June 2016

**Dorset Waste Partnership Joint Committee Forward Plan  
(Meeting Date – 12 September 2016)**



**Explanatory note:** This work plan contains future items to be considered by the Dorset Waste Partnership Joint Committee. It will be published 28 days before the next meeting of the Joint Committee.

This plan includes key decision to be taken by the Joint Committee and items that are planned to be considered in a private part of the meeting. The plan shows the following details for key decisions:-

- (1) date on which decision will be made
- (2) matter for decision, whether in public or private (if private see the extract from the Local Government Act on the last page of this plan)
- (3) decision maker
- (4) consultees
- (5) means of consultation carried out
- (6) documents relied upon in making the decision

*Any additional items added to the Forward Plan following publication of the Plan in accordance with section 5 of Part 2, 10 of Part 3, and Section 11 of Part 3 of The Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012 are detailed at the end of this document.*

**Definition of Key Decisions**

Key decisions are defined in the Inter-Authority Agreement as decisions of the Joint Committee which are likely to -

- "(a) result in the Dorset Waste Partnership (DWP) incurring expenditure which is, or the making of savings which are, significant having regard to the DWP's budget for the service or function to which the decision relates namely where the sum involved would exceed £500,000; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in Dorset."

**How to request access to details of documents, or make representations regarding a particular item**

If you would like to request access to details of documents or to make representations about any matter in respect of which a decision is to be made, please contact the Senior Democratic Services Officer, Chief Executive's Department, County Hall, Colliton Park, Dorchester, DT1 1XJ (Tel: (01305) 224878 or email: [d.hunt@dorsetcc.gov.uk](mailto:d.hunt@dorsetcc.gov.uk)).

Date of meeting of the Cabinet (1)	Matter for Decision/ Consideration (2)	Decision Maker (3)	Consultees (4)	Means of Consultation (5)	Documents (6)
12/09/16 25/10/16 12/12/16  Page 10	Key Decision - Yes <b>Open</b> Financial Report To provide an update on current financial issues relating to the Dorset Waste Partnership and make recommendations, if necessary, to Partner Councils.	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Management Board	Meetings and Discussions.	
02/09/16 25/10/16 12/12/16	Key Decision - No <b>Open</b> Corporate Risk Register	Dorset Waste Partnership Joint Committee			

12/09/16 12/12/16	Key Decision - No <b>Open</b> Performance Indicator Monitoring  To note the performance of the Dorset Waste Partnership against the agreed performance indicator targets.	Dorset Waste Partnership Joint Committee	DWP Officers Management Board	Meetings and discussions	
12/12/16 Page 11	Key Decision - No <b>Open</b> South West Audit Partnership - Half Yearly Review (including an update on the 37 point action plan)	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Management Board	Meetings and discussions	
12/09/16	Key Decision - No <b>Open</b> Inter-Authority Agreement (cost sharing agreement)	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Management Board	Meetings and discussions	
12/09/16	Key Decision – No <b>Open</b> Garden Waste Charges 2017/18	Dorset Waste Partnership Joint Committee	DWP Officers Management Board	Meetings and Discussions	

25/10/16	Key Decision - Yes <b>Open</b> Medium Term Financial Plan 2016/17 - 2021/22	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Management Board	Meetings and discussions	
25/10/16	Key Decision - Yes <b>Open</b> Draft Revenue Estimates 2017/18	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Management Board	Meetings and discussions	
25/10/16	Key Decision - Yes <b>Open</b> Capital Programme 2016/17 - 2021/22	Dorset Waste Partnership Joint Committee	DWP Officers Management Board	Meetings and Discussions	
12/12/16	Key Decision - No <b>Open</b> Narrow Access Review	Dorset Waste Partnership Joint Committee	DWP Officers Management Board	Meetings and Discussions	
Date to be confirmed	Key Decision - No  Update on Commercial Waste Pricing Policy	Dorset Waste Partnership Joint Committee		Meetings and discussions	



Date to be confirmed	<p>Key Decision – Yes <b>Open</b> Infrastructure Review</p> <p>To outline proposals for infrastructure, advise and make recommendations as required.</p>	Dorset Waste Partnership Joint Committee	DWP Officers Management Board	Meetings and discussions	
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### Private Meetings

The following paragraphs define the reasons why the public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed and the public interest in withholding the information outweighs the public interest in disclosing the information to the public. Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

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1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Clerk to the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Scheme of Delegation and 2016/17 Schedule of Meetings</b>
Executive Summary	This report recommends a scheme of delegation and schedule of meetings to the Joint Committee for approval.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>An EqIA screening form has been completed by the County Council as part of the process of adopting a new scheme of delegation for people management. The County Council did not consider that a full EqIA was required.</p> <p>There are no equalities issues arising from the recommended approval of the proposed Scheme of Delegation or Schedule of Meetings.</p>
	<p>Use of Evidence:</p> <p>The recommended scheme draws upon the arrangements for delegated decision making within each of the Partner Authorities.</p>
	<p>Budget/ Risk Assessment:</p> <p>There is no immediate budget impact arising from this report.</p>

	<p><b>Risk Assessment:</b></p> <p>It is important for the successful delivery of services and for accountability that there is a clear scheme identifying those matters that are reserved for decision by the Joint Committee, those delegated to the Director of the Waste Partnership with any sub-delegation to appropriate members of staff and those that may be taken by members of staff . Without a clear scheme of delegation there is a risk that decisions might be challenged on the basis that the decision maker had no authority to act.</p> <p>The current and proposed revised Inter Authority Agreements require the approval of the Joint Committee to the yearly schedule of meetings. It is important for the Joint Committee to meet in accordance with the provisions of the Inter Authority Agreement to support effective and efficient decision making.</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk LOW</p>
	<p><b>Other Implications:</b></p> <p>No other implications have been identified.</p>
<p><b>Recommendation</b></p>	<p>That the Joint Committee:</p> <ul style="list-style-type: none"> <li>a) approve the proposed Scheme of Delegation;</li> <li>b) approve the proposed schedule of meetings.</li> </ul>
<p><b>Reason for Recommendation</b></p>	<p>To support the delivery of effective public services through the Dorset Waste Partnership.</p>
<p><b>Appendices</b></p>	<p>Appendix 1 – Dorset Waste Partnership Scheme of Delegation Appendix 2 - Scheme of Delegation for people management functions within the Host Authority</p>
<p><b>Background Papers</b></p>	<p>Dorset Waste Partnership Inter Authority Agreement</p>
<p><b>Report Originator and Contact</b></p>	<p>Name: Grace Evans Tel: 01305 225021 Email: <a href="mailto:grace.evans@dorsetcc.gov.uk">grace.evans@dorsetcc.gov.uk</a></p>

**1. Scheme of Delegation**

- 1.1. Through the current and proposed revised Dorset Waste Partnership (“DWP”) Inter Authority Agreements the Partner Authorities have delegated the collection, management, disposal, treatment and recycling of waste and street cleansing to the Joint Committee.
- 1.2. In addition to the core delegated functions the Joint Committee also undertakes the following activities on behalf of the Partner Authorities:
1. hold the Director to account for the management the Contracts for the delivery of an integrated waste management service across the County of Dorset in so far as such service relates to all or any of the areas of the Partner Authorities through the Senior Management Team and in accordance with legislation and the terms of the IAA;
  2. approve and implement the Business Plan;
  3. ensure that the legal and statutory functions delegated to it by the Partner Authorities are being discharged effectively within a risk management framework;
  4. assist the Partner Authorities in meeting their respective responsibilities such as, but limited to, emergency planning and responding to civil emergencies and elections;
  5. monitor, review, agree and recommend to each Partner Authority the Waste Strategy, Business Plan and Medium Term Financial Plan in accordance with the terms of the IAA;
  6. monitor performance of the DWP including customer satisfaction;
  7. agree the Capital Programme, to allow the DWP Treasurer to take it through the Host Authority’s capital programme approval process;
  8. approve Key Decisions, defined in the Dorset Waste Partnership Scheme of delegation as “decisions where the financial implications for the Joint Committee exceed £500,000 [or which are likely to have a significant effect on a division or divisions represented by at least two members].”;
  9. appoint the Director;
  10. approve the calculation of revenue and financial costs in accordance with the IAA.
- 1.3 The Partner Authorities and Host Authority have adopted different schemes of delegation. The Scheme of Delegation of the Joint Committee at Appendix 1 to this report has continued to operate, despite the different approaches.
- 1.4 There is a clear expectation that before exercising any delegated power the Director must consider whether the decision to be made is of such a nature that it ought to be referred for decision to the Joint Committee. Where a local councillor is consulted about the exercise of delegated authority and requests this then the matter must be referred back to the Joint Committee for decision.
- 1.5 Powers delegated to the Director may be exercised by other officers authorised by him in writing specifically for that purpose. The draft Scheme of Delegation recognises that it is important that there should be both a written record of such delegations to other officers of the DWP and that these should be detailed in a register kept by the Democratic Services Clerk to the Joint Committee.
- 1.6 There are a number of other important safeguards in relation to the exercise of delegated authority. Delegation of a function to the Director does not preclude the Joint Committee from requiring a particular issue (which would otherwise have been dealt with under delegated powers) to be referred back to them. Most importantly delegated decisions made by officers must not involve the adoption of any new policy

or a major extension of an existing policy of the Joint Committee or a Partner Authority.

- 1.7 The Scheme at Appendix 1 reflects the provisions within the current Inter Authority Agreement. Whilst the Joint Committee has agreed the principle of revisions within the proposed Agreement, the formal Agreement has yet to be approved and signed by each Partner Authority. Therefore the Scheme of Delegation at Appendix 1 is recommended to the Joint Committee for adoption.

## **2. People Management**

- 2.1. As the County Council is employer of DWP staff (as Host Authority), its Scheme of Delegation for people management applies to DWP. This reflects that whilst operational delegations might vary from service to service, people management delegations needed to be consistent across the County Council for all staff groups.
- 2.2 On 23 July 2015 the County Council adopted a new version Scheme of Delegation for People Management attached at Appendix 2. The Scheme delegates *all* people management decisions to the lowest possible officer level, usually the line manager. Under the scheme all people management decisions, including those relating to formal action such as written warnings, suspension and dismissal may be made by managers at any tier of the management structure (provided they have received the appropriate training).

## **3. Schedule of Meetings**

- 3.1. The current and proposed revised Inter Authority Agreement requires the approval of the Joint Committee to a yearly schedule of meetings. The current Agreement requires the Joint Committee to meet at least 4 times each year. The proposed revised Agreement refers to the Joint Committee setting the number and schedule of meetings for the year, although there must be at least one for budget setting purposes. The Joint Committee has agreed the principle of the revisions within the proposed Agreement, although the formal Agreement has yet to be approved and signed by each Partner Authority.
- 3.2. The Joint Committee is recommended to agree a schedule of 5 meetings, which includes budget meetings, and so complies with the requirements of both the current and proposed revised Agreement:
- June
  - September
  - Mid November – draft budget meeting
  - Mid January – budget approval
  - March.

Grace Evans  
Legal Clerk to the Joint Committee

**DORSET WASTE PARTNERSHIP –SCHEME OF DELEGATION**

**1. INTER AUTHORITY AGREEMENT**

- 1.1 The over-arching arrangements for delegation of authority from the Joint Committee to officers are defined in section 27 of the Inter Authority Agreement, which states:

**“27. THE STRATEGIC MANAGEMENT TEAM**

- 27.1 The Joint Committee shall agree the membership of the Strategic Management Team and the Host Authority shall establish the Strategic Management Team to carry out on behalf of the Joint Committee the following activities:
- 27.1.1 to monitor and manage the performance of the Shared In-House Delivery Arrangement and any Contracts;
  - 27.1.2 in conjunction with support provided by the Host Authority to prepare monitor and control the progress of the Business Plan, Service Plans and the Annual Budget to ensure they continue to fulfil business needs
  - 27.1.3 to advise the Joint Committee generally on waste management initiatives (both local and national) and the progress in delivering the Aims and Objectives
  - 27.1.4 prepare reports and recommendations for consideration by the Joint Committee, support the setting of the strategic direction of the Joint Committee and the context within which waste services are developed, managed and operated;
  - 27.1.5 ensure that where any information is received from or requested by a supplier or contractor or Partner Authority under the Contracts, the dissemination, collation and provision of information is effected within a timescale which is compatible with any time provisions detailed in the Contracts and in any event as soon as is reasonably practicable;
  - 27.1.6 refer any requests from contractors for a consent or approval to appropriate officers, the Joint Committee or the Senior Manager as appropriate and then communicate any decision back to the contractors under the Contracts. Such communications shall be within a timescale which is compatible with any time provisions detailed in the Contracts and in any event as soon as reasonably practicable;
  - 27.1.7 to prepare and make recommendations to the Joint Committee on waste management issues involving central government and other external agencies;

- 27.1.8 to provide a full assessment of the short, medium and long term financial, resource, service, legal and contractual implications of waste management services for the Joint Committee, the Host Authority and each Partner Authority; and
  - 27.1.9 prepare and submit for approval by the Joint Committee an annual internal audit plan. Regularly report on the findings of any audits undertaken to the Joint Committee and to the section 151 officers of all of the Partner Authorities; and
  - 27.1.10 prepare a strategic risk register relating to the functions of the Joint Committee and regularly submit this, together with details of any mitigation actions implemented, to the Joint Committee.
  - 27.2 The provisions of Schedule 4 (Transition Arrangements) shall apply in relation to the transfer of staff, assets and equipment from the other Partner Authorities to the Host Authority in respect of the establishment of the Strategic Management Team with effect from the Transfer Date.”
- 1.2 Provision is made for further definition of the delegations to the Director of the Dorset Waste Partnership through the subsequent section of the agreement:

**“28. THE SENIOR MANAGER**

- 28.1 The Partner Authorities agree that the Joint Committee shall appoint the Senior Manager through an appointment panel made up of five DWPJC Members as agreed by the Joint Committee (to include members from the collection and disposal authorities). The Senior Manager shall report to the Joint Committee.
- 28.2 The duties and functions delegated to the Senior Manager shall be agreed by the Joint Committee in accordance with the scheme of delegation adopted by the Joint Committee in accordance with paragraph 7.1 of the Constitution.”

**2. DELEGATIONS**

- 2.1 The definitions section of the Inter Authority Agreement states that the Financial Regulations and Contract Procedure Rules of the Joint Committee shall be those of the Host Authority. It is appropriate that other delegations are also in line with arrangements in place in the Host Authority. The following delegations reflect this principle.

**A GENERAL DELEGATIONS TO THE DIRECTOR**

- A1 Delegations to the Director of the Partnership draw upon arrangements in all of the Partner Authorities.
- A2 The Director is authorised to act on behalf of the Joint Committee in relation to any matters within the service areas for which the Joint Committee is



responsible, including spending decisions, subject to the overriding provision that any action taken under delegated powers shall be in accordance with:

- (i) the overall policies approved by the Joint Committee and the Partner Authorities;
- (ii) the County Council's Procedure Rules.

Without prejudice to these delegations the Director is expected in appropriate cases to:

- (i) maintain clear communication with the Chairman of the Joint Committee;
- (ii) ensure that the County and District Councillors for the local electoral division are consulted on or advised of the exercise of delegated powers.

NB: Before exercising any delegated power, the Director must consider whether the decision to be made is of such a nature that it ought to be referred for decision to the Joint Committee. Where the local Councillor consulted under (ii) above so requests, the matter shall be referred to the Joint Committee, for decision.

- A3 Any power conferred upon the Director may be exercised by an officer authorised by them in writing, specifically for the purpose, the details of all such delegations to be contained in a register maintained by the Clerk to the Joint Committee, to be available for public inspection and to be reviewed annually.
- A4 The Joint Committee or a sub-committee of the Dorset Waste Partnership may at any time require a particular issue or any aspect of delegated powers within their terms of reference to be referred to it for decision.
- A5 Delegated decisions shall not involve the adoption of a new policy or a major extension of an existing policy of the Joint Committee or a Partner Authority and shall exclude any case where the magnitude or controversial nature of a proposal is such that responsibility for a decision should be taken by the Joint Committee or the Partner Authorities.
- A6 Any reference to Acts of Parliament includes reference to processes and procedures contained in regulations made thereunder.
- A7 Any reference to the masculine gender includes the feminine.
- A8 Any reference to the Chairman of the Joint Committee includes a reference to the Vice-Chairman in the Chairman's absence.

**B1 Indemnity**

B2 Indemnity arrangements between the Partner Authorities are detailed in the Inter Authority Agreement.

B3 In addition the County Council has given the following general indemnity since 1992.

**"1. General Indemnity**

1.1 The County Council gave a general indemnity in 1992 to any member of staff acting in good faith in the course of their employment, in the following form. This indemnity was modified in 2005 to extend to members as well as employees of the Council. At the same time it was

also extended to provide financial support for Councillors and officers to enable them to:

- (1) resist criminal proceedings;
- (2) resist defamation proceedings.

## **2. Exceptions**

- 2.1 The indemnity will not extend to loss or damage directly or indirectly caused by or arising from:
  - fraud, dishonesty or criminal offence committed by the member or employee;
  - any neglect, act, error or omission by the member or employee otherwise than in the course of his/her employment; and
- 2.2 The indemnity will not apply if a member or employee, without the express permission of the authority, admits liability or negotiates or attempts to negotiate a settlement of any claim falling within the scope of this resolution.
- 2.3 In pursuance of the above indemnity, the Council undertake not to sue (or joint others in an action as co-defendant versus) a member or an officer of the Council in respect of any neglect, error or omission by him/her in the course of his/her role as a member or as an employee, but subject to the same exceptions as in 2 above.
- 2.4 The above indemnity and undertaking shall be without prejudice to the right of the Council:
  - (1) through the Standards Committee to take action in respect of a locally referred allegation of a breach of the Code of Conduct for Members or the breach of a local protocol, or
  - (2) to take disciplinary action against an employee in respect of any neglect, act, error or omission.

The above indemnity and undertaking apply:

Retrospectively to any neglect, act, error or omission which may have occurred before this date; and after the retirement or resignation of the member or employee concerned, as well as during their term of office or employment with the council.”

## **C DELEGATION OF POWERS IN RELATION TO STAFF AND PEOPLE MANAGEMENT**

- C1 Staff and people management decisions will be taken according to the authorisation levels set out in \*Appendix 1. All posts in the staffing structure of the Dorset Waste Partnership have been assigned to one of these levels.

## **D DELEGATION OF POWERS IN RELATION TO PROCUREMENT**

- D1 Subject to the limitations stated in section A and the Financial Regulations and Contract Procedure Rules of the Host Authority, the Director may enter into contracts that are within the scope of the Joint Committee's responsibilities.
- D2 The Director may delegate this authority to other staff of the Dorset Waste Partnership or staff providing support services to the Dorset Waste Partnership. The extent and limitations of the onward delegation will be set out in the Senior Manager's Procedure Manual.

**E DELEGATION OF POWERS IN RELATION TO FINANCIAL MANAGEMENT**

- E1 Subject to the limitations stated in section A and the Financial Regulations and Contract Procedure Rules of the Host Authority, the Director is responsible for the financial management of the Dorset Waste Partnership.
- E2 The Director may delegate responsibility for managing parts of the budget to other staff of the Dorset Waste Partnership. The extent and limitations of the onward delegation will be set out in the Senior Manager's Procedure Manual. The Director retains overall responsibility for the financial performance of the Dorset Waste Partnership.

**F SPECIFIC DELEGATIONS**

For the avoidance of doubt, delegations to the Director of the Dorset Waste Partnership and officers authorised by him include, but are not limited to:

- F1 to take appropriate action under Parts II and IV of the Environmental Protection Act 1990 and Parts 2, 3, 4 and 5 of the Clean Neighbourhoods and Environment Act 2005 Anti-Social Behaviour, Crime and Policing Act 2014 and any Regulations and Orders made thereunder;
- F2 to take all statutory action connected with the removal, storage and disposal of abandoned vehicles and other matters under the Refuse Disposal (Amenity) Act 1978;
- F3 to undertake all action (including any determinations necessary in respect thereof) in connection with applications in respect of commercial waste (including waste of mixed hereditaments including a private dwelling);

\* "Appendix 2" for the purposes of this report.

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## **Scheme of Delegation for People Management Matters**

People management matters are delegated to the lowest possible level - usually the direct line manager - unless, by taking such action, the general principles described below are not supported.

- It is expected that the Chief Executive, supported by the Corporate Leadership Team, ensures that people management decisions are made in accordance with this scheme and that all managers\* are aware of their delegated responsibilities.
- Managers can make all operational decisions within the remit of their role.
- Managers are not able to make decisions which require approval of the Staffing Committee, the Personnel Appeals Committee or the Head of Human Resources and Organisational Development. (For example, pension scheme discretions and redundancy).
- Managers have the discretion to approve any requests made by their employees where either the DES ESS or mediated access process enables the manager to approve the request. (For example, approval of leave).
- Any manager taking formal action (written warning/suspension/dismissal), must have first received appropriate people management training.
- Before making a decision, the manager must consider whether the matter is of a particularly sensitive or significant nature that consulting with or informing a higher tier of manager is appropriate.
- HR & OD policy, procedure and guidance must always be followed, in line with employment legislation. Due consideration must be given to equality and diversity matters and health and safety responsibilities.
- Appeals against any formal decision will always be heard by a different manager than the manager making the decision, unless a specific route is specified in a particular HR & OD policy and procedure.
- All decisions made are in accordance with the county council's principles of decision making. Decisions are: proportionate; follow due consultation and appropriate professional advice; respect human rights and equalities; made in favour of openness with clarity of aims and desired outcomes and reflect the balance of evidence or the legal or financial position.
- Managers must be able to provide reasons for decisions.

\*The county council's people managers are those with formal line management responsibility, as outlined in the job description. In addition, the line manager is the person with responsibility for performance management and undertaking the PDR. People managers are recorded as a manager in DES, with access to MSS. Officers without people management responsibility may also have delegated responsibility under this scheme if they are nominated to act on a manager's behalf.

The Scheme of Delegation for People Management Matters can be varied by the Chief Executive, in consultation with the Corporate Leadership Team and Monitoring Officer.

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## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officers	Treasurer to the Dorset Waste Partnership and Finance and Commercial Manager, Dorset Waste Partnership
<b>Subject of Report</b>	<b>Financial Report June 2016</b>
Executive Summary	<p>This report presents and discusses the following -</p> <p><u>The 2015/16 revenue outturn</u> (including garden and trade waste trading accounts), which shows <u>an underspend</u> of £519,584 (around 1.6% on an original budget of £32.456M agreed by the Joint Committee in January 2015). This continues the recent trend of a more optimistic financial position against the budget. The report discusses the factors that occurred in the final stages of 2015/16 which have caused the budget to be underspent when previous projections suggested an overspend.</p> <p>In summary –</p> <ul style="list-style-type: none"> <li>• Trade waste income was more buoyant than the last prediction;</li> <li>• Recyclate prices (cost) fell, unexpectedly, from around £20 / tonne to around £13 / tonne at the end of the year;</li> <li>• Tonnages of waste arising were lower than expected in February and March; and</li> <li>• Capital financing charges were significantly lower than expected due to further slippage on infrastructure schemes and the delivery of vehicles in early 2016/17,</li> </ul>

	<p>rather than, as previously expected, the final quarter of 2015/16.</p> <p>The most significant areas of adverse variation from budget, which have previously been highlighted to the Joint Committee, were:</p> <table border="0"> <tr> <td>Vehicle Hire</td> <td>£390k</td> </tr> <tr> <td>Garden Waste</td> <td>£312k</td> </tr> <tr> <td>Waste disposal costs ( tonnages) including recyclate costs</td> <td>£199k</td> </tr> <tr> <td>Savings not achieved</td> <td>£370k</td> </tr> </table> <p>The most significant areas of favourable variation were –</p> <table border="0"> <tr> <td>Fuel costs</td> <td>£280k</td> </tr> <tr> <td>Trade Waste</td> <td>£286k</td> </tr> <tr> <td>Capital charges</td> <td>£960k</td> </tr> </table> <p><u>Final capital expenditure for 2015/16</u> - Expenditure of £3.516M was incurred during 2015/16 against an approved capital budget of £5.915M as agreed at Joint Committee January 2015.</p> <p><u>Discontinuation of the 1% reserve</u> – Under the previous Inter Authority Agreement there was a requirement to maintain a reserve equivalent to 1% of the current budget ostensibly to smooth, to an extent, year-end overspends. However the requirement to maintain the reserve at 1% implied immediate top up by partners in the event of some or all of the reserve being called upon, negating the smoothing originally intended. Therefore, in anticipation of the formal adoption by all partners of the updated Inter Authority Agreement, the report discusses the discontinuation of this reserve.</p> <p><u>Establishment of a budget equalisation reserve</u> – Notwithstanding the fact that partners make their own contingencies for budget variations it is still felt to be prudent to establish a ‘Budget Equalisation’ reserve and the report discusses and recommends how this can be achieved.</p> <p><u>2016/17 budget forecast</u> – Based on limited early 2016/17 data, an indication of the 2016/17 projection against the agreed budget is given. It suggests that the budget for 2016/17 is projected to be underspent by £546k.</p> <p>(An updated Medium Term Financial Plan is presented as a separate report on the agenda for this meeting)</p>	Vehicle Hire	£390k	Garden Waste	£312k	Waste disposal costs ( tonnages) including recyclate costs	£199k	Savings not achieved	£370k	Fuel costs	£280k	Trade Waste	£286k	Capital charges	£960k
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<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>This report contains no new proposals and has no equalities implications.</p>														



	<p><b>Use of Evidence:</b></p> <p>The report is based on data from the County Council's financial system and the management information systems used by the Dorset Waste Partnership. This is supplemented by information from service managers where necessary.</p> <hr/> <p><b>Budget:</b></p> <p>The final outturn for 2015/16 was £520k (around 1.6%) underspent on an original budget of £32.456m.</p> <p>Capital expenditure for 2015/16 was £3.516m against an approved budget of £5.915m.</p> <p>A revenue budget of £34.205m was agreed by the DWP Joint Committee for 2016/17. Early budget monitoring for 2016/17 shows that there is a forecast underspend of £546k.</p> <hr/> <p><b>Risk Assessment:</b></p> <p>Having considered the risks associated with this information using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH Residual Risk HIGH</p> <hr/> <p><b>Other Implications:</b></p> <p>None</p>
<p><b>Recommendations</b></p>	<ol style="list-style-type: none"> <li>1) To note the outturn position for 2015/16.</li> <li>2) To note the final capital expenditure position for 2015/16.</li> <li>3) To approve the discontinuation of the 1% reserve, in anticipation of the adoption of the new Inter Authority Agreement, and return appropriate shares to partners in accordance with Appendix 3.</li> <li>4) To transfer the 2015/16 revenue underspend of £519,584 to a Budget Equalisation Reserve.</li> <li>5) To note the early 2016/17 budget forecast.</li> </ol>
<p><b>Reason for Recommendations</b></p>	<p>The Joint Committee monitors the Partnership's performance against budget and scrutinises actions taken to manage within budget on behalf of partner Councils.</p>

<p>Appendices</p>	<p>Appendix 1 - Detail of spend by area (2015/16)                  Appendix 2 - Underspend - actual shares by partner for 2015/16                  Appendix 3 - Shares of 1% reserve by partner                  Appendix 4 - Trade Waste trading account 2015/16 EXEMPT                  APPENDIX NOT FOR PUBLICATION                  Appendix 5 - Garden Waste trading account 2015/16</p>
<p>Background Papers</p>	<p>None</p>
<p>Report Originator and Contact</p>	<p>Name: Andy Smith, Treasurer to the Dorset Waste Partnership,                  Tel: 01305 224031                  Email: <a href="mailto:a.g.smith@dorsetcc.gov.uk">a.g.smith@dorsetcc.gov.uk</a></p> <p>Name: Paul Ackrill, Finance and Commercial Manager, Dorset Waste Partnership,                  Tel: 01305 224121                  Email: <a href="mailto:Paul.Ackrill@dorsetwastepartnership.gov.uk">Paul.Ackrill@dorsetwastepartnership.gov.uk</a></p>

## 1. Background

- 1.1 The Dorset Waste Partnership has now completed its fifth year of operation. The Recycle for Dorset service has now been rolled out to all 201,000 properties in Dorset.

## 2. Budget Outturn for 2015/16

- 2.1 The 2015/16 revenue budget outturn (including garden and trade waste trading accounts) produced an underspend of £519,584 (around 1.6%), on an original budget of £32.456M, agreed by the Joint Committee in January 2015. This continues the recent trend of a more optimistic financial position against the budget. The factors that occurred in the final stages of 2015/16 which has caused the budget to be underspent, when previous reports still suggested a small overspend, are discussed below.
- 2.2 Vehicle Hire - This budget was set at £252k for the year 2015/16, pending the purchasing and delivery of the remaining domestic fleet vehicles and the street cleansing fleet. The final overspend, compared to the original budget, was due to the delays in the procurement and delivery of street cleaning vehicles and the hire of narrow access vehicles whilst they are being replaced. The overspend was £390k. It should be noted that there is some underspend in the capital charges budget where procurement has been delayed, which more than off-sets this (see Paragraph 2.20).
- 2.3 Leasing costs in relation to vehicles at Weymouth (Crookhill) depot, leased under the previous SFS contract arrangement have seen a favourable financial position of £146k against the estimate, partly from vehicles being returned early
- 2.4 Waste disposal tonnages and mix were more favourable in February and March than previously forecast. Data for the full 12 months now shows an underspend against budget of £49k.

- 2.5 Garden Waste service trading account – Joint Committee will be aware from previous reports of a potential adverse variance arising from a shortfall of income against the budget and additional resources that were required with the rollout of the service in the tranche 5 areas in western Dorset. There was, therefore, a shortfall of £312k against the budget. Whilst this adverse variance is not welcome news, it is important to note that the actual income level has increased by about £256k from the last financial year, and growth of customer numbers continues. Details of the Garden Waste trading account can be seen at Appendix 5 to this report. Appendix 5 demonstrates a contribution to overheads of almost £245k, before disposal costs.
- 2.6 General Training Costs – Were previously predicted to equal the budget, but the year-end position showed an underspend of £22k.
- 2.7 Management and Administration costs were expected to reduce following the implementation of a new staffing structure from 1st September 2015. There were a number of vacancies both before and after the implementation date, resulting in a savings of around £38k. In addition, there were small underspends across a broad range of central DWP budgets including supplies and services and property related costs, resulting in a total beneficial financial effect of around £223k. This excludes the additional interim management costs that have been incurred during the year (see next paragraph).
- 2.8 Unbudgeted interim management and HR costs were £183k.
- 2.9 Bournemouth depot – there was a delay in moving from Christchurch depot facilities to the Southcote Road depot in Bournemouth. The move was completed in mid-October 2015, incurring additional costs of £16k.
- 2.10 The December 2014 and May 2015 RPI's were lower than the 2015/16 budget assumption, which has brought favourable price variances against elements of the budget including management fees, haulage costs, landfill gate fees and composting gate fees. The benefit of this was £105k.
- 2.11 Recyclate material - increased costs. The Joint Committee are reminded that the 2015/16 budget was set to reflect that such material, which previously generated an income, was now costing (on average) £10 per tonne. The pattern of costs in 2015/16 have seen a sharp increase up to £28 per tonne for disposal at the start of the year, followed by a number of significant fluctuations. The price reduced to around £13 per tonne at the end of the year. Therefore additional costs of £245k against the budget were incurred. It is also important to note that the DWP has been successful in avoiding costs in this area through proactive price negotiation in a time of adverse market conditions.
- 2.12 Operational resources - were £13k below the budgeted figure. This is after the saving of £100k has been achieved in relation to the target for improved absence/sickness in the operational workforce.
- 2.13 The recycling initiatives budget – was previously predicted to equal the budget, but the year-end position showed savings of £22k.
- 2.14 Fuel costs – The trend of reduced fuel costs continued right up to the year-end producing a favourable variance of £280k.
- 2.15 Implementation budget – There was a final underspend of £28k following the completion of the roll out of the Recycle for Dorset service.

- 2.16 Sherborne Waste Management centre costs re tranche 4 - An additional unbudgeted cost of £12k was incurred.
- 2.17 Redundancy costs – Following a management restructuring process a few members of staff had, unfortunately, not been offered a post in the new staffing structure. As is normal practice, efforts were made to redeploy those that have been identified for compulsory redundancy during the period that ran from June until August 2015 with some success. The cost was £111k, which is cost shared in the normal way. This cost should be seen as outside of normal service delivery.
- 2.18 Household Recycling Management Fees - were previously predicted to equal the budget, but the year-end position showed an underspend of £24k.
- 2.19 Trade waste activities were particularly buoyant and exceeded previously overly pessimistic forecasts. An improved contribution to overheads of £286k over and above the budgeted level was achieved.
- 2.20 Capital Charges – Very little cost was actually incurred on infrastructure works, and expected fees and preliminary works in relation to the proposed Blandford Waste Management Centre were not incurred, pending approval of the business case to proceed (elsewhere on the Joint Committee agenda of today's date). In addition, capital financing charges in respect of expected vehicle purchases were much less than previously forecast as the delivery of new mechanical sweepers and caged tippers having slipped into 2016/17. As a result, the revenue budget has seen a favourable variance of £960k in respect of capital financing costs. It should be noted that this expenditure is only postponed, as the Blandford scheme and vehicle/plant purchase and delivery are still expected.
- 2.21 Part of the 2015/16 revenue budget was the need to achieve £1.136M of savings on a number of areas of operation. £766k of savings were secured but, as previously reported, £370k of savings were not achievable.
- 2.22 The items discussed above and underlined totals the year end underspend of £519,584.
- 2.23 The major items of variance against budget are summarised in the table below, together with a comparison of the February 2016 predictions –

Item	Final 2015/16 variance £k	Prediction of variance as at February 2016 £k
Vehicle Hire	390	240
Vehicle lease costs – SFS contract	-146	-175
Extra tonnage of materials collected.	-49	57
Garden Waste contribution to overheads	312	192
General training costs	-22	0
Interim management costs	183	200

Bournemouth depot delay	<b>16</b>	<b>16</b>
December / May RPI – favourable variances	<b>-105</b>	<b>-105</b>
Recyclate material costs	<b>245</b>	<b>199</b>
Operation resources	<b>-13</b>	<b>-62</b>
Savings on Recycling Initiatives budget	<b>-22</b>	<b>0</b>
Fuel costs – favourable variance	<b>-280</b>	<b>-200</b>
Balance of Implementation budget	<b>-28</b>	<b>0</b>
Sherborne Waste Management claim – additional cost	<b>12</b>	<b>12</b>
Redundancy Costs	<b>111</b>	<b>113</b>
Management & Admin salaries underspend due to vacancies	<b>-223</b>	<b>-30</b>
HRC management fees	<b>-24</b>	<b>0</b>
Trade Waste trading account	<b>-286</b>	<b>-21</b>
Favourable capital charges	<b>-960</b>	<b>-450</b>
Savings not achievable	<b>370</b>	<b>370</b>
<b>Total</b>	<b>-519</b>	<b>356</b>

2.24 Further detail on areas of spend is given in Appendix 1, with the proportion of the overall underspend attributable to each partner shown on Appendix 2. The Trade Waste and Garden Waste trading accounts are shown at Appendix 4 and 5 respectively.

### **3. Final capital spend for 2015/16**

3.1 The financial year 2015/16 saw just over £3.5m of capital expenditure incurred. This is considerably less than the £4.7m that was forecast in December 2015. Further details of specific items are given further below in paragraph 3.3.

3.2 Actual capital expenditure incurred in 2015/16 is shown in the table below, together with the most recent forecast of expenditure was reported to Joint Committee in December 2015.

**Forecast of capital spend as per  
Joint Committee December 2015:**

	£	Actual final spend 2015/16: £
Infrastructure	432,200	15,000
r4D containers	476,543	715,902
Garden Waste containers	129,200	69,911
Commercial Waste containers	83,000	50,946
Vehicles - non r4D rollout	1,791,541	872,784
Vehicles - r4D rollout	1,789,058	1,791,258
	<u>4,701,542</u>	<u>3,515,801</u>

- 3.3 Infrastructure spend was minimal, at just £15k, as the DWP property team were primarily focused on the completion of the new site at Broomhills. The unspent balance will be rolled forward into 2016/17 and a programme of work devised to address infrastructure issues around closed landfill sites, Household Recycling Centres and existing depots.
- 3.4 The purchase of containers for the Recycle for Dorset rollout has now concluded. At first glance, looking at 2015/16 container spend in isolation, it may appear as if capital spend on containers has been higher than anticipated. In fact, when viewed over the four year rollout period, spend has been less than estimated, with the total spend for the rollout period being £7.5m compared to the almost £8m as originally estimated. This can be seen in the tables below. The first table is taken from the Joint Committee report of October 2013 of expected container spend over the four year period. The second table is actual spend on containers over the same period.

Projection of container spend as at October 2013:

	2012-13 £	2013-14 £	2014-15 £	2015-16 £	Total
r4d Containers	2,114,506	2,101,652	2,509,377	290,000	<b>7,015,535</b>
Garden Waste containers	455,054	219,057	199,857	90,000	<u><b>963,968</b></u>
					<b>7,979,503</b>

Actual container spend over same period:

	2012-13	2013-14	2014-15	2015-16	Total
	£	£	£	£	
r4d Containers	2,114,506	2,101,652	1,623,822	715,902	<b>6,555,882</b>
Garden Waste containers	455,054	219,057	164,073	69,911	<b>908,095</b>
Trade Waste containers	-	-	13,488	50,946	<b>64,434</b>
					<b>7,528,411</b>

- 3.5 For 2016/17 onwards, the capital programme includes a sum of around £0.5m for container purchases, to deal with new housing growth as well as stock replacement.
- 3.6 Containers for the Garden Waste service and the Commercial Waste service are ordered according to customer demand, and the resultant capital charges are charged to those trading accounts.
- 3.7 Vehicles purchased during the year include seven 26t RCVs and ten food waste trucks for the later stages of the Recycle for Dorset rollout. In addition, a fleet of twelve small caged vehicles arrived shortly before year-end, and nine medium sized caged vehicles that had been anticipated to arrive in financial year 2015/16 have now slipped into 2016/17.

#### **4. Discontinuation of the 1% Reserve**

- 4.1 Under the previous Inter Authority Agreement there was a requirement to maintain a reserve equivalent to 1% of the current budget ostensibly to smooth, to an extent, year-end overspends. The level of the reserve is currently £325k and the share attributable to each partner is shown in Appendix 3.
- 4.2 However the requirement to maintain the reserve at 1% implied immediate top up by partners in the event of some or all of the reserve being called upon, negating the smoothing originally intended.
- 4.3 Therefore, in anticipation of the formal adoption by all partners of the updated Inter Authority Agreement, which no longer contains a requirement for a 1% reserve, the Dorset Finance Officers Group are agreed that a 1% reserve, as previously operated, serves no useful purpose and can be discontinued. A recommendation is made to this effect.
- 4.4 Partner councils maintain their own contingencies and reserves for the services that they directly operate and for services that they obtain from third party suppliers (this would include the Waste Partnership). Therefore partners have made their own provision for unexpected adverse cost variations.
- 4.5 Section 5 of this report goes on to discuss the formation of a 'Budget Equalisation Reserve' instead of a 1% reserve previously described.

## 5. Establishment of 'Budget Equalisation' reserve

- 5.1 Notwithstanding the fact that partners make their own contingencies for budget variations it is still felt to be prudent to establish a 'Budget Equalisation' reserve.
- 5.2 Experience has shown that a number of elements of income and expenditure within the Waste Partnership's budget are particularly volatile and there is limited influence that the Waste Partnership can bring to bear on such items. Examples include recyclate prices, fuel costs, tonnages of waste arising and income that can be generated from trade and garden waste services.
- 5.3 The reserve can be used to smooth the effects of 'good' and 'bad' years, which is a pattern that is likely to continue for the foreseeable future.
- 5.4 Again, this concept has been supported by Dorset Finance Officers.
- 5.5 In future years recommendations can be brought to the Joint Committee on additions to or subtractions from the reserve, depending on the financial needs of the Waste Partnership and all partners prevalent at the time.
- 5.6 Therefore a recommendation is made to establish such a reserve using the underspend arising from 2015/16.

## 6. 2016/17 Budget forecast

- 6.1 Based on limited early 2016/17 data there is a forecast underspend for 2016/17 of £546k.
- 6.2 The table below shows the limited number of items where a variance has been identified –

Item	Significance (relative to the size of the overall budget)	Probability of occurrence	Current risk of variance £k	Notes / Management Action / Mitigation (where possible)
Support Service costs	Green	Highly Likely	9	Agreed additional support
Advertising costs	Green	Highly Likely	8	Need to advertise for Director
Savings from early route optimisation	Green	Highly Likely	-21	Additional saving
Recyclate price savings to date	Green	Possible	-67	Current price below assumed price



HRC new contract	Green	Certain	-302	Favourable contract price
HRC contract – reduced winter hours	Green	Certain	-158	Joint Committee decision
Additional resources used on Garden Waste	Green	Possible	137	Close monitoring of resource required compared to take up of service being undertaken
Further slippage on Blandford Waste Management Centre	Green	Possible	-40	DWP managers to advance scheme as quickly as possible
Slippage on vehicle purchases	Green	Possible	-112	DWP managers to advance purchases as quickly as possible
<b>TOTAL</b>			<b>-546</b>	<b>Forecast underspend</b>

**Andy Smith**  
Treasurer to the Dorset Waste Partnership

**Paul Ackrill**  
Finance and Commercial Manager, Dorset Waste Partnership

June 2016

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**Dorset Waste Partnership - Joint Committee June 2016**

**Appendix 1**

**Detail of spend by area**

DWP cost centre grouping	Original budget	Final budget	Actual	Variance against final budget - favourable/(adverse)
	£	£	£	£
Waste Disposal	17,430,483.00	15,060,156.00	15,260,064.94	-199,908.94
Operations incl Transport	12,194,300.00	11,861,704.00	11,812,489.90	49,214.10
Capital Charges		1,006,186.00	45,562.69	960,623.31
Mgmt & Admin	4,312,976.00	4,059,765.00	4,088,449.63	-28,684.63
Garden Waste trading account	-595,800.00	-557,120.00	-245,925.34	-311,194.66
Implementation	52,243.00	106,375.00	78,068.20	28,306.80
Commercial Waste trading account	-218,500.00	-174,191.00	-460,594.34	286,403.34
Savings to be identified	-719,817.00	-265,175.00		-265,175.00
<b>Total</b>	<b>32,455,885.00</b>	<b>31,097,700.00</b>	<b>30,578,115.68</b>	<b>519,584.32</b>

**Detail of spend by expenditure/income type**

DWP code banding	Original budget	Final budget	Actual	Variance against final budget - favourable/(adverse)
	£	£	£	£
<b>Expenditure</b>				
Internal Charges (Expenditure)	1,459,100.00	1,712,156.00	1,821,129.90	-108,973.90
Pay Related Costs	10,686,000.00	10,686,888.00	9,320,451.59	1,366,436.41
Premises Related Costs	1,214,900.00	1,214,381.00	1,131,865.01	82,515.99
Transport Related Costs	2,851,119.00	2,509,256.00	2,466,615.75	42,640.25
Supplies and Services	1,359,300.00	3,896,689.00	4,227,518.00	-330,829.00
Transfer Payments	84,400.00	84,400.00	70,068.07	14,331.93
Third Party (Contracted Out) Payments	16,700,400.00	13,519,731.00	14,948,679.93	-1,428,948.93
Savings to be identified	-719,817.00	-265,175.00		-265,175.00
<b>Income</b>				
Income - Reimbursements and Contributions	0.00	0.00	-9,957.84	9,957.84
Income - Fees and Charges	-3,514,700.00	-3,297,516.00	-3,478,051.98	180,535.98
Income - Internal Charges (Income)	-25,500.00	-25,500.00	-29,206.75	3,706.75
<b>Capital charges</b>				
Capital charges	2,360,683.00	1,062,390.00	109,004.00	953,386.00
<b>Total</b>	<b>32,455,885.00</b>	<b>31,097,700.00</b>	<b>30,578,115.68</b>	<b>519,584.32</b>

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**Dorset Waste Partnership - Joint Committee June 2016**

**Appendix 2**

**Cost shares by partner as at end of 2015/16**

**DWP underspend 2015/16:** £ 519,584.32

Cost share of underspend:

Christchurch Borough Council	3.91%	20,315.75
East Dorset District Council	5.94%	30,863.31
North Dorset District Council	5.27%	27,382.09
Purbeck District Council	4.01%	20,835.33
Weymouth & Portland Borough Council	8.78%	45,619.50
West Dorset District Council	7.31%	37,981.61
Dorset County Council	64.78%	336,586.72
	<u>100.00%</u>	<u>519,584.32</u>



**Dorset Waste Partnership - Joint Committee June 2016**

**The "1% reserve" - balance and breakdown by partner**

**Appendix 3**

	£
2015/16 Original Budget:	32,455,664
1% of budget:	324,557

Balance of reserve:

	£	
Christchurch Borough Council	12,690	3.91%
Dorset County Council	210,248	64.78%
East Dorset District Council	19,279	5.94%
North Dorset District Council	17,104	5.27%
Purbeck District Council	13,015	4.01%
Weymouth & Portland Borough Council	23,725	7.31%
West Dorset District Council	28,496	8.78%
	<b><u>324,557</u></b>	<b><u>100%</u></b>

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Garden Waste trading account

## Garden Waste service - trading account 2015/16 final outturn position

	£	£
<b>Income</b>		<b>-1,432,493</b>
<b>Costs of collection</b>		
- staffing	469,373	
- transport	284,892	
		<b>754,265</b>
<b>Costs of administration</b>		
- staffing	134,347	
- customer contact	50,000	
- design & print costs	22,793	
- other backoffice costs	61,310	
		<b>268,449</b>
<b>Capital charges</b>		
- bins		<b>165,076</b>
<b>Contribution to overheads</b>		<b>-244,703</b>
<b>IAS adjustments</b>		<b>-1,222</b>
<b>Contribution to overheads after IAS adjustments</b>		<b>-245,925</b>

## Garden Waste service - trading account 2014/15 final outturn position

	£	£
<b>Income</b>		<b>-1,176,856</b>
<b>Costs of collection</b>		
- staffing	339,297	
- transport	183,974	
		<b>523,271</b>
<b>Costs of administration</b>		
- staffing	253,017	
- customer contact	54,013	
- design & print costs	21,355	
- other backoffice costs	37,076	
		<b>365,461</b>
<b>Capital charges</b>		
- bins		<b>159,500</b>
<b>Contribution to overheads</b>		<b>-128,625</b>

Note: The Garden Waste trading account does not include the costs of garden waste disposal.

In law, a local authority can charge only for the collection costs of Garden Waste and not for the disposal, hence these costs are not included in the trading account.

The disposal costs incurred from the Garden Waste service in 2015/16 totalled £328k, in respect of 15,180 tonnes.

If all of these tonnes were home composted, the cost to DWP would be nil.

If all of these tonnes were diverted to the HRCs, at a typical disposal cost of £30 per tonne, the cost to DWP would be £455k, plus transportation costs of up to £15 per tonne, resulting in an additional c

If all of these tonnes were added to the residual wastestream at a typical cost of over £100 per tonne, the cost to DWP would be over £1.5m.

Cost of £228k.



Councils working together

## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Interim Director of the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Update on the DWP Medium Term Financial Plan (MTFP)</b>
Executive Summary	<p>This report is intended to provide an update on the financial position for the five year period of the DWP Medium Term Financial Plan.</p> <p>This report does not provide a refresh of the MTFP, rather, it is intended to draw attention to the direction of travel and to give an indication to the likely size and scale of the funding gap going forward.</p> <p>In order for the DWP to meet the expectations of partner councils reductions in funding, significant changes to the current service model may need to be considered. Commissioning Group members are meeting with senior DWP managers for a 'Budget Challenge Workshop' on 1<sup>st</sup> July 2016 to have initial discussions to explore the viability of major changes to the service model in order to bring about significant savings. The outcomes of that work will be reported to Joint Committee in due course.</p> <p>A fully refreshed MTFP will be presented at the October 2016 Joint Committee for approval, alongside the budget report for 2017/18.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>This report contains no new proposals and has no equalities implications.</p>
	<p>Use of Evidence:</p> <p>The report is based on data from the County Council's financial system and the management information systems used by the Dorset Waste Partnership. This is supplemented by information from service managers where necessary.</p>

## Update on the DWP Medium Term Financial Plan (MTFP)

	<p><b>Budget:</b></p> <p>This report is intended to provide an update on the financial position for the five year period of the DWP Medium Term Financial Plan.</p> <hr/> <p><b>Risk Assessment:</b></p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH Residual Risk HIGH</p> <hr/> <p><b>Other Implications:</b></p> <p>None.</p>
<p><b>Recommendation</b></p>	<p>That members note the contents of this report.</p>
<p><b>Reason for Recommendation</b></p>	<p>That the Joint Committee note the scale of likely gap that will exist between expectations of DWP service delivery (and budget) and expectations of partner councils' ability to fund the DWP, over the remaining period of the MTFP.</p>
<p><b>Appendices</b></p>	<p>Appendix 1 – MTFP as presented to Joint Committee 27<sup>th</sup> October 2015</p>
<p><b>Background Papers</b></p>	<p>None.</p>
<p><b>Report Originator and Contact</b></p>	<p>Name: Paul Ackrill, Finance and Commercial Manager, Dorset Waste Partnership, Tel: 01305 224121 Email: Paul.Ackrill@dorsetwastepartnership.gov.uk</p>

## **1. Background**

- 1.1 The Medium Term Financial Plan (MTFP) was last presented to the DWP Joint Committee in October 2015. That MTFP suggested that the 2016/17 agreed budget of £34.205m would rise to £36.559m by 2020/21. That MTFP is attached to this report at Appendix 1, for reference.
- 1.2 This report provides some context for the level of savings required in order to match the funding aspirations of partner councils.

## **2. Savings requirement over the MTFP period**

- 2.1 No formal 'savings target' has been allocated to the DWP budget by partner councils. Discussions are taking place between partner council Leaders as to what level of formal 'savings target' is to be applied to the DWP going forward, which is to be a consensus position that reflects the financial position of all partners. In the meantime, an illustrative savings target has been put forward by the DWP Commissioning Group, pending a more formal position being agreed by partner Council Leaders. The illustrative savings target reflects the funding position of the partners, and will have a significant impact upon the DWP MTFP.
- 2.2 In order for the DWP to meet the expectations of partner councils' reductions in funding, significant changes to the current service model may need to be considered. Commissioning Group members are meeting with Senior DWP managers for a 'Budget Challenge Workshop' on 1<sup>st</sup> July 2016 to have initial discussions to explore the viability of major changes to the service model in order to bring about significant savings. The outcomes of that work can be considered further at member workshops over the summer and will be reported to Joint Committee in due course.

## **3. MTFP assumptions**

- 3.1 The Joint Committee are reminded of the major assumptions within the MTFP, as follows:
- 3.2 Household growth is quoted as 1250 additional households per year. This figure acts as the denominator in the 'cost per household' calculation only. The estimates of household growth do *not* trigger the application of additional resource/costs within the MTFP. Any additional operational resource that is required due to household growth is applied to the budget as part of the annual budget setting process, and presented to Joint Committee in October each year.
- 3.3 The MTFP currently retains an assumption of inflationary uplifts of 1% per annum, for both pay and non-pay budget lines.
- 3.4 Tonnages of waste arising and value of recyclate is assumed to remain consistent, with budget lines only affected by the inflationary uplift. In reality, Joint Committee members will be aware that these areas are affected by both national and international economic factors that are difficult to forecast with accuracy.
- 3.5 The MTFP does not take into account increases in the legal minimum wage, which is expected to be more than £9 per hour by 2020. The increases in minimum wage between now and 2020 have not been announced by central government, and therefore it is not known when increases will impact on the DWP MTFP. The budget for 2016/17 is not affected by changes in the legal minimum wage.
- 3.6 The trading services for Commercial Waste and Garden Waste are shown with relatively flat profiles in the MTFP. A full refresh of the Commercial Waste and Garden Waste service MTFP profiles will be provided to Joint Committee in due course based on latest information. That information is likely to provide a more positive picture (when taking both services together) than the current MTFP.

#### **4. Cost per household**

4.1 The MTFP quotes a 'cost per household' for Dorset residents in the range of £166 per household rising to £174 per household by 2020/21. This figure is thought to place Dorset in a good position, however, comparative data is hard to find due to way that most collection authorities and disposal authorities report (and act) separately.

4.2 The Joint Committee are reminded of the figures quoted in the October 2015 Joint Committee report:

- Somerset Waste Partnership £165.75 per household (2014/15) (excludes street cleaning costs).
- Shropshire, from the 2010-2015 strategy document, £181.52 per household

It has not been possible to obtain any further comparative 'cost per household' figures for this report.

#### **5. Full MTFP refresh – October 2016**

5.1 A fully refreshed MTFP will be presented at the October 2016 Joint Committee for approval, alongside the budget report for 2017/18.

**Karyn Punchard**  
**Interim Director, Dorset Waste Partnership**  
May 2016





**Dorset Waste Partnership**  
**Medium Term Financial Plan**  
**2015/16 to 2020/21**

Appendix 1

As presented to Joint Committee 27th October 2015

Estimate of household numbers - assumes growth of 1250 dwellings per annum:		204,413	205,663	206,913	208,163	209,413	210,663	
Row reference	In-house (DWP) service or externalised arrangements?	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
		£	£	£	£	£	£	
1	externalised	Host Authority support costs	1,055,900	1,075,555	1,086,200	1,097,000	1,107,900	1,119,000
2	externalised	Insurance costs	296,310	302,236	305,300	308,400	311,500	314,600
3			<b>1,352,210</b>	<b>1,377,791</b>	<b>1,391,500</b>	<b>1,405,400</b>	<b>1,419,400</b>	<b>1,433,600</b>
4								
5	externalised	<b>Waste Disposal, Recycling &amp; HRCs</b>	14,088,990	14,549,752	14,600,201	14,746,203	14,893,665	15,042,602
6		<i>see separate table for details</i>						
7								
8	in-house	<b>Closed landfill sites:</b>	87,600	87,600	88,476	89,361	90,254	91,157
9								
10	in-house	<b>Recycling Initiatives</b>	146,700	146,700	148,167	149,649	151,145	152,657
11								
12	in-house	<b>Recycling credits and reuse credits</b>	84,400	10,400	10,504	10,609	10,715	10,822
13								
14	mixed	<b>Transfer Stations</b>	524,691	529,938	535,237	540,590	545,996	551,456
15								
16		<b>DWP Management / corporate costs:</b>						
17	in-house	Senior Management Team - pay, oncosts	336,512	339,877	343,276	346,709	350,176	353,677
18	in-house	Management and Admin - pay, oncosts, overtime & training	2,140,357	2,090,051	2,110,951	2,132,061	2,153,381	2,174,915
19	in-house	SMT consultancy support	101,700	50,700	51,207	51,719	52,236	52,759
20	in-house	HQ premises	53,700	53,700	54,237	54,779	55,327	55,880
21	in-house	Income	-9,000	-9,000	-9,090	-9,181	-9,273	-9,365
22	in-house	Supplies and Services	81,600	82,416	83,240	84,073	84,913	85,762
23	in-house	Travel expenses and other	63,800	63,800	64,438	65,082	65,733	66,391
24								
25								
26		<b>Capital charges (excl Garden &amp; Trade)</b>						
27		<i>to be broken down into:</i>						
28	in-house	Vehicles	1,096,250	1,965,281	2,027,074	2,095,163	2,141,727	3,155,159
29	in-house	Containers	603,533	882,668	934,328	985,988	1,037,648	1,089,308
30	in-house	Infrastructure	499,000	131,494	466,387	682,918	682,918	682,918
31			<b>2,198,783</b>	<b>2,979,443</b>	<b>3,427,789</b>	<b>3,764,070</b>	<b>3,862,294</b>	<b>4,927,386</b>
32								
33	in-house	<b>Bin Storage</b>	20,500	20,500	20,705	20,912	21,121	21,332
34								
35		<b>Collection costs:</b>						
36	in-house	Depot costs	361,500	361,500	365,115	368,766	372,454	376,178
37	in-house	Ops management and supervision	78,000	0	0	0	0	0
38	in-house	Other Ops revenue costs	190,000	191,900	193,819	195,757	197,715	199,692
39	in-house	recycle for Dorset staffing costs - collection	6,351,416	6,204,955	6,267,005	6,329,675	6,392,972	6,456,902
40	in-house	Ops staffing costs - transfer, other sundry functions	0	277,034	279,804	282,602	285,429	288,283
41	in-house	Street Cleaning staffing costs	1,914,484	1,964,297	1,983,940	2,003,779	2,023,817	2,044,055
42	in-house	sacks / bags	0	95,000	95,950	96,910	97,879	98,857
43								
44		<b>Vehicles</b>						
45	in-house	Vehicle workshop staff - pay, oncosts	310,700	313,807	316,945	320,115	323,316	326,549
46	in-house	Hire of vehicles	241,700	302,000	101,000	102,010	103,030	104,060
47	in-house	Vehicle fuel	1,554,100	1,415,700	1,597,920	1,614,565	1,664,500	1,664,500
48	in-house	Maintenance and other minor revenue costs	1,071,019	1,101,019	1,112,029	1,123,149	1,134,381	1,145,725
49	in-house	Leasing revenue costs	645,319	331,372	100,686	0	0	0
50								
51								
52	mixed	<b>Savings to be identified 2015/16 (balance of £1.136m)</b>	-719,817	0				
53								
54		<b>Savings identified for 2016/17</b>						
55	in-house	Route optimisation - East Dorset & Christchurch. Assumption 1st August 2016 go live.		-166,667	-252,500	-255,025	-257,575	-260,151
56	in-house	Route optimisation after East Dorset & Christchurch		0	-252,500	-255,025	-257,575	-260,151
57	in-house	Street sweepings to a different treatment		-10,000	-10,100	-10,201	-10,303	-10,406
58				<b>-176,667</b>	<b>-515,100</b>	<b>-520,251</b>	<b>-525,454</b>	<b>-530,708</b>
59								
60								
61		<b>Garden Waste service</b>						
62	in-house	Costs of collection	583,188	695,480	702,400	709,400	716,400	723,564
63	in-house	Costs of administration	193,712	200,900	202,900	204,900	206,900	208,969
64	in-house	Capital charges	176,500	319,357	319,357	319,357	319,357	319,357
65	in-house	Income	-1,549,200	-1,665,000	-1,681,650	-1,698,467	-1,715,451	-1,732,606
66			<b>-595,800</b>	<b>-449,263</b>	<b>-456,993</b>	<b>-464,809</b>	<b>-472,794</b>	<b>-480,716</b>
67								
68		<b>Commercial Waste service</b>						
69	in-house	Costs of collection	481,900	488,000	492,880	497,809	502,787	507,815
70	in-house	Costs of administration	161,600	220,500	222,705	224,932	227,181	229,453
71	in-house	Capital charges	0	119,860	126,830	133,800	140,770	147,740
72	in-house	Income	-1,543,700	-1,860,000	-1,910,000	-1,960,000	-2,010,000	-2,060,000
73	in-house	Costs of disposal	681,700	930,000	955,000	980,000	1,005,000	1,030,000
74			<b>-218,500</b>	<b>-101,640</b>	<b>-112,585</b>	<b>-123,459</b>	<b>-134,262</b>	<b>-144,992</b>
75								
76								
77		<b>Total budget</b>	<b>32,456,664</b>	<b>34,204,683</b>	<b>34,250,374</b>	<b>34,780,844</b>	<b>35,210,067</b>	<b>36,559,417</b>
78								
79		<i>Revenue budget cost per Dorset household:</i>	<i>£159</i>	<i>£166</i>	<i>£166</i>	<i>£167</i>	<i>£168</i>	<i>£174</i>
80								
81	in-house	of which can be considered as "in house"	17,210,590	17,747,202	17,723,436	18,088,651	18,351,006	19,531,759
82	externalised	of which can be considered as "externalised"	15,441,200	15,927,543	15,991,701	16,151,603	16,313,065	16,476,202
83	mixed	of which can be considered as "mixed"	-195,126	529,938	535,237	540,590	545,996	551,456
84			<b>32,456,664</b>	<b>34,204,683</b>	<b>34,250,374</b>	<b>34,780,844</b>	<b>35,210,067</b>	<b>36,559,417</b>
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## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Assistant Director, South West Audit Partnership (SWAP)
<b>Subject of Report</b>	<b>Internal Audit Progress Report – June 2016</b>
Executive Summary	<p>For 2016/17, it has been agreed that Internal Audit will report to the Joint Committee twice a year, providing an update on progress and any significant findings of audit work. This is the first of these reports.</p> <p>We have recently completed two pieces of audit work for DWP:</p> <ul style="list-style-type: none"> <li>(i) <b>Dorset Waste Partnership (DWP) Project Management</b></li> <li>(ii) <b>Follow Up of SWAP recommendations from previous audits</b></li> </ul> <p>The details and findings of these two reviews are contained in the following report.</p> <p>We have also used this report to set out our proposed Internal Audit work programme for the 2016/17 year. This consists of four reviews as follows:</p> <ul style="list-style-type: none"> <li>(i) <b>Waste Management Facility</b> – Quarter 1</li> <li>(ii) <b>Budget Management</b> – Quarter 2</li> <li>(iii) <b>Vehicle Maintenance</b> –Quarter 3</li> <li>(iv) <b>Client Advice</b> – Quarters 1-4</li> </ul> <p>As part of each DWP audit that we undertake, we will aim to refer back to the 37 point action plan (where possible) to provide the Joint Committee and Management Board assurance that the actions agreed as part of this plan, continue to be maintained and progressed.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>This report contains no new proposals and has no equalities implications.</p>

	<p>Use of Evidence:</p> <p>This report is based upon our recent audit findings and discussions with the Interim Director with regards to the 2016/17 Internal Audit work programme.</p> <p>Budget:</p> <p>This report has no budget implications.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk: LOW</p> <p>Other Implications:</p> <p>No other implications have been identified.</p>
<p>Recommendation</p>	<p>The DWP Joint Committee is asked to:</p> <ol style="list-style-type: none"> <li>1. Note the internal audit progress and update on reviews</li> <li>2. Note the planned internal audit activity for the 2016/17 financial year</li> </ol>
<p>Reason for Recommendation</p>	<p>The Joint Committee has oversight of the Partnership's performance, budget and governance. As part of this, the Joint Committee will want to ensure that there is a robust system of internal control within DWP. Internal Audit provides an independent and objective opinion on the control environment by evaluating its effectiveness.</p>
<p>Appendices</p>	<p>None</p>
<p>Background Papers</p>	<p>Monitoring the Implementation of the Action Plan – June 2015</p>
<p>Report Originator and Contact</p>	<p>Name: Rupert Bamberger Tel: 07720 312464 Email: <a href="mailto:rupert.bamberger@southwestaudit.co.uk">rupert.bamberger@southwestaudit.co.uk</a></p>

## 1. Background

- 1.1 The Internal Audit service for Dorset County Council is provided by the South West Audit Partnership (SWAP). As part of this service, an allocation of days is set aside to provide internal audit services to the Dorset Waste Partnership (DWP). Internal Audit provides an independent and objective opinion on the control environment by evaluating its effectiveness. SWAP work is completed to comply with the International Professional Practices Framework of the Institute of Internal Auditors, further guided by interpretation provided by the Public Sector Internal Audit Standards (PSIAS). The work of the partnership is guided by the Internal Audit Charter which is reviewed annually.
- 1.2 For 2016/17, it has been agreed that Internal Audit will report to the Joint Committee twice a year, providing an update on progress and any significant findings of audit work. This is the first of these reports.

## 2. Progress Update

### DWP Project Management Audit

- 2.1 SWAP have recently completed a review of the Project Management arrangements at DWP. This review sought to provide assurance that a consistent approach and framework was in place to set out parameters and expectations for project management.
- 2.2 The overall audit opinion of the review was 'Reasonable' i.e. 'most of the areas reviewed were found to be adequately controlled. Generally risks are well managed but some systems require the introduction or improvement of internal controls to ensure the achievement of objectives'. SWAP made four Priority 3 (medium) recommendations as part of the review. These related to managing resources and project interdependencies, the recording of project lessons learnt, the consistency of project risk registers, and the criteria for the escalation of project risks.
- 2.3 The Project Management review also covered points 29 and 31 of the DWP Action Plan i.e. project resourcing levels and implications, and project risk management (including business case risk management). We found that work in both of these areas had progressed however we have suggested further enhancements as per our recommendations above.

### Follow Up of SWAP recommendations from previous audits

- 2.4 SWAP have also recently completed a follow up audit to assess the implementation of the recommendations arising from the four discrete pieces of audit work carried out for Dorset Waste Partnership (DWP) in 2014/15. A follow up audit was undertaken in September 2015 which found that of the 26 recommendations made in the four pieces of 2014/15 work, 17 had been completed. Three additional recommendations were made. The purpose of this further follow up audit was to provide assurance to the Director, Senior Managers and the Joint Committee, that the remaining 12 agreed actions to mitigate risk exposure have been implemented.
- 2.5 Our review found that of the 12 remaining recommendations that were outstanding, nine have now been implemented. The remaining three recommendations are in progress and due to be completed shortly. Two of these recommendations related to extending work previously implemented regarding the reporting of potential risks to the budget through a RAG system and identification of mitigating actions where possible. The other outstanding recommendation relates to finalising the Service level Agreements between the DWP and services provided by the host authority Dorset County Council. All three of the remaining recommendations are due to be implemented by the date of the June 2016 Joint Committee.

### Waste Management Facility Audit

- 2.6 Work is underway in relation to the Quarter 1 Waste Management Facility Audit. We hope to report on this piece of work following the conclusion of the decision-making process and will report any findings back to the Joint Committee.

### 3. Internal Audit 2016/17 Proposed Work Programme

- 3.1 In conjunction with the DWP Management Board, SWAP have put together a proposed work programme for the 2016/17 year. This consists of 60 audit days split across four areas of work. These are as follows:
- (i) **Waste Management Facility** – A review of the joint project with Bournemouth with regards to the decision-making process of the future waste management arrangements (20 days). This review is expected to be carried out in Quarter 1.
  - (ii) **Budget Management** – A review of budget management across the Partnership and budget holder accountability (20 days). This review is expected to be carried out in Quarter 2.
  - (iii) **Vehicle Maintenance** – A review of key risks relating to vehicle maintenance procedures across the Partnership (15 days). This review is expected to be carried out in Quarter 3.
  - (iv) **Client Advice** – Advice throughout the year on emerging issues or risks (5 days). This will be carried out throughout the year as required.
- 3.2 For each of the above reviews, we will, when possible, refer back to the 37 point action plan and assess the ongoing implementation of the actions. We will look to highlight our assessment of these actions in the individual reviews as well as flagging any concerns in our progress reports.

**Rupert Bamberger**  
**Assistant Director - SWAP**  
May 2016



## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Interim Head of Strategy, Dorset Waste Partnership
<b>Subject of Report</b>	<b>Performance Indicator Monitoring – Quarter Four and Annual Performance (2015/16)</b>
Executive Summary	<p>The quarter four and annual performance statistics are provided in this report together with new KPI targets for 2016/17.</p> <p>It is proposed that from 2016/17 onwards, performance information is sent out to members via email. The information received would be the same - a summary table of all the KPI's, quarterly performance and commentary together with a set of relevant graphs. This would mean that the quarterly data would be available earlier, approximately 6 – 7 weeks after the end of each quarter.</p>
Impact Assessment:  <i>Please refer to the <a href="#">protocol</a> for writing reports.</i>	Equalities Impact Assessment: N/A
	Use of Evidence:  This report draws upon fourth quarter and annual information as evidence of the partnership's performance position.
	Budget:

	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:                  Current Risk: LOW                  Residual Risk LOW</p>
	<p>Other Implications:</p>
<p>Recommendations</p>	<p>That the Joint Committee notes the fourth quarter and annual performance of the DWP against the agreed performance indicator targets.</p> <p>That the Joint Committee agree the 2016/17 targets for the agreed KPI’s.</p> <p>That the Joint Committee agree to receive quarterly and annual KPI information via email for 2016/17 onwards.</p>
<p>Reason for Recommendations</p>	<p>To inform Joint Committee of the DWP performance against the performance indicator targets.</p> <p>To allow for more timely reporting of information from 2016/17 onwards.</p>
<p>Appendices</p>	<p>Appendix one: Quarter four (2015-16) performance figures                  Appendix two: Graphs to compare quarter four (2015-16) performance with previous quarters                  Appendix three: Annual (2015-16) performance figures                  Appendix four: Graphs to compare 2015/16 performance to previous years.                  Appendix five: Pie chart of where DWP waste goes for disposal                  Appendix six: Gate fees and tonnages and costs</p>
<p>Background Papers</p>	<p>DWP Business Plan 2016/17                  Recycle for Dorset Service Policy</p>
<p>Report Originator and Contact</p>	<p>Name: Lisa Mounty/Louise Bryant                  Tel: 01305 224636 / 01305 224633                  Email: <a href="mailto:l.mounty@dorsetwastepartnership.gov.uk">l.mounty@dorsetwastepartnership.gov.uk</a> / <a href="mailto:l.bryant@dorsetwastepartnership.gov.uk">l.bryant@dorsetwastepartnership.gov.uk</a></p>



## **1. Introduction**

- 1.1 The Dorset Waste Partnership (DWP) has adopted a series of performance indicators in Balanced Scorecard form. There are some new indicators for 2015/16 and these, along with targets, were agreed at the June 2015 meeting of the Joint Committee. All of these indicators will be reported on annually and some will also be reported on quarterly throughout the year.
- 1.2 This report details progress for the fourth quarter against those indicators that are to be reported on quarterly and also annual performance for indicators that are to be reported on annually.

## **2. Quarter four performance**

- 2.1 Appendix one details the quarterly performance indicators, the 2015/16 targets for the DWP and the fourth quarter performance. The direction of travel against each target is also detailed through the use of a traffic light system, with green indicating that the performance against a particular target is on course, amber highlighting if there are some issues of concern and red indicating those indicators whereby the current performance is not on course.
- 2.2 Appendix two comprises a series of graphs for each performance indicator to enable quarter four performance to be compared to previous quarter figures.

## **3. Annual performance**

- 3.1 Appendix three details the annual performance indicators, the 2014/15 targets for the DWP and the annual performance. The direction of travel against each target is also detailed. Appendix four comprises a series of graphs for each performance indicator to enable quarter four performance to be compared to previous quarter figures.
- 3.2 Appendix five provides detailed information on the tonnages of waste handled by the DWP in 2015/16, broken down into the main material types. This information is presented in a 'pie chart' format for ease of reference.
- 3.3 Appendix six provides a series of tables showing the forecast of tonnages and costs of handling the main material types during 2015/16, compared to the actual tonnages and costs.

## **4. Targets for 2016/17**

- 4.1 The following targets are proposed for 2016/17. These are based on this year's performance for each of the indicators, and forecasts for the forthcoming year.
- 4.2 In the tables below, the direction of travel for each target has been detailed, i.e. a symbol has been inserted to illustrate if a target has been made more challenging (↑), less challenging (↓) or remains the same as the previous year

**Financial**

<b>Performance Indicator</b>	<b>Frequency</b>	<b>2015/16 target</b>	<b>Proposed 2016/17 target</b>	<b>Direction of travel for target</b>
Cost of waste collection per hh	Annual	£51 per hh  Actual performance: £64.76	£74.71 per hh	↓
Cost of waste disposal per hh	Annual	£89 per hh  Actual performance: £64.57	£65.30 per hh	↑
Cost of HRC's per hh	Annual	£16 per hh  Actual performance: £16.75	£13.52 per hh	↓
Cost of street cleansing per hh	Annual	£10 per hh  Actual performance: £11.11	£11.78 per hh	↓
Net cost of DWP per household	Annual	£166 per hh  Actual performance: £157.19	£165.31 per hh	↑

Please note that the breakdown of costs for waste management per household (i.e. the individual costs for waste collection, disposal, HRCs and street cleansing) have been calculated using a different, more detailed methodology compared to last year and this is why some of the 2016/17 targets have changed from last year. This will now be used year on year to enable comparisons between financial years to be made going forward.

**Learning and Growth**

<b>Performance Indicator</b>	<b>Frequency</b>	<b>2015/16 target</b>	<b>Proposed 2016/17 target</b>	<b>Direction of travel for target</b>
Percentage of voluntary leavers over the past 12 months as a proportion of total staff	Annual	10%  Actual performance: 13.04%	10%	↔
Number of working days lost to sickness in the last 12 months per FTE	Rolling 12 month figure	10 (Operations) & 6 (Strategy)  Actual performance: 12.77	9.74 per FTE	↔

Performance Indicator Monitoring – Quarter Four & Year End 2015/16

		(Operations) & 6.27 (Strategy)		
Personal development reviews completed by due date	Annual	95%  Actual performance: 100%	95%	↔

**Service**

Performance Indicator	Frequency	2015/16 target	Proposed 2016/17 target	Direction of travel for target
Total household waste arising per hh (kg/hh)	Quarterly on a rolling 12 month basis	605 kg/hh  Actual performance: 616 kg/hh	620 kg/hh	↔
Kerbside collected food waste per hh(kg/hh)	Quarterly on a rolling 12 month basis	85 kg/hh  Actual performance: 85.72 kg/hh	88 kg/hh	↑
Kerbside dry recycling per hh (kg/hh)	Quarterly on a rolling 12 month basis	200 kg/hh  Actual performance: 200.28 kg/hh	200 kg/hh	↔
Kerbside residual waste collected per hh (kg/hh)	Quarterly on a rolling 12 month basis	250 kg/hh  Actual performance: 253.75 kg/hh	250 kg/hh	↔
Percentage of households using the garden waste service	Quarterly on a rolling 12 month basis	20%  Actual performance: 18.9%	20%	↔
Commercial waste - contribution to overheads	Annual	N/A	£98,440	A new target for 2016/17
Residual waste per household (kg)	Quarterly	415 kg/hh  Actual performance: 411.14 kg/hh	415 kg/hh	↔
Percentage of household waste reused, recycled or composted	Quarterly	60%  Actual performance: 58.9%	60%	↔

Performance Indicator Monitoring – Quarter Four & Year End 2015/16

Percentage of municipal waste landfilled	Quarterly	20% Actual performance: 22.7%	19%	↑
Street cleanliness	Quarterly	New method of measurement to be developed	New method of measurement to be developed	N/A
Household missed collections per 100,000	Quarterly	50 (justified) Actual performance: 110	50 (justified)	↔
Number of fly tipping incidents (by partner authority)	Quarterly	Less than 1850 Actual performance: 2,117	Less than 2000	↔

**Customer/stakeholder**

Performance Indicator	Frequency	2015/16 target	Proposed 2016/17 target	Direction of travel for target
Satisfaction with service: <ul style="list-style-type: none"> <li>Satisfaction with recycling collection</li> <li>Satisfaction with waste collection</li> <li>Satisfaction with street cleansing</li> <li>Satisfaction with household recycling centres</li> <li>Satisfaction with DWP customer response</li> </ul>	Annual	90% 90% 75% 90% 90%	90% 90% 75% 90% 90%	↔
Formal complaint numbers	Quarterly	50 Actual performance: 365	50	↔
Formal complaints not processed within specified time	Quarterly	0 Actual performance: 9	0	↔
Number of formal complaints not resolved	Annual	0	0	↔

		Actual performance: 5		
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## 5. Reporting regime for 2016/17

- 5.1 Currently, there is a 3 month time delay between the end of a quarter and the ability to report figures and information to partner authorities via Joint Committee. This is due to the meeting dates and timings not being in line with the timelines for availability and production of the information. In order to be able to supply more timely data from quarter one 2016/17 onwards, it is proposed that the DWP send this information out to Joint Committee members and partner officers via email. The information received would be the same - a summary table of all the KPI's, quarterly performance and commentary together with a set of relevant graphs. It would be very similar to the email that was sent out to Joint Committee members and partners in March detailing the quarter three performance indicators for 2015/16.
- 5.2 If this method of disseminating information is approved, quarterly data would be available 6 – 7 weeks after the end of each quarter. This timeframe would allow the DWP to:
- Collate the HRC data
  - Collate the remaining waste data from our various contractors (Viridor, New Earth, Veolia, Eco, CRL, SITA & Dorset Reclaim)
  - Collate the bring bank tonnages from the relevant contractors
  - Collate commercial tonnages from the commercial waste team
  - Undertake reconciliation of the weighbridge tickets at the depots
  - Allow time for DWP officers to bring it all together & produce the monthly and quarterly spreadsheets
- 5.3 Therefore the proposed timetable for disseminating the 2016/17 figures is as follows:
- Q1 (April - June) - circulated during the w/c 15 August 2016
  - Q2 (July - September) – circulated during the w/c 14 November 2016
  - Q3 (October -December) - circulated during the w/c 13 February 2017
  - Q4 (January - March) - circulated during the w/c 15 May 2017

**Karyn Punchard, Interim Director, Dorset Waste Partnership**  
**May 2016**

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## QPR - Data Info Q4 2015 / 2016

**RED** = Not on Course  
**AMBER** = Some Issues of Concern  
**GREEN** = On Course  
**N/A** = Indicator has been complete.

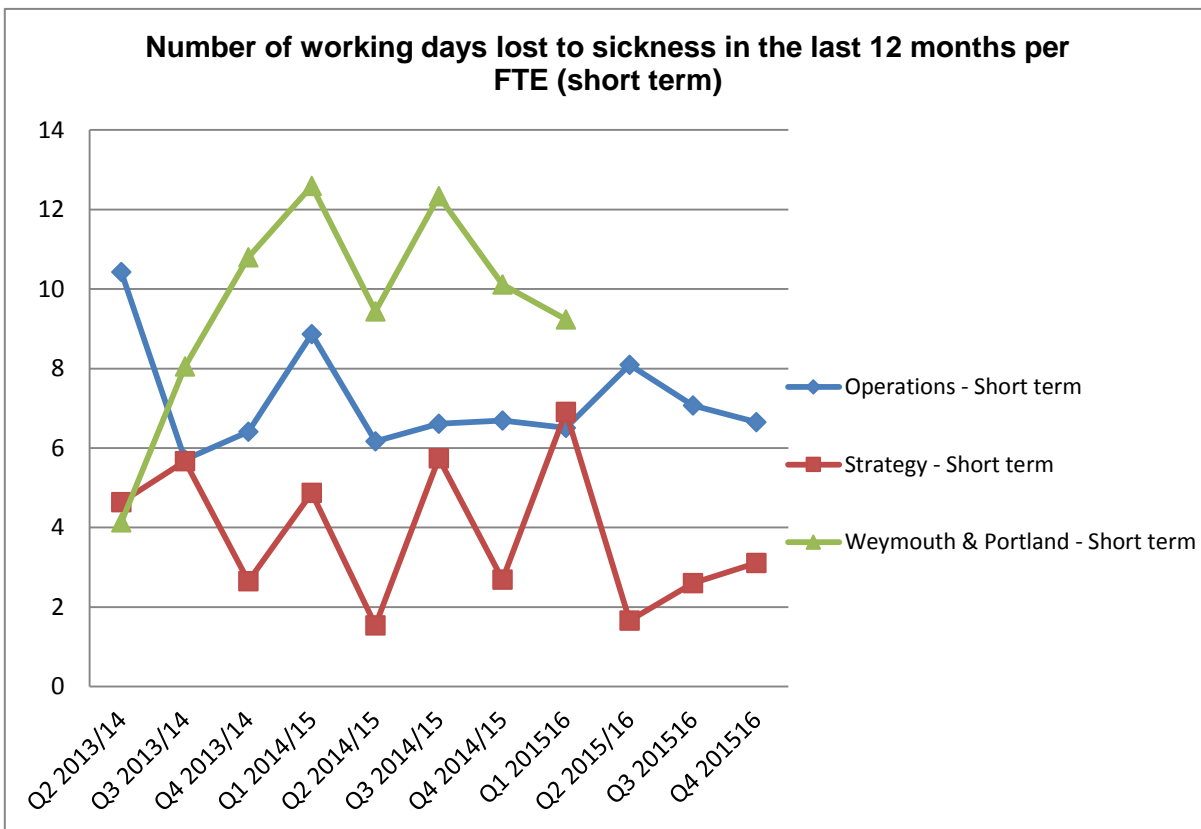
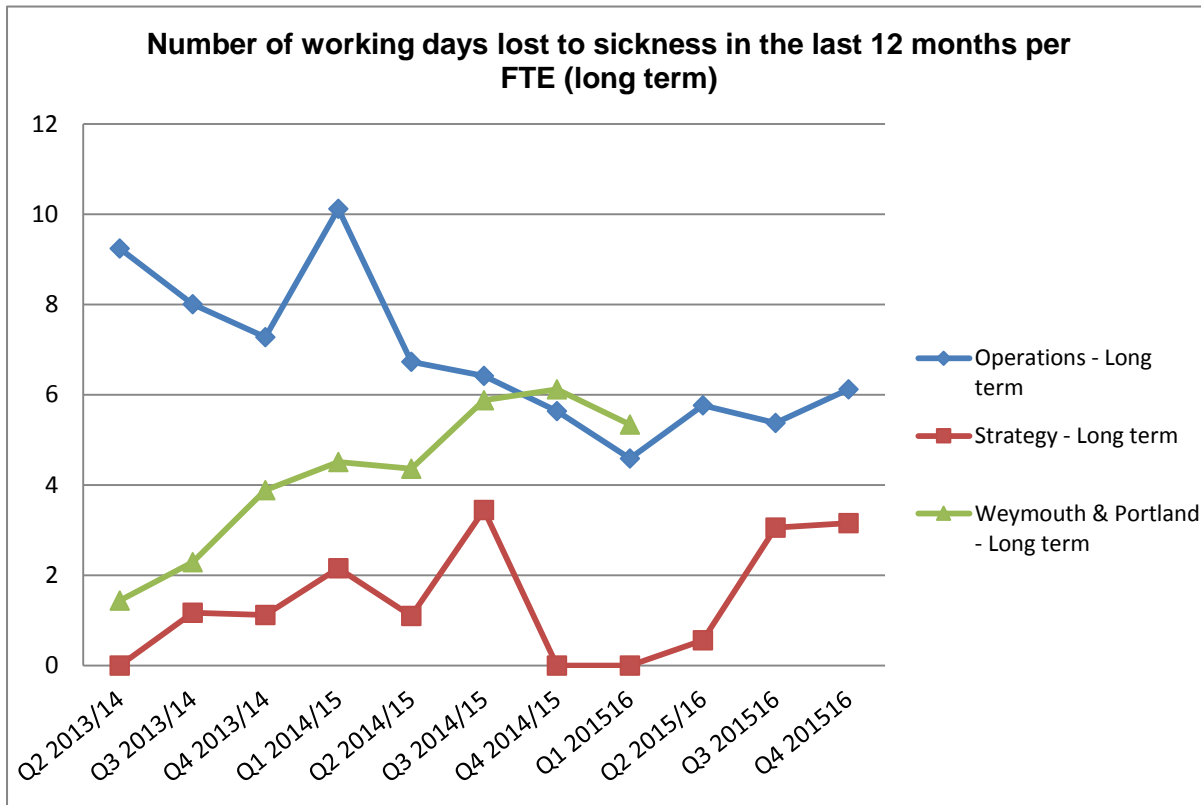
ID	DESCRIPTION	UPDATE FROM	ANNUAL NI / LI TARGET	REPORT PERIOD	QTR4 Performance 2015/16	QTR4 Commentary	RAG
	Number of working days lost to sickness in the last 12 months per FTE	Helen Shaw	10 (Operations) and 6 (Strategy)	Quarterly - rolling 12 month figure	Operations - 12.77 (6.12 long term and 6.65 short term), Strategy - 6.27 (3.16 long term and 3.11 short term)	For Q4, the sickness levels for Operations has increased slightly compared to the rolling figure at the end of Q3. For the previous quarter, the sickness level was 12.44 for Operations (5.38 long term and 7.07 short term). For Strategy, the sickness level has increased – for Q3, the rolling 12 month figure was 5.66 (3.06 long term and 2.6 short term).	Red
	Total kerbside household waste arising per hh (kg/hh)	Ian Manley	605kg/hh	Quarterly - rolling 12 month figure	616 kg/hh	This is a new indicator and will be measured quarterly. The increase in total kerbside household waste arising above the target is due to an increase in the amount of garden waste collected from the kerbside garden waste scheme.	Amber
	Kerbside collected food waste per hh (kg/hh)	Ian Manley	85 kg/hh	Quarterly - rolling 12 month figure	85.72 kg/hh	This is a new indicator and will be measured quarterly. The amount of food waste collected is in line with the annual target.	Green
	Kerbside dry recycling per hh (kg/hh)	Ian Manley	200 kg/hh	Quarterly - rolling 12 month figure	200.28 kg/hh	This is a new indicator and will be measured quarterly. The amount of dry recycling collected is in line with the annual target.	Green
	Kerbside residual waste collected per hh (kg/hh)	Ian Manley	250 kg/hh	Quarterly - rolling 12 month figure	253.75 kg/hh	This is a new indicator and will be measured quarterly. The amount of kerbside residual waste collected is in line with the annual target, with a slight increase over the target set.	Green
	Percentage of households using the garden waste service	Matt Boulter	20%	Quarterly	18.90%	In Q4, the percentage of households using the garden waste service is 18.9% which equates to 38,178 households. This is an increase of 1% from Q3, where the percentage of households using the garden waste service was 17.9%.	Amber
NI 191	Residual waste per household (kg)	Ian Manley	415 kg/hh	Quarterly	101.64 kg/hh	Breakdown by districts (HRCs not included): Christchurch - 78.84 kg/hh; East Dorset -74.11 kg/hh; North Dorset - 71.68 kg/hh; Purbeck - 69.79 kg/hh; West Dorset - 72.44 kg/hh; Weymouth/Portland - 72.18 kg/hh. We are on track to meet the annual target of 415 kg/hh.	Green
NI 192	Percentage of household waste reused, recycled or composted	Ian Manley	60%	Quarterly	56.3%	Breakdown by districts (HRCs not included): Christchurch - 54.36%; East Dorset - 61.79%; North Dorset - 57.39%; Purbeck - 51.40%; West Dorset - 51.73%; Weymouth/Portland - 52.56%.	Amber
NI 193	Percentage of municipal waste landfilled	Ian Manley	20%	Quarterly	21.7%	The amount of waste sent to landfill remains low, and the Q4 figure is very close to the target of 20%.	Green
	Street Cleanliness - method to be developed	Mike Moon	TBC			Work is on-going to develop this indicator and progress will be reported to Joint Committee in due course.	N/A
	Household missed collections per 100,000	Helen Shaw	50 (justified)	Quarterly	5719 missed collection reported (equates to 101 missed collections per 100,000)	Although the number of missed collections per 100,000 is above the annual target of 50, the number of missed collections continues to decrease. For last year (2014/15), the number of missed collections per 100,000 was 158. The breakdown by depot on the total number of justified missed collections reported is as follows: Bridec depot - 492; Christchurch depot - 1282; Crookhill depot - 1485; Ferndown depot - 627; Poundbury depot - 716; Shaftesbury depot - 642; Wareham depot - 475. Regarding Crookhill, the number of missed collections continues to reduce (1,517 in Q3, 3,234 in Q2 and 3,410 in Q1). For this quarter, 11% of reported missed collections did not require the DWP to return to collect.	Amber

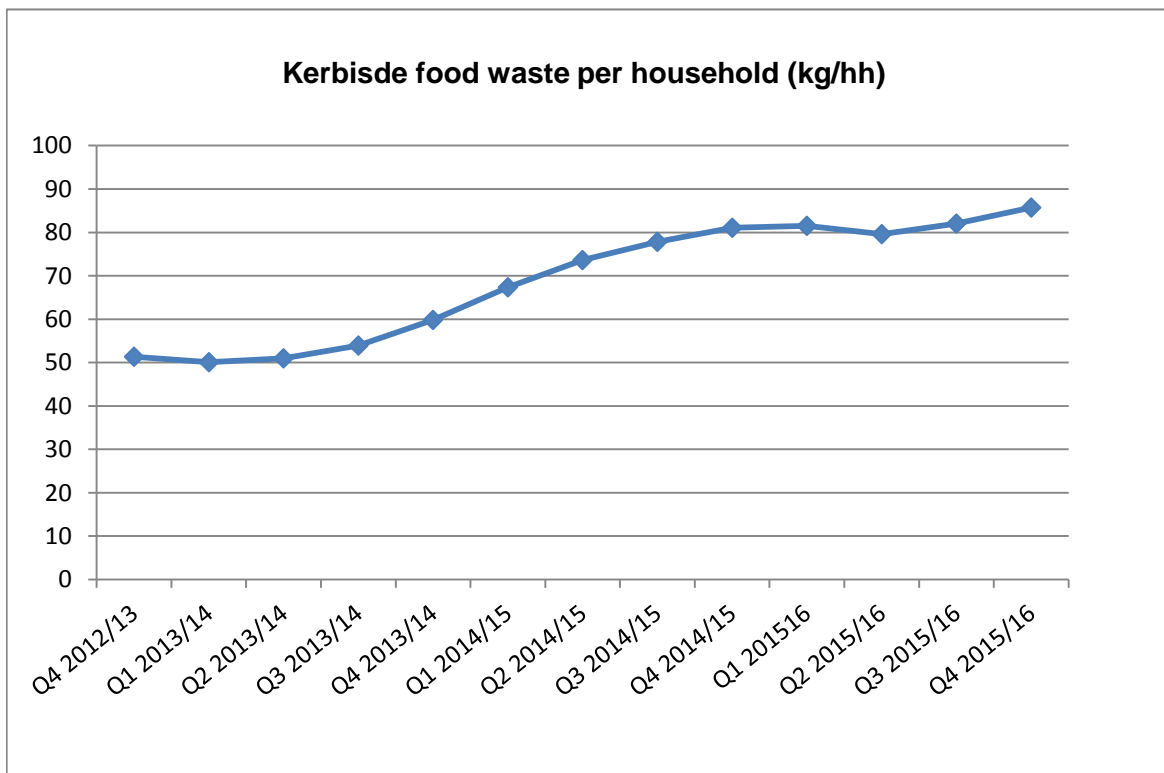
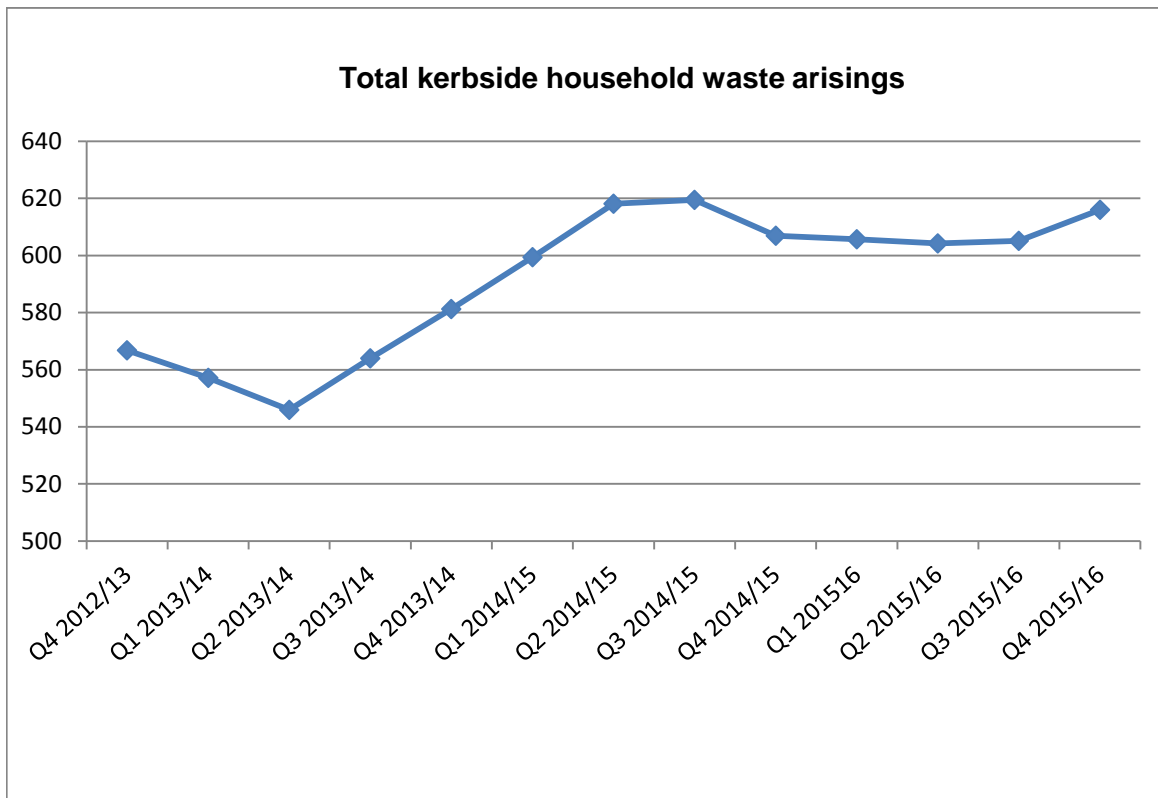
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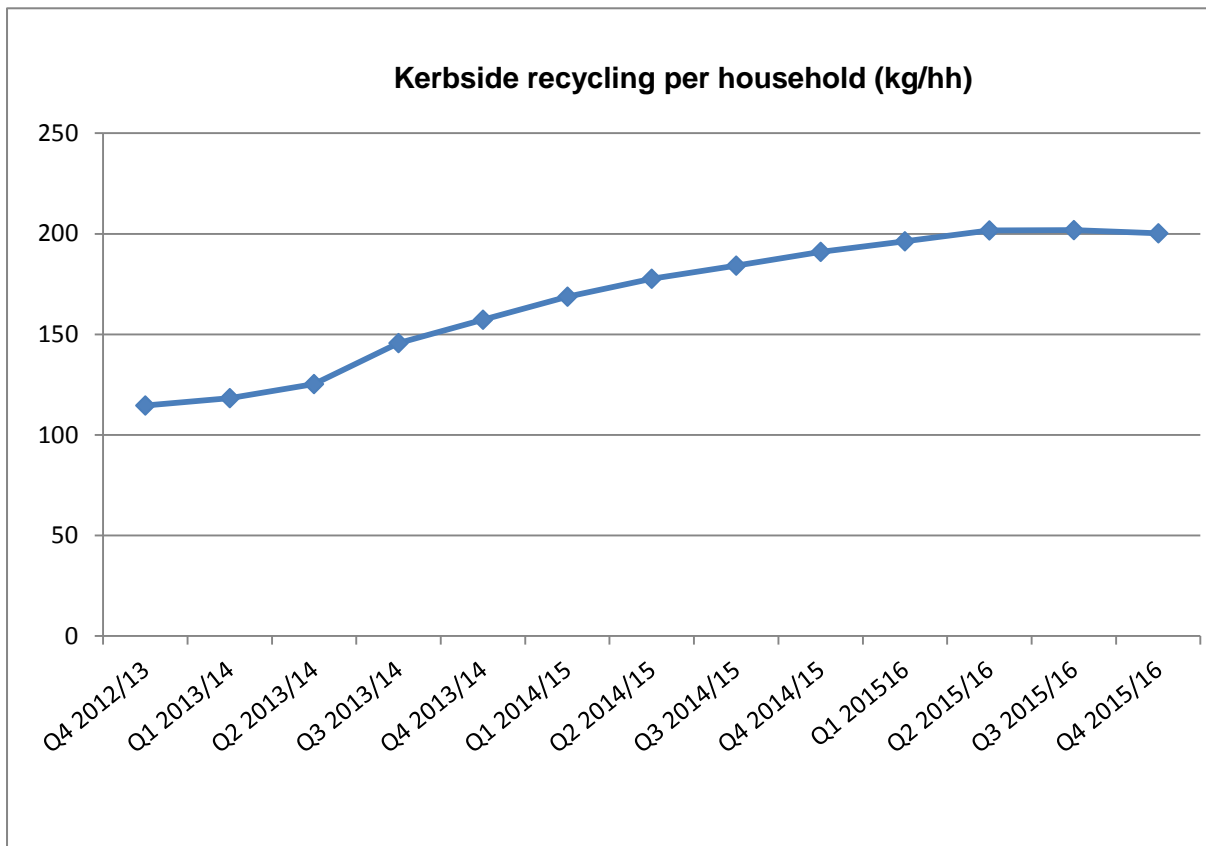
**RED** = Not on Course  
**AMBER** = Some Issues of Concern  
**GREEN** = On Course  
**N/A** = Indicator has been complete.

ID	DESCRIPTION	UPDATE FROM	ANNUAL NI / LI TARGET	REPORT PERIOD	QTR4 Performance 2015/16	QTR4 Commentary	RAG
	Number of flytipping incidents (by partner authority)	Paul Pendray/Jason Dobson	1850	Quarterly	639	Breakdown by districts: Christchurch - 73; East Dorset - 147; North Dorset - 72; Purbeck - 98; West Dorset - 89; Weymouth/Portland - 160. For comparison, the total number of reported incidents during the same period last year was 421 (Q4 2014/15). It is noted that a few of the neighbouring counties (e.g. Poole, Wiltshire & Somerset) have implemented restrictions at their HRCs - this may account for some of this increase as we are experiencing fly tips near the county boundaries.	Green
	Formal complaint numbers	Fiona Finding	50	Quarterly	83	This number exceeds the DWP annual performance target of 50 complaints but has reduced from 99 complaints in Q2 and 117 complaints in Q1. The number of complaints in Q3 was less at 66. Breakdown by districts: Christchurch - 16, East Dorset - 16, North Dorset - 11, Purbeck - 15, West Dorset - 11, Weymouth/Portland - 11. Of this total number of complaints, 23 were regarding missed collections, 14 were regarding the crew and their behaviour, 31 were involving street cleansing/litter and the remaining complaints were regarding operational issues, admin/policy decisions and fly tipping. On a positive note, the number of complaints continues to reduce in Weymouth & Portland (23 in Q2 and 55 in Q1).	Red
	Complaints not processed within specified time	Fiona Finding	0	Quarterly	0		Green









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## QPR - Data Info Annual 2015 / 2016

**RED** = Not on Course  
**AMBER** = Some Issues of Concern  
**GREEN** = On Course  
**N/A** = Indicator has been complete.

ID	DESCRIPTION	UPDATE FROM	ANNUAL NI / LI TARGET	REPORT PERIOD	Annual Performance 2015/16	Annual Commentary	RAG
	Cost of waste collection per hh	Paul Ackrill	£51 per hh	Annual	£64.76	The DWP incurred costs of just under £31.571 million for 2015/16. Over 202,000 households, this represents a cost per household of £157.19. This compares favourably with the 'target' figure, representing the budget underspend incurred by DWP for 2015/16. Please note that the methodology for calculating the cost per household has been revisited, and provides a more accurate analysis than previously.	Green
	Cost of waste disposal per hh	Paul Ackrill	£89 per hh	Annual	£64.57		Green
	Cost of HRC's per hh	Paul Ackrill	£16 per hh	Annual	£16.75		Green
	Cost of street cleansing per hh	Paul Ackrill	£10 per hh	Annual	£11.11		Green
	Net cost of DWP per hh	Paul Ackrill	£166 per hh	Annual	£157.19		Green
	Percentage of voluntary leavers over the last 12 months as a proportion of total staff	HR	10%	Annual	13.04%	The turnover for Operations was 13.21% and 10.81% for Strategy.	Amber
	Number of working days lost to sickness in the last 12 months per FTE	HR	10 (operations and 6 (Strategy)	Quarterly - rolling 12 month figure	Operations - 12.77 (6.12 long term and 6.65 short term), Strategy - 6.27 (3.11 long term and 3.16 short term)	For Q4, the sickness levels for Operations has increased slightly compared to the rolling figure at the end of Q3. For the previous quarter, the sickness level was 12.44 for Operations (5.38 long term and 7.07 short term). For Strategy, the sickness level has increased – for Q3, the rolling 12 month figure was 5.66 (3.06 long term and 2.6 short term).	Red
	Personal Development Reviews completed by due date	HR	95%	Annual	100%	All PDR's were completed for the DWP headcount	Green
	Total household waste arising per hh (kg/hh)	Ian Manley	605kg/hh	Quarterly - rolling 12 month figure	616.84 kg/hh	This is a new indicator and will be measured quarterly. The increase in total kerbside household waste arising above the target is due to an increase in the amount of garden waste collected from the kerbside garden waste scheme.	Amber
	Kerbside collected food waste per hh (kg/hh)	Ian Manley	85 kg/hh	Quarterly - rolling 12 month figure	85.72 kg/hh	This is a new indicator and will be measured quarterly. The amount of food waste collected is in line with the annual target.	Green
	Kerbside dry recycling per hh (kg/hh)	Ian Manley	200 kg/hh	Quarterly - rolling 12 month figure	200.28 kg/hh	This is a new indicator and will be measured quarterly. The amount of dry recycling collected is in line with the annual target.	Green
	Kerbside residual waste collected per hh (kg/hh)	Ian Manley	250 kg/hh	Quarterly - rolling 12 month figure	253.75 kg/hh	This is a new indicator and will be measured quarterly. The amount of kerbside residual waste collected is in line with the annual target, with a slight increase over the target set.	Green
	Percentage of households using the garden waste service	Matt Boulter	20%	Quarterly	18.90%	This is a new indicator for 2015/16. The percentage of households using the garden waste service is 18.9% which equates to 38,178 households.	Amber
	Commercial waste service - contribution to overheads	Matt Boulter		Quarterly		This is a new indicator and will be measured quarterly - the target for 2016/17 will be £98,440	N/A
NI 191	Residual waste per household (kg)	Ian Manley	415 kg/hh	Quarterly	411.14 kg/hh	The residual waste per household has decreased significantly compared to last year (423.88 kg/hh in 2014/15), primarily as a result of the 'Recycle for Dorset' service. Breakdown by districts (HRCs not included): Christchurch - 305.93 kg/hh; East Dorset -297.15 kg/hh; North Dorset - 281.03 kg/hh ; Purbeck - 285.44kg/hh; West Dorset - 277.14kg/hh; Weymouth/Portland - 299.43kg/hh.	Green
NI 192	Percentage of household waste reused, recycled or composted	Ian Manley	60%	Quarterly	58.9%	Breakdown by districts (HRCs not included): Christchurch - 57.87%; East Dorset - 64.44%; North Dorset - 59.46%; Purbeck - 50.91%; West Dorset - 54.48%; Weymouth/Portland - 51.43%. The recycling & composting performance has increased compared to the previous year (56.7% for 2014/15) and is very close to our annual target of 60%. It is worth noting that the 2015/16 figure only includes 6 months of T5 - the performance will therefore continue to increase in 2016/17 as it will include a full year of T5.	Green

**QPR - Data Info Annual 2015 / 2016**

**RED** = Not on Course  
**AMBER** = Some Issues of Concern  
**GREEN** = On Course  
**N/A** = Indicator has been complete.

ID	DESCRIPTION	UPDATE FROM	ANNUAL NI / LI TARGET	REPORT PERIOD	Annual Performance 2015/16	Annual Commentary	RAG
NI 193	Percentage of municipal waste landfilled	Ian Manley	20%	Quarterly	22.7%	Operational problems/transport issues has meant that less waste than anticipated was delivered to the New Earth facility and landfilled instead. However, these issues have since been resolved so it is expected that the landfill rate will decrease in 2016/17 .	Green
	Street Cleanliness - method to be developed	Mike Moon				Work is on-going to develop this indicator and progress will be reported to Joint Committee in due course.	N/A
	Household missed collections per 100,000	Helen Shaw	50 (justified)	Quarterly	110	Although the number of missed collections per 100,000 is above the annual target of 50, the number is significantly less compared to last year (158 in 2014/15). We have experienced multiple vehicle breakdowns this year, especially in Crookhill and Christchurch was has contributed to the number of missed collections reported.	Amber
	Number of flytipping incidents (by partner authority)	Paul Pendray/Jason Dobson	1850	Quarterly	2,117	Breakdown by districts: Christchurch - 209; East Dorset - 495; North Dorset - 239; Purbeck - 293; West Dorset - 303; Weymouth/Portland - 578. For comparison, the total number of reported incidents last year was 1746 (2014/15). The number of fly tips has increased significantly this year. This is a national trend. More fly tips are being reported online (as internet use is becoming more & more prevalent), and this may account for some of this increase.	Red
	Satisfaction with service: - Satisfaction with recycling collection - Satisfaction with waste collection - Satisfaction with street cleansing - Satisfaction with household recycling centres - Satisfaction with DWP customer response	James Potten	90% 90% 75% 90% 90%	Annual	<ul style="list-style-type: none"> <li>88% of participants are satisfied with their collection service</li> <li>90% of participants are satisfied with the reliability of their collections</li> <li>80% of participants are satisfied with how clean and tidy their collections are</li> </ul>	The DWP commissioned a public satisfaction survey earlier this year that was sent out to over 4,000 residents, asking them about the services they receive. The Household Waste and Recycling Survey concluded that:- <ul style="list-style-type: none"> <li>88% of participants are satisfied with their collection service</li> <li>90% of participants are satisfied with the reliability of their collections</li> <li>80% of participants are satisfied with how clean and tidy their collections are</li> </ul> The DWP also performed above the survey average for containers being put back in place, noise during collection and collection crews being friendly and helpful. An additional survey carried out late last year saw the DWP's kerbside recycling collections achieve an impressive 83% satisfaction rate, topping a poll of services in East Dorset which also included Moors Valley Country Park and Beaches, Parks and Open Spaces.	Amber
	Formal complaint numbers	Fiona Finding	50	Quarterly	365	Although this number exceeds the DWP annual performance target of 50 complaints, it is worth noting that the number of complaints received is reducing every quarter. Breakdown by districts: Christchurch - 34, East Dorset - 56, North Dorset - 29, Purbeck - 26, West Dorset - 57, Weymouth/Portland - 162. Of this total number of complaints, 143 were regarding missed collections, 54 were regarding the crew and their behaviour, 57 were involving street cleansing/litter, 9 were about the HRCs and the remaining complaints were regarding operational issues, admin/policy decisions and fly tipping.	Red
	Formal complaints not processed within specified time	Fiona Finding	0	Quarterly	9	This number exceeds the DWP annual performance of 0 complaints not processed within specified time. All 9 complaints relate to quarter one 2015/16 and were regarding ongoing service issues at the Crookhill depot in Weymouth. For the remaining 3 quarters, no formal complaints were not processed within specified time.	Red

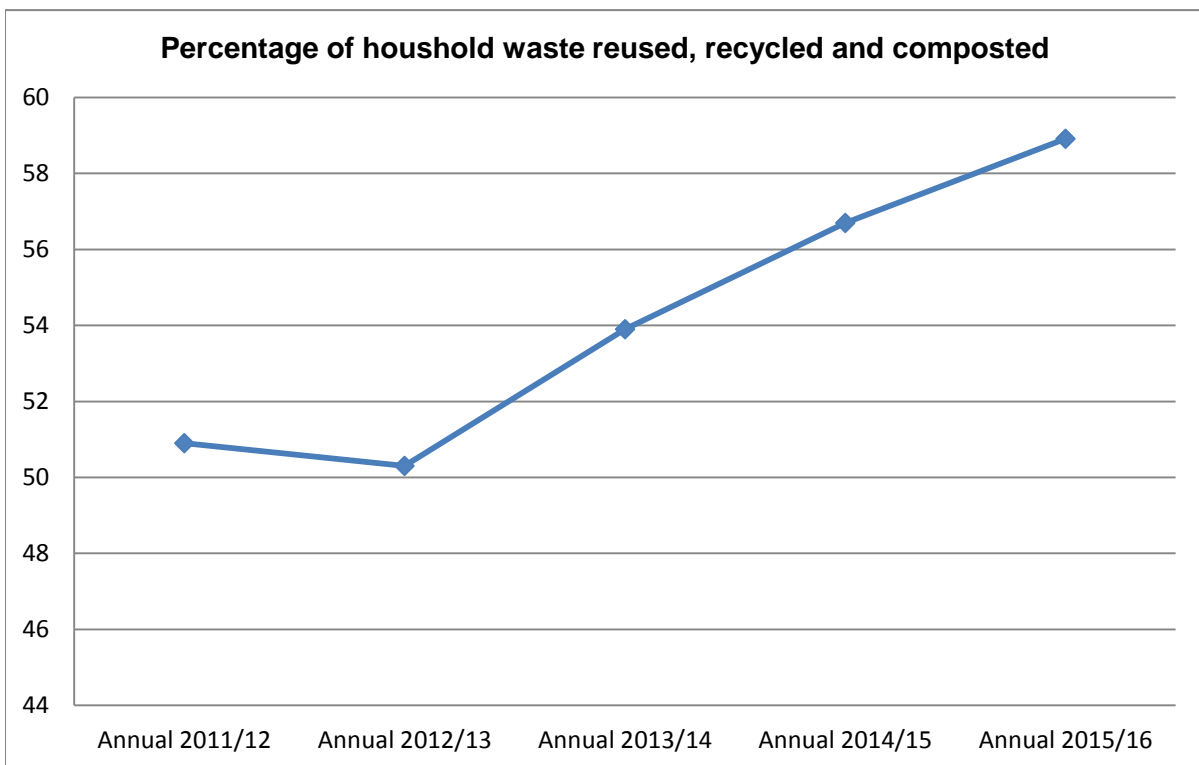
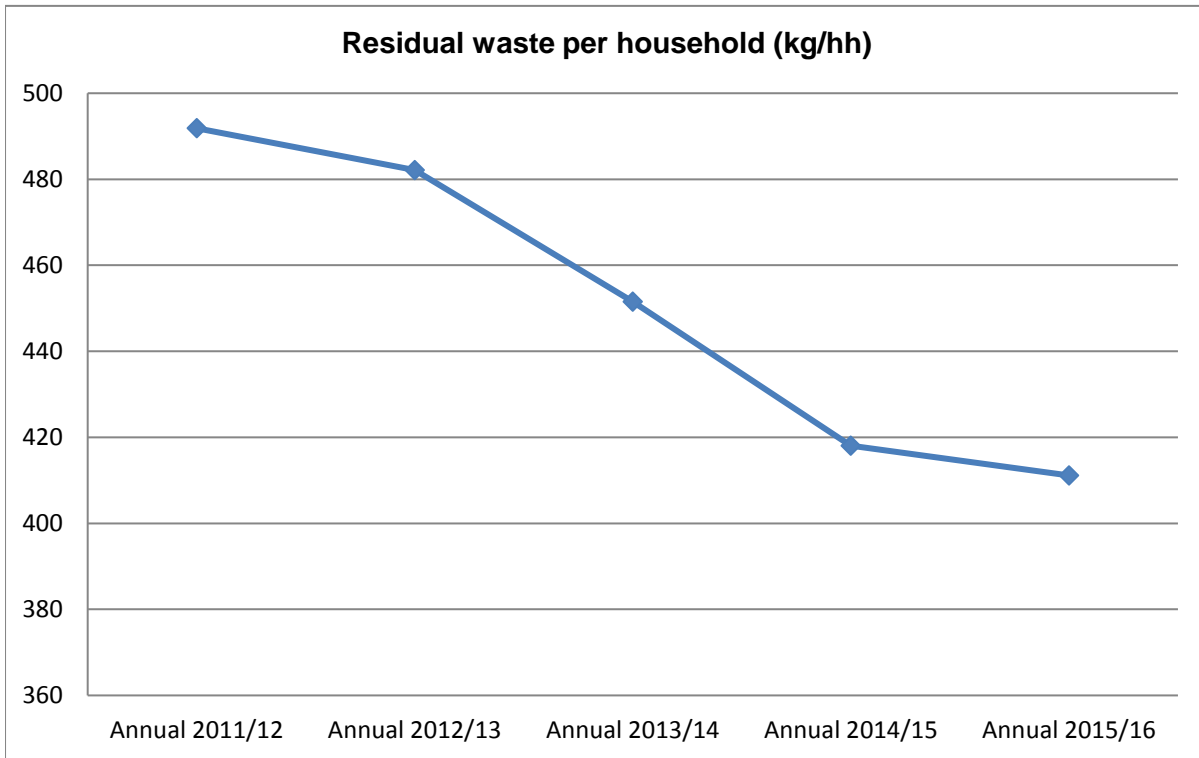
**QPR - Data Info Annual 2015 / 2016**

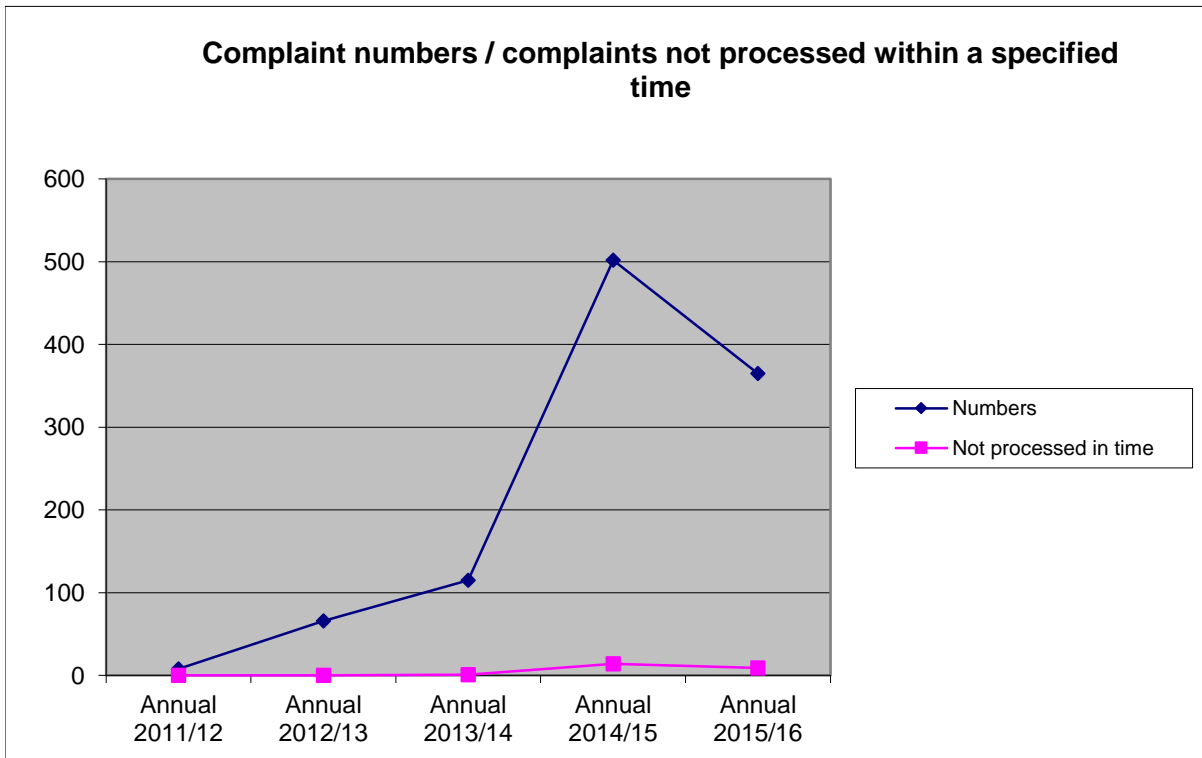
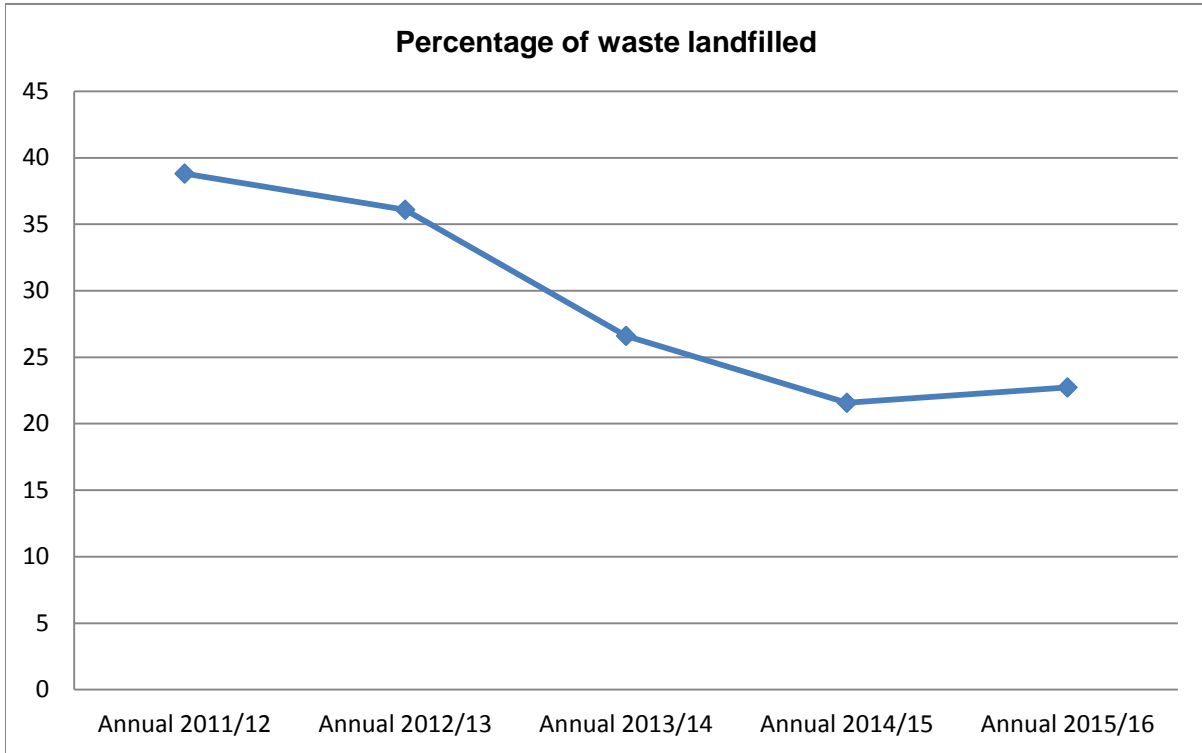
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ID	DESCRIPTION	UPDATE FROM	ANNUAL NI / LI TARGET	REPORT PERIOD	Annual Performance 2015/16	Annual Commentary	RAG
	Number of formal complaints not resolved	Fiona Finding	0	Annual	5	This number exceeds the DWP annual performance target of 0 upheld complaints not resolved. For comparison, there were 11 complaints that were not resolved in 2014/15.	Red

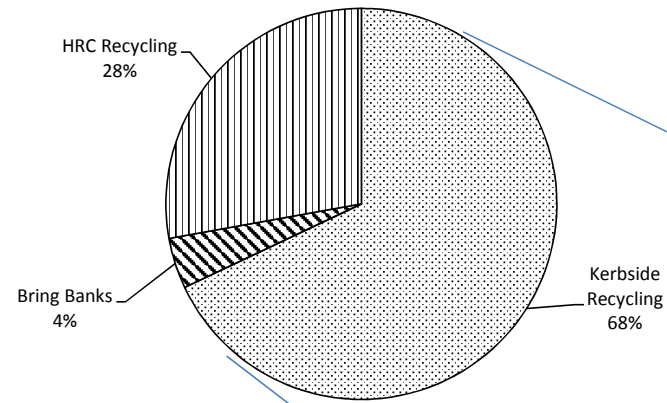
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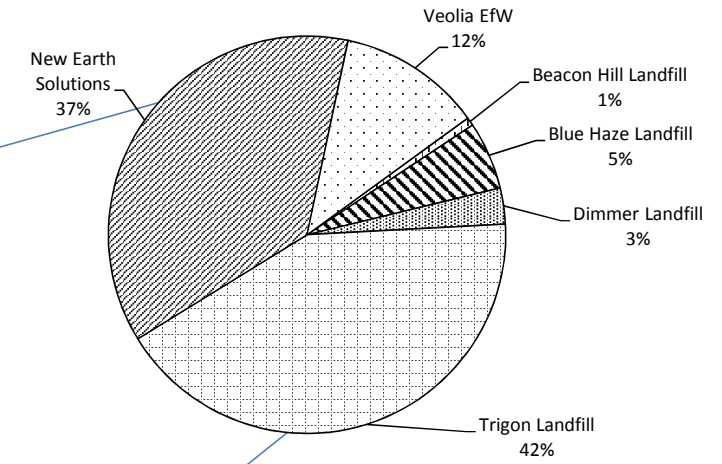




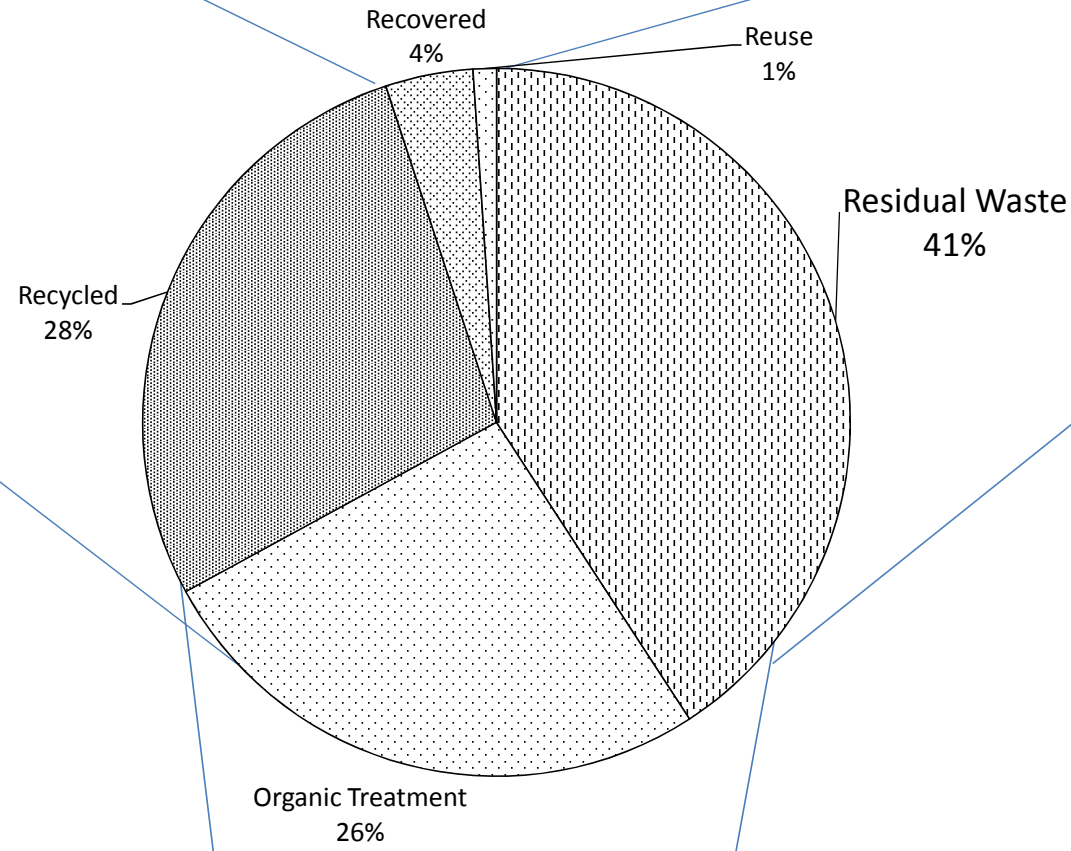
**Recycling Breakdown**



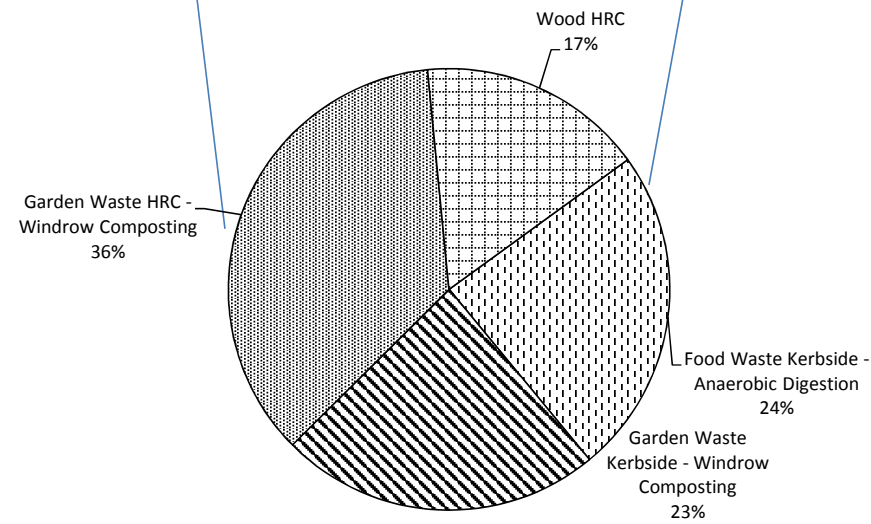
**Residual Waste Breakdown**



**2015/16 DWP Total Waste Proportions**

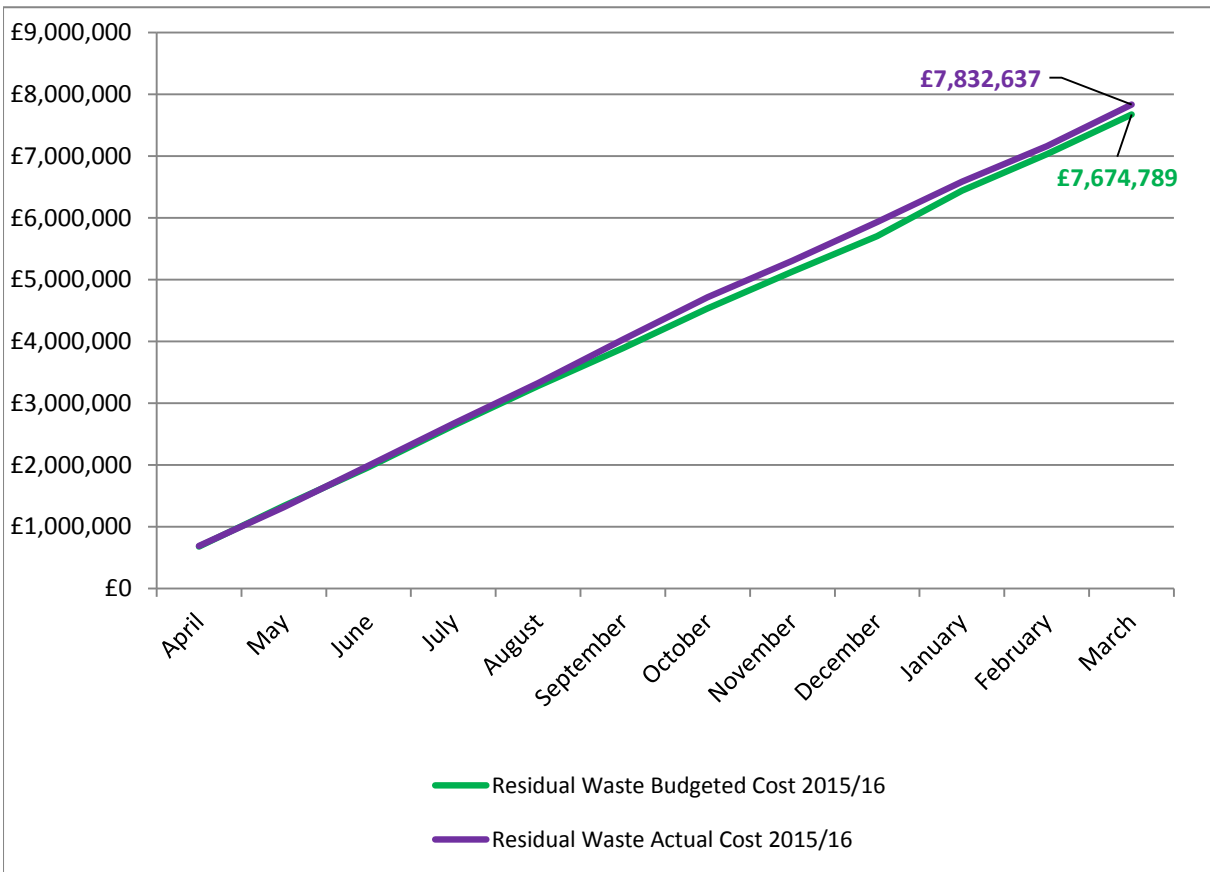
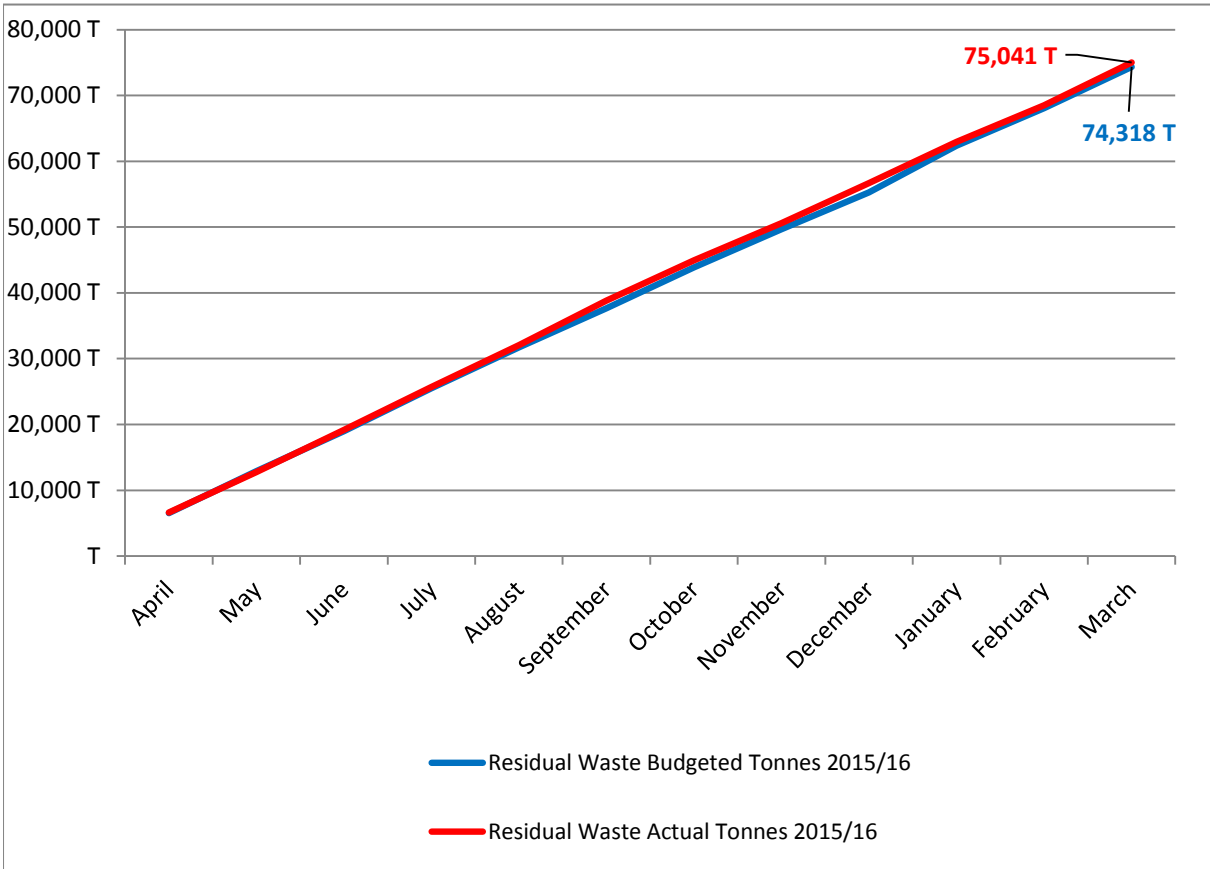


**Organic Waste Breakdown**

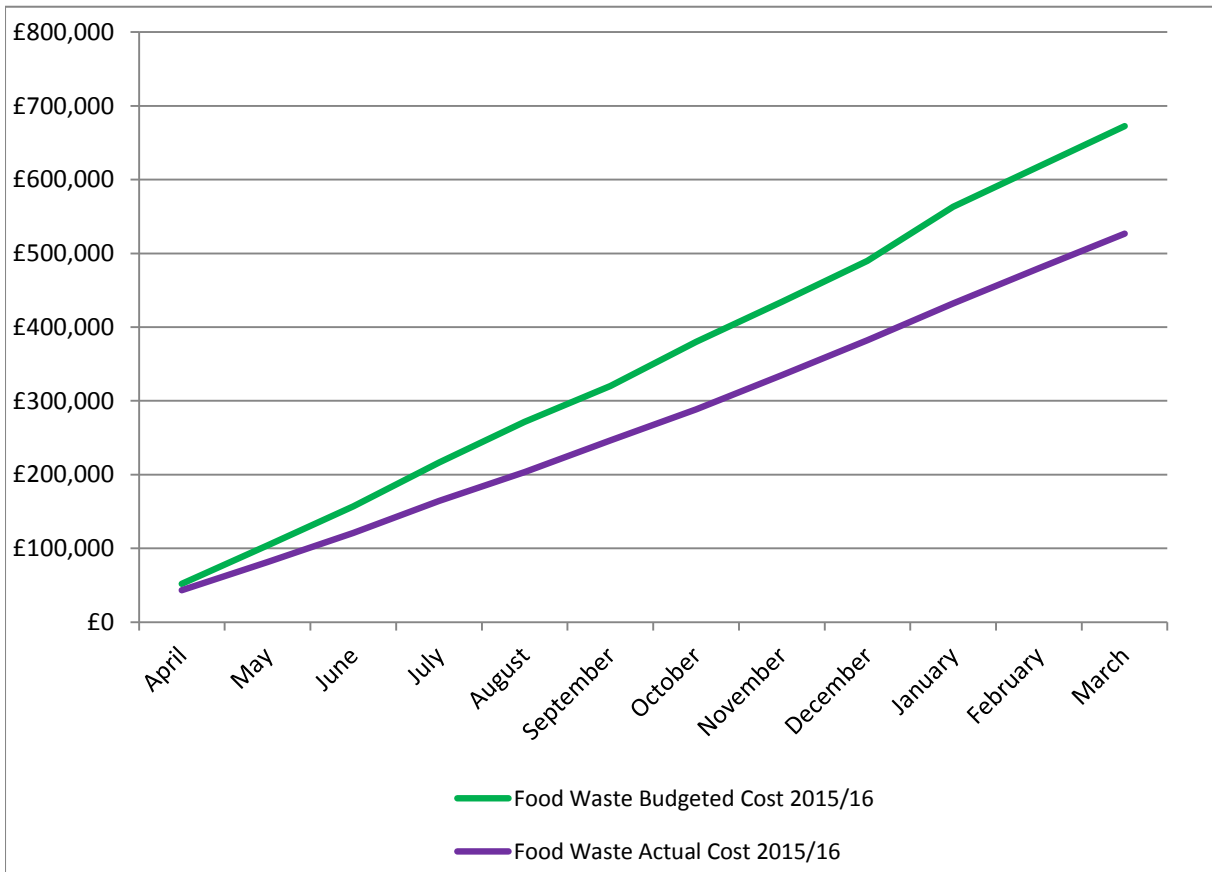
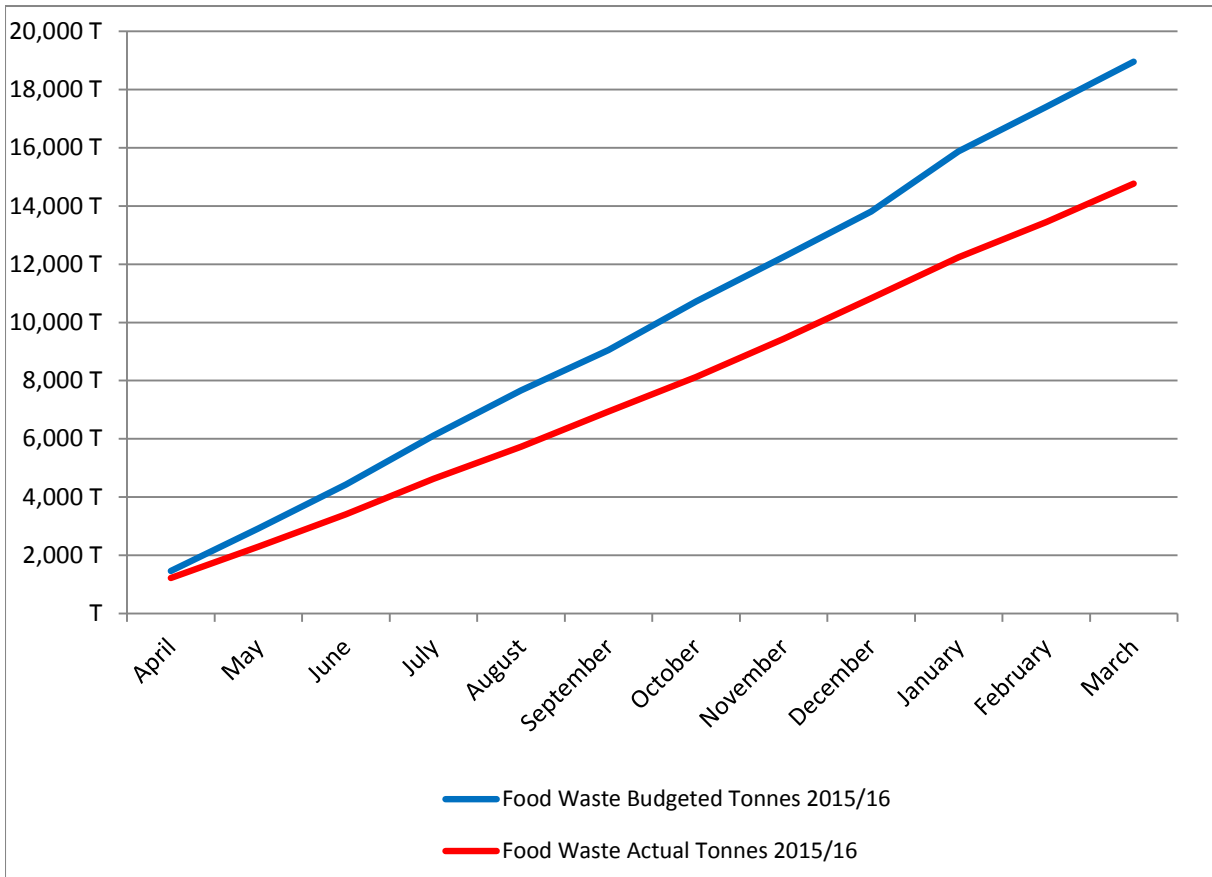


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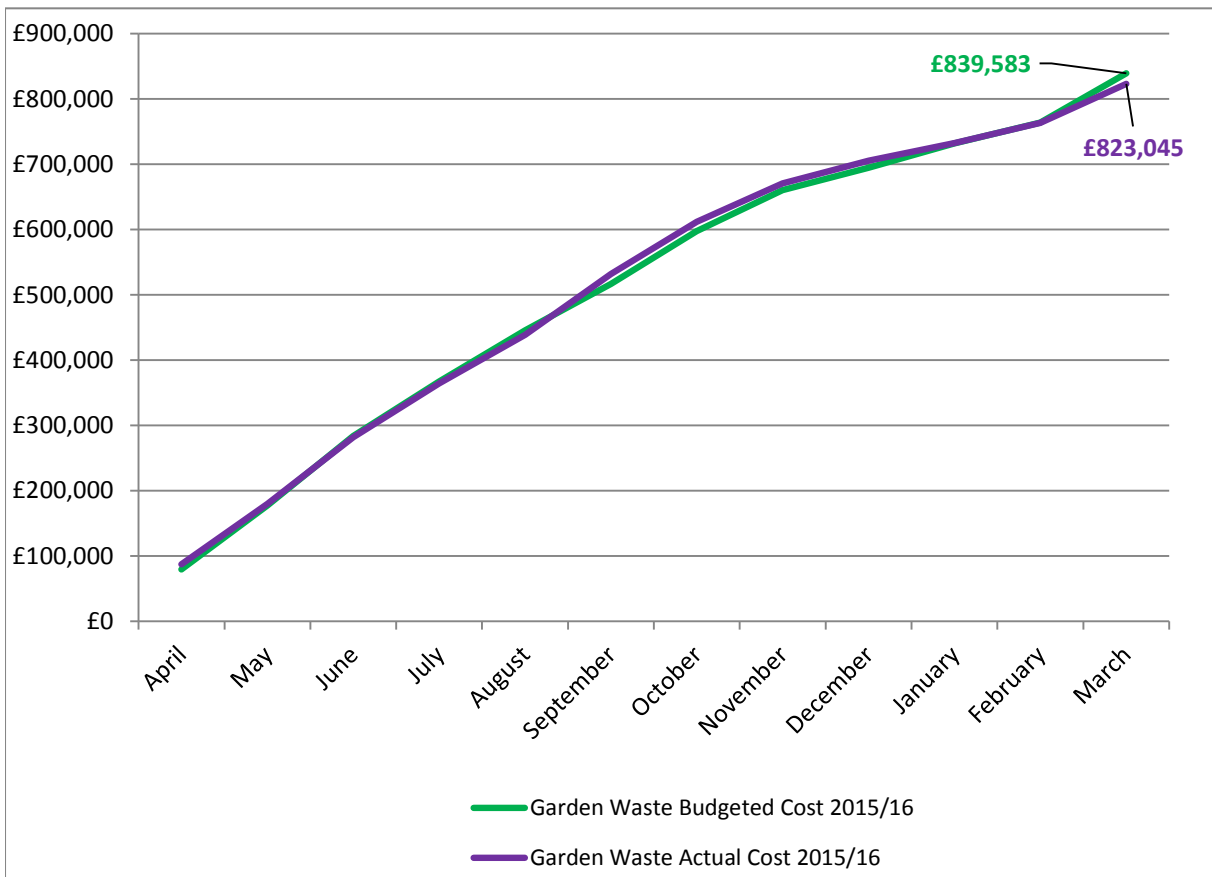
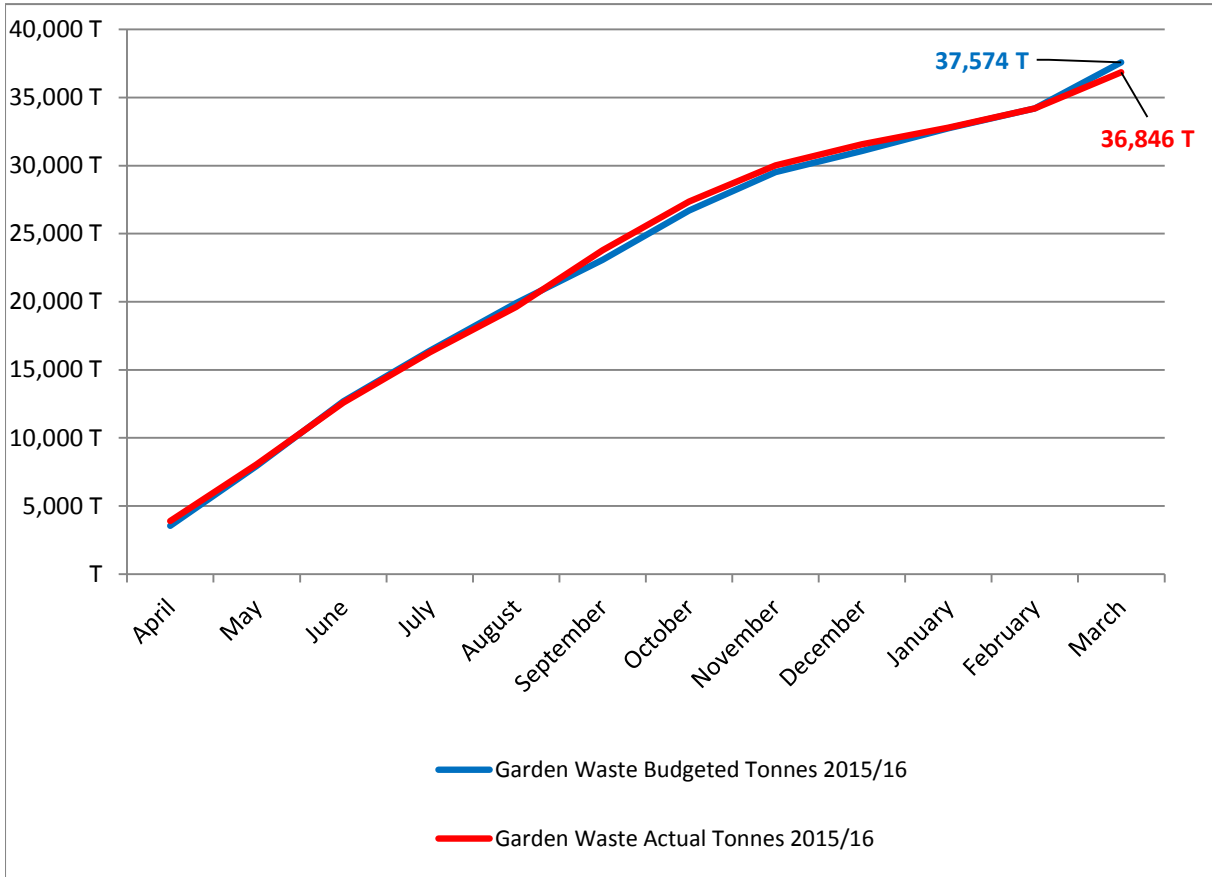
### Residual Waste (District & HRC)



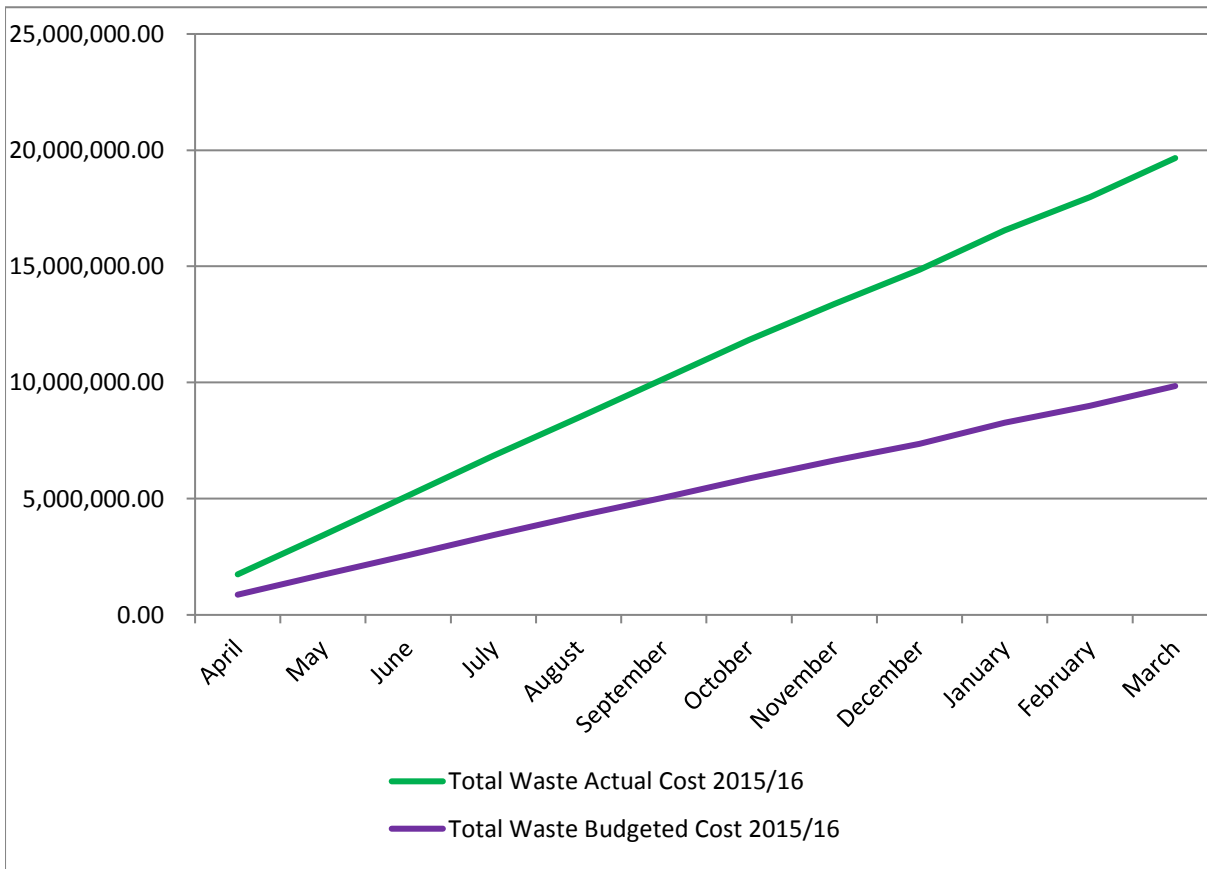
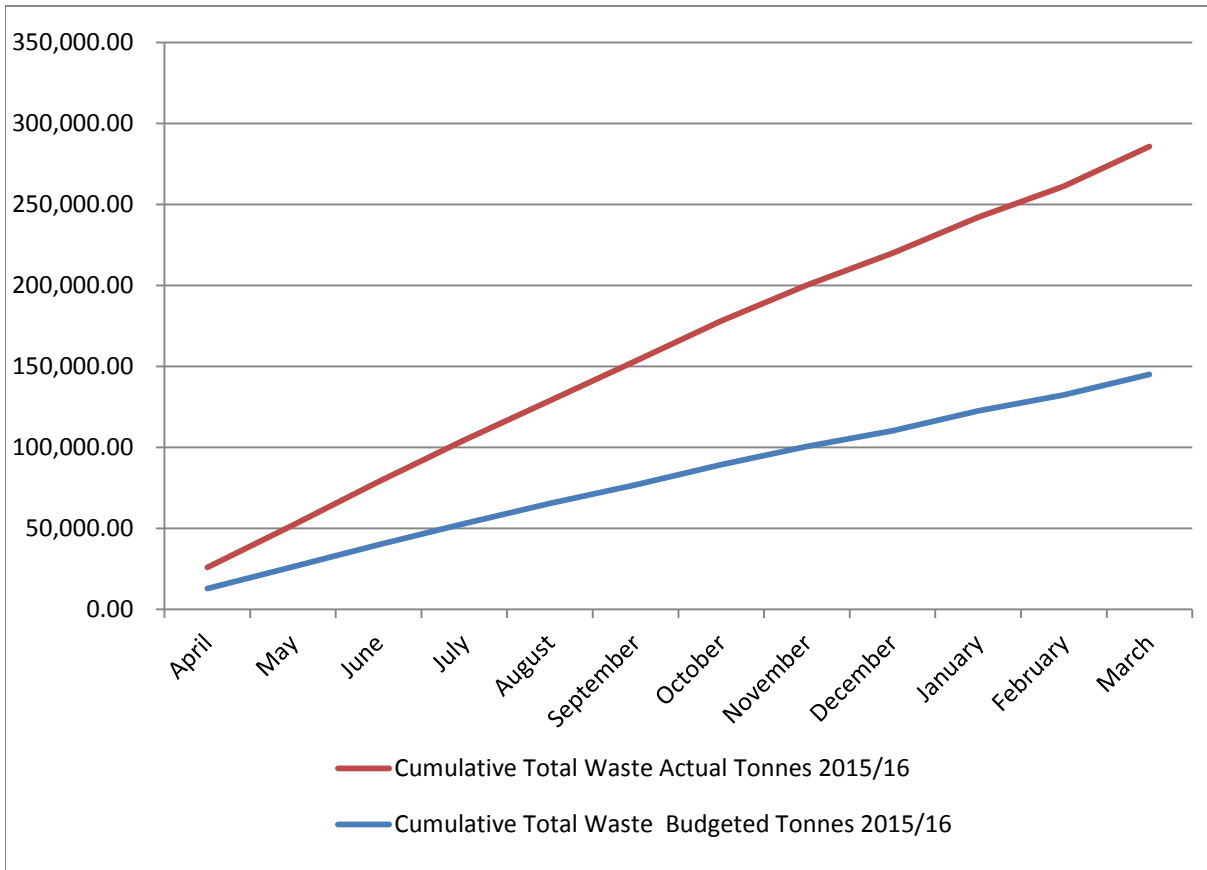
### Food Waste



### Garden Waste (Kerbside & HRCs)

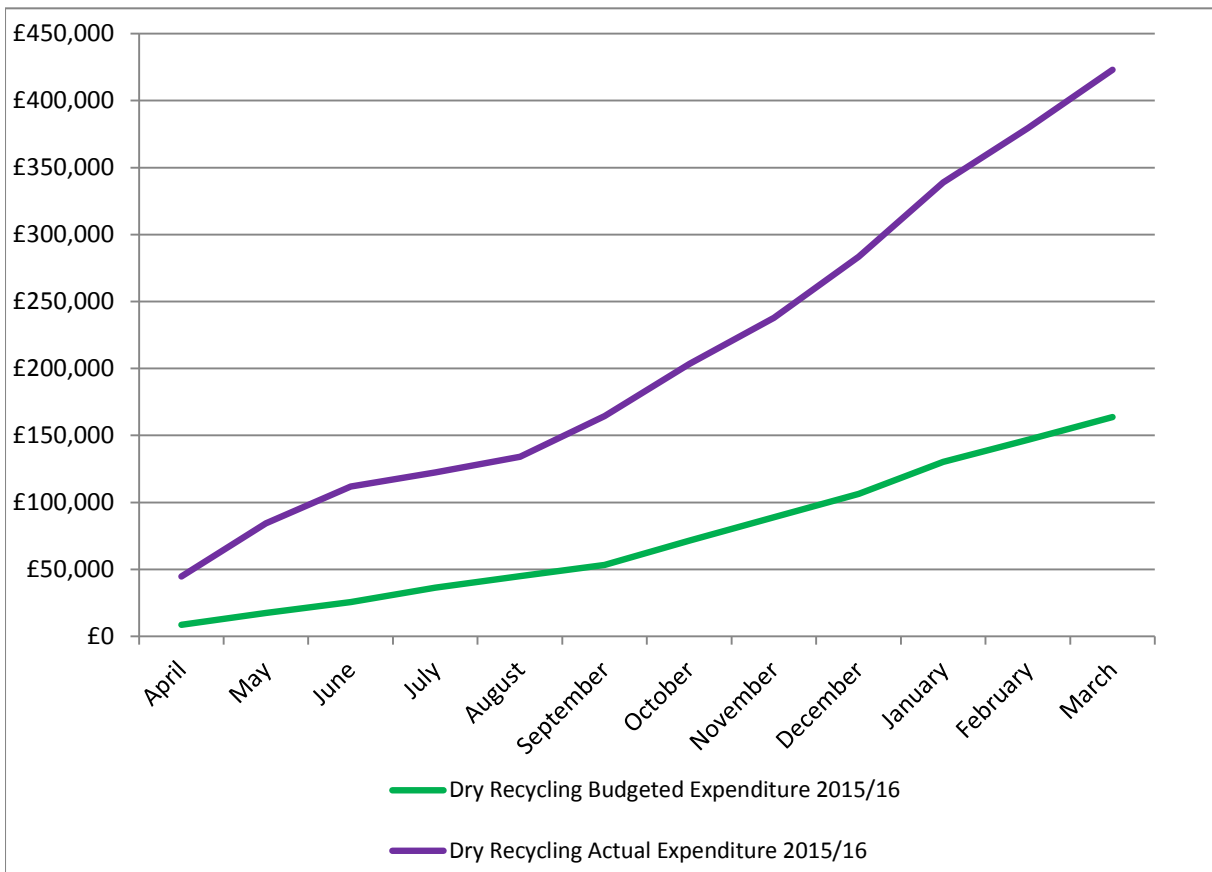
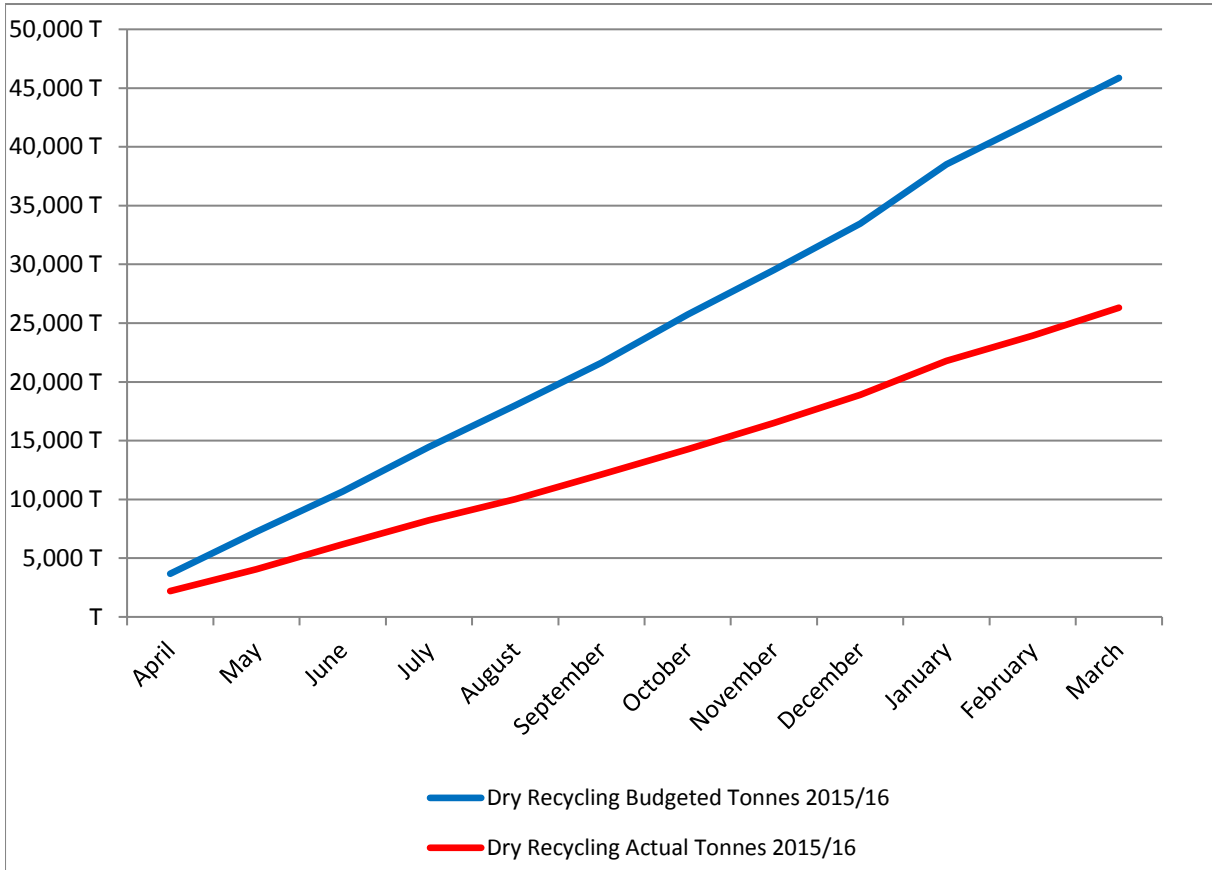


### Waste Total

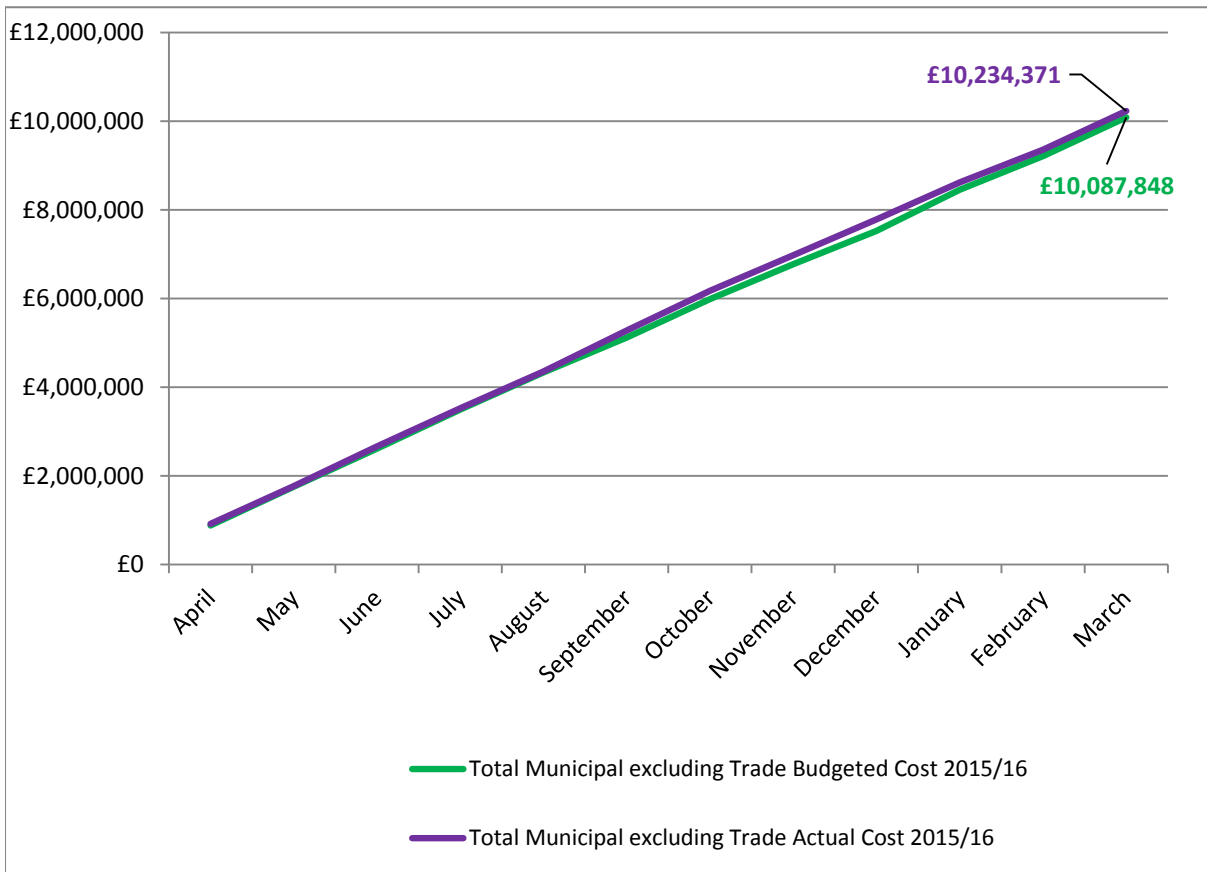
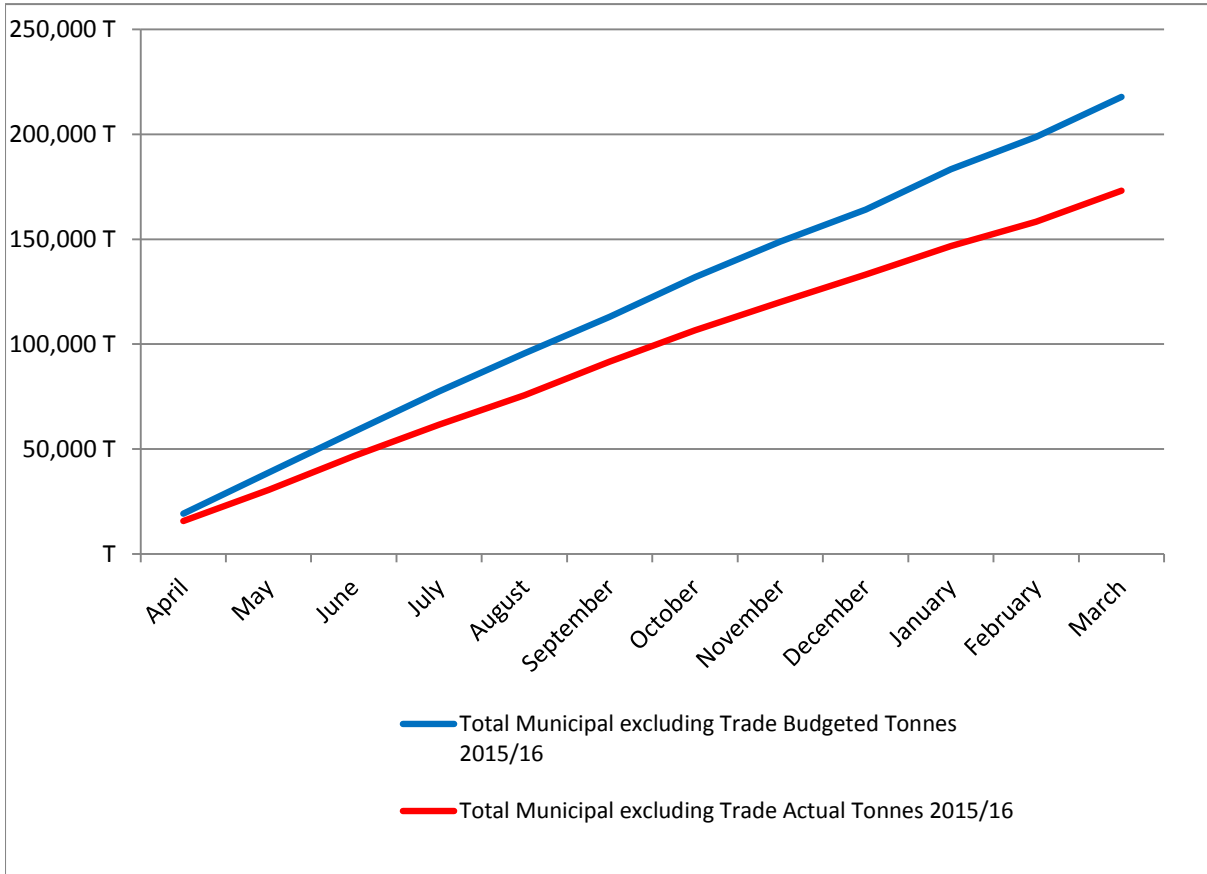




### Dry Recycling (HRC & Recycling Contract)



### Total Municipal excluding Trade





Councils working together

## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Interim Head of Service (Strategy) of the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Dorset Waste Partnership Corporate Risk Register</b>
Executive Summary	<p>This paper presents the current corporate risk register of the Dorset Waste Partnership.</p> <p>Risks are identified and there is an initial assessment of risk based upon the standard impact and likelihood format. There is then an assessment of the controls in place. This leads to further actions being identified, with target dates.</p> <p>Ten strategic or significant risks are identified in total, along with a larger number of potential causes. The risk register profile has slightly deteriorated since the previous Joint Committee in February.</p> <p>Risk 4, inability to maintain and develop infrastructure to meet DWP needs, is the risk that has deteriorated and is now identified as a high risk. This relates to the DWP not having sufficient waste transfer facilities in place in central and eastern Dorset which exposes DWP to increased risks around further costs of disposal.</p> <p>Risk 1, failure to achieve capital and revenue budget/savings target, has now been separated into two risks. One for the current budget and the other for the Medium Term Financial Plan- as the risk profile across these two areas is different.</p> <p>A new risk has been added, risk 10, which relates to the new unitary proposals currently being worked on across the County.</p>
Impact Assessment:	<p>Equalities Impact Assessment: This report does not require an EQIA</p>

DWP Corporate Risk Register

	<p>Use of Evidence:          South West Audit Partnership- Dorset Waste partnership          Internal Audit Progress Report- June 2016          Local Partnerships Review Dorset Waste partnership          December 2014          WYG Consultancy report to Dorset Waste Partnership          January 2015</p>
	<p>Budget / VAT / Risk Assessment:</p> <p>This paper presents the corporate risk register of the DWP.</p> <p>There are no direct budget implications.</p>
	<p>Other Implications:          None</p>
<p>Recommendation</p>	<p>That the Joint Committee</p> <ul style="list-style-type: none"> <li>(i) Notes the current status of risk included in the register of corporate risks of the Dorset Waste Partnership;</li> <li>(ii) Identifies any other significant or strategic risks that the Committee believes should be included.</li> </ul>
<p>Reason for Recommendation</p>	<p>To manage the corporate risks of the DWP on behalf of all partner councils.</p>
<p>Appendices</p>	<p>Appendix 1 – Dorset Waste Partnership Corporate Risk Register June 2016</p>
<p>Background Papers</p>	<p>None</p>
<p>Report Originator and Contact</p>	<p>Name: Gemma Clinton, Interim Head of Service (Strategy)          Tel: 01305 224716          Email: g.clinton@dorsetwastepartnership.gov.uk</p>

**Gemma Clinton**  
**Interim Head of Service (Strategy)**  
 June 2016

<b>Risk Register for:</b>  Dorset Waste Partnership	<b>Summary of Current Risks</b>		<b>IMPACT</b>					<b>Control Environment</b>	
	1	High	<b>HIGH</b> i.e. a greater than 20% chance of:	Financial impact > £1 million	Major impact (positive or negative on a strategic priority)	Fatality or major injury/illness (long term incapacity / disability)	Sustained/long term negative public attention	Unable to deliver critical services (levels one and two)	<b>G</b> Reasonable / Accepted Risk (Green)
	6	Medium							<b>A</b> Partial (Amber)
	3	Low							<b>R</b> None / Limited (Red)
10									
		<b>MEDIUM</b> i.e. a greater than 20% chance of:	Financial impact between £500,000 - £1 million	Moderate impact (positive or negative on a strategic priority)	Moderate injury or illness (including RIDDOR reportable)	Short to medium term impact on public memory (affecting more than one ward)	Unable to deliver critical services (level three)	<b>Last Reviewed</b> 22 May 2016	
		<b>LOW</b> i.e. :	Financial impact less than £500,000	Minor/negligible impact (positive or negative) on a strategic priority	Potential for minor injury/illness (requiring minimal intervention or treatment)	Short to medium term impact on public memory (affecting one ward) / minor complaints or rumours	Minor disruption to service delivery		



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[View Standard Report](#)

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
10	Failure to achieve capital and revenue budget / savings targets 2016/17	Low		Director	07/11	10/16	Inability to monitor and manage budgets in a timely manner	G	SMT- Paul Ackrill	Medium term financial plan; improved budget management and finance management. clearer budget monitoring arrangements; budget improvement plan established. Additional accountancy support to be provided to support budget holders for 6 months from March/April 16. Service accountant has monthly monitoring	Seek approval for budget equalisation reserve. On-going monitoring and training	Paul Ackrill	30/09/16	Cost/budget increase to partner councils
							Partner finance position affects the level of service the DWP can deliver	A	SMT- Karyn Punchedard	Engagement with Commissioning Group and Joint Committee and scrutiny by partner councils. MTFP has been refreshed.	Partners identify funding and any funding gap	Man. Board	on going	
							Inadequate budget setting	G	SMT / Section 151	Scrutiny by partner councils and chief executive sponsor	Scrutiny and governance arrangements to be agreed by partner councils through revised IAA	Karyn Punchedard	30/09/16	
							Disposal costs increase	A	Jason Jones	Existing local landfill and other residual treatment contracts. Business case written for a central strategic waste transfer station for Dorset	Procure new agreements. Seek approval from JC to move ahead with the development of a central strategic waste transfer station to avoid an uncompetitive situation for disposal/treatment prices in Dorset. This will also build in contingency for DWP as our landfill sites close and our disposal options become increasingly limited. Ensure greater transfer capacity is at the heart of infrastructure programme	Jason Jones	13/06/2016 for JC approval and then on-going	
							Cost of fleet (including hired fleet)	A	Mike Moon	All hired fleet activity signed off by Head of Service (Operations). Restructure of transport management; improved fleet management software; enhanced understanding on budget management and procurement processes	Implement and review the new transport strategy as necessary. Route optimisation will reduce vehicle requirements	Andy Cadman	on going	
							Failure to identify new markets / opportunities	G	Paul Ackrill	Develop and train commercial officers to enable more commercial outlook. Deliver commercial waste strategy for 2016/17	Explore options identified in commercial waste strategy, and networking.	Paul Ackrill	on-going	
							Crash in the recycle market	R	Jason Jones	Limited control, as an external exposure. However, DWP is recognised as a high quality recycler, which is attractive to the market; employ contractors that are experts at getting the right price. Arrangements secured until August 2016 which ensure material is recycled- currently providing DWP with relatively beneficial prices	Examine options that will give best value taking into account the findings of the Ricardo report for Bournemouth BC and DWP in relation to the MRF project. Maintain quality of material through continued education	Jason Jones/ Lisa Mouny and Louise Bryant	31/07/16	
							Commercial waste service makes loss or fails to achieve income targets	G	Paul Ackrill	Commercial waste strategy and marketing; WYG report and trading account indicated healthy financial position. On track to exceed income targets	Review commercial waste charging mechanisms and strategy	Matt Boulter and Ian Brewer	on going	
							Garden waste service makes loss or fails to achieve income targets	G	Paul Ackrill	Garden waste strategy and marketing. Improvements made to data management and payment systems; communication and engagement; monitoring of service quality	Develop positive garden waste marketing strategy. Improve admin/ICT and move to constant sign up	Matt Boulter and Ian Brewer	30/09/16 and on going	
							High sickness levels cause staffing budget overspend	A	Mike Moon and Gemma Clinton	Monitoring by budget holders, close control of absence management. New absence management procedures also in place. Savings target and sickness absence targets in place and monitored.	Periodic refresh of absence management procedure and training to supervisors	Mike Moon	on going	

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
							waste arisings increase	A	Gemma Clinton	Monitored by budget holders, education campaigns to reduce waste (real nappy incentive scheme, home compost bin offer), encourage residents to separate waste (Right stuff, right bin campaign) to further reduce waste (especially food waste). We have restricted residual capacity in 140 litre bins and authorised blue sacks (no side waste policy) and roll-out of Recycle for Dorset and economic changes. DWP waste arisings are currently increasing due to the increase in garden waste we are collecting	key focus on waste minimisation and behavioural change	Lisa Mounty/ Louise Bryant	on going	
2	Failure to achieve capital and revenue budget / savings targets for the MTFP	Medium		Director	05/16	10/21	Failure to achieve budget savings / performance targets	G	Karyn Punchard	See Risk 01 above. The 33 items of 37 point action plan have been completed and the remaining 4 points are in progress; the plan has been subject to independent audit. Progress on the remaining 4 points plan is reported monthly to Commissioning Group. The budget position is reported monthly to the Commissioning Group and quarterly to the Joint Committee and a summary of the position is included in quarterly Member news letters. DWP officers seek to attend Partners' meetings as appropriate to brief Members on DWP activities.	See Risk 01 above		30/09/16	Collapse or change of the partnership; exit of partners from the DWP
Change in the political arena							G	Comm. Group	Medium term financial plan; improved budget management and finance management. clearer budget monitoring arrangements; budget improvement plan established. Induction pack for new members completed.	Development of scrutiny and governance arrangements, be involved with Dorset unitary discussions	Steve Mackenzie	01/04/19		
Disposal costs increase							R	Jason Jones	Existing local landfill and other residual treatment contracts. Business case written for a central strategic waste transfer station for Dorset	Procure new agreements. Seek approval from JC to move ahead with the development of a central strategic waste transfer station to avoid an uncompetitive situation for disposal/treatment prices in Dorset. This will also build in contingency for DWP as our landfill sites close and our disposal options become increasingly limited. Ensure greater transfer capacity is at the heart of infrastructure programme	Jason Jones	13/06/2016 for JC approval and then on-going		
See risk 1 above									see risk 1 above	see risk 1 above				
3	Failure or major delay of SWF project	Medium	No Change	Director		08/16	Business case is found not to be viable	A	Karyn Punchard	External and technical advisors advice. Gateway review of options has been commissioned	JC to consider outcome of tendering process on 13th June 2016	Jason Jones	13/06/16	Income is reduced or becomes a cost to dispose; risk of return of grant funding to DCLG.
No viable tender							A	Jason Jones	External and technical advisors advice; soft market testing		Jason Jones	13/06/16		
Disagreement across partners							A	Karyn Punchard	Establishment of partnership board and regular liaison between officers of DWP and BBC		Jason Jones	13/06/16		
Planning or other legislative obstruction							G	Jason Jones	Tenderers must have planning permission; both Dorset and Bournemouth have TEEP reports		Jason Jones	13/06/16		
Decision making across partner organisations causes delay							G	Jason Jones	Partnership board; reasonable timetable set for award of contract, however decision making delayed due to need to change in procurement procedure	Key decision now programmed for 13 June JC	Jason Jones	13/06/16		
4	Inability to maintain and develop infrastructure to meet DWP needs	High	Deteriorating	Director		08/16	Availability and ability to acquire suitable sites	A	Jason Jones	Working with waste planning authority (DCC) to identify and safeguard sites to meet our needs through the Waste Local Plan. Site for central strategic waste facility identified	Develop strategic plan for business cases for further sites	Jason Jones	On-going	Deviation of preferred service leads to less efficient delivery; lower material income. Loss of key facility.
Lack of workshop space							A	Mike Moon	Working with waste planning authority (DCC) to identify and safeguard sites to meet our needs. Restructure of transport management; improved fleet management software; seeking additional workspace and plans to enhance current arrangements	Work with Bournemouth Borough Council to find a suitable solution to maintenance at Southcote Road. Work with WPBC to secure workshop space at Crookhill. Ensure workshop space is part of the central strategic waste facility plans	Mike Moon	On-going		

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
Page 91							Delays in procurement of replacement vehicles for commercial, garden and restricted access services	A	Mike Moon	Suitability of fleet for commercial, garden and restricted access services	Work with procurement to identify funding through the capital replacement program	Mike Moon	On-going	
							Failure to procure ICT solutions to improve efficiency	A	Gemma Clinton	Mapping of current ICT needs; investigation of market solutions. Priority currently to garden and commercial waste. Current project underway to explore in-cab solutions	Agree business case; work with procurement colleagues; identify other solutions or work arounds to reduce impact	Gemma Clinton	30/09/2016 and on going	
							security of disposal options (treatment and landfill)	R	Jason Jones	Existing local landfill and other residual treatment contracts. Business case written for a central strategic waste transfer station for Dorset	Procure new agreements. Seek approval from JC to move ahead with the development of a central strategic waste transfer station to avoid an uncompetitive situation for disposal/treatment prices in Dorset. This will also build in contingency for DWP as our landfill sites close and our disposal options become increasingly limited. Ensure greater transfer capacity is at the heart of infrastructure programme			
5	Inability to ensure business continuity	Medium	No change	Director		08/16	Lack of DWP premises (fire, flood, inability to access etc EPA closures)	A	Mike Moon	Fire precautions; business interruption insurance; inherited business continuity plans from Districts and Boroughs	Develop DWP wide business continuity plan, infrastructure review	Gemma Clinton and Mike Moon	30/07/16	Failure to deliver services / statutory duties for a prolonged period; damage to reputation; increased costs
							Fuel supply failure	A	Mike Moon	DCC fuel contract; fuel cards system	Develop DWP wide business continuity plan	Gemma Clinton and Mike Moon	30/07/16	
							Loss of IT	A	Gemma Clinton	DCC ICT continuity arrangements	Develop DWP wide business continuity plan	Gemma Clinton and Mike Moon	30/07/16	
							Loss of operational staff (industrial action; pandemic flu)	G	Mike Moon	Use of agency staff; service standards review	Develop and update business continuity plan	Gemma Clinton and Mike Moon	30/07/16	
							Contractor / supply chain failure	A	Gemma Clinton	Business continuity requirements within key contracts; regular contract management meetings and monitoring; letting of two residual waste treatment contracts	Continue to refine contracts; keep partners aware of developments in global markets	Jason Jones	On-going	
							Adverse weather or other event	G	Mike Moon	Communications plan; signage at site; on-site staff to provide guidance to the public; emergency procedures in place; Dorset Direct; liaison with Dorset Highways re revised winter maintenance arrangements				
6	Breach of statutory duty	Medium	No change	Director		08/16	Failure to respond to change in legislation	G	Mike Moon and Gemma Clinton	Technical experts; monitoring arrangements; horizon scanning	Monitor legislative and policy changes at National and EU level	Gemma Clinton	On-going	Fines; negative reputation government intervention.
							Failure to comply with procurement legislation	G	SMT- Paul Ackrill	Support from Dorset Procurement. Review procurement procedures. DWP managers have attended the better business case course.	<del>DWP Managers to attend Better Business Case course</del> Continue to engage with procurement early in all projects		on-going	
							Non compliance with Operator licence	A	Mike Moon	Employment of CPC holder; implementation of new records system (Fleetwave) on same basis as DCC; following of procedures for maintenance etc. FTA Audit completed November 2015. Transport strategy in place.	<del>Develop and implement a transport strategy.</del> FTA to review recommendations summer 2016	Andy Cadman	summer 2016	
							Breach of EPA and contaminated land legislation through failure of closed landfill site - structural failure or gas/leachate spillage	A	Jason Jones	Regular monitoring of sites and remedial measures put in place where necessary	On-going monitoring	Jason Jones	On-going	
							Failure to comply with Health and Safety legislation	A	SMT	H&S committee meet quarterly and accidents are reported to SMT	On-going monitoring	SMT	On-going	
7	Failure to retain, recruit and develop competent and capable people	Medium	No change	Director		08/16	Loss of key staff	A	Mike Moon and Gemma Clinton	Use of agency/interim staff; 1-2-1s/PDRs. DWP training loaders to become drivers and operational staff to assist supervisors to meet our business requirements and develop our own staff. Senior managers attending leadership and management courses		SMT	On-going	Failure to achieve objectives of the partnership; errors and inefficiencies in service change and delivery
							Poor industrial relations or staff morale	G	Mike Moon and Gemma Clinton	Good communication and active engagement with unions; member scrutiny; 1-2-1s; PDR process; team briefings; staff newsletter; Environment JCC. Restructure complete. Targeted work on behaviours with Operations Managers and Supervisors	On-going dialogue with unions and regular staff briefings. Targeted behaviours work with operational crews.	SMT	On-going	

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
							Inadequate staff development opportunities / facilities	G	Mike Moon and Gemma Clinton	1-2-1s; PDRs; training focused on areas of skills shortage. Training loaders to become drivers	Continue staff training. Specifically all managers to attend: Leadership essentials, management essentials, team coaching and better business case courses	SMT	On-going	
8	Accident, injury or death of an employee or member of the public	Medium	No change	Director	08/16	Death or serious injury	G	Mike Moon	Health and safety has a high priority across DWP services; risk assessment; CPC and Health & Safety training. Management control and HR support, including disciplinary action. recent positive HSE inspection. Health and safety team and support.	Continued monitoring and action to tackle Health & Safety breaches.	Operations Managers	on-going	Investigation and prosecution (H&S / corporate manslaughter); negative reputation; staff absence	
Road traffic incident (DWP driver or third party driver),						G	Mike Moon	Driver training; CPC; monitoring of driver collision history		Andy Cadman	on-going			
Work practice leads to an incident						G	Mike Moon	Health and safety has a high priority across DWP services; risk assessment; CPC and H&S training. Management control and HR support, including disciplinary action. recent positive HSE inspection. Health and safety team and support. On-going programme of Annual health and safety risk assessments. Annual Inspection and monitoring regime. Completion of training; DCC Critical Incident Protocol; dedicated health and safety officer and committee; health and safety focus at monthly operational meetings	Continued monitoring and action to tackle Health & Safety breaches.	Operations Managers	on-going			
Unsafe working practice at a site operated by a contractor						G	Jason Jones	Regular meetings with contractors; health and safety expectations defined in the contracts; DWP follow up actions identified within risk assessments and response to incidents		Jason Jones	on-going			
9	Loss of public support and confidence	Low	No Change	Director	08/16	Inadequate communication with elected members and officers across the partner authorities	G	Director	DWP communications plan and dedicated communications resource and governance review on-gong	Regular meetings between SMT and partners kept under review	SMT	31/03/17	Negative reputation; low customer satisfaction; lack of support / unity across partner organisations	
Inadequate communication with members of the public						G	Gemma Clinton	DWP communications plan and dedicated communications resource		Gemma Clinton				
Failure to achieve budget savings / performance targets						A	SMT	See Risk 01 above	See Risk 01 above					
Significant service failure						G	SMT	Contracts in place for vehicle supply; contracts in place for tipping of arisings & treatment; moving towards more permanent staff with consequent lower reliance on agency staff. R4D has been fully rolled out and established		SMT	On-going			
10	Potential changes to the DWP through unitary and/or combined authority proposals	Low		Director	06/16	04/19	Change in partner membership of DWP	A	Karyn Punchard		Carry out work to understand what a change in partner membership will mean to DWP. Be involved in unitary/combined authority discussions and working groups	SMT	2019	
Deleted Items off the register														





## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Interim Director of the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Bring Bank Review</b>
Executive Summary	<p>This report discusses the bring bank service for recyclable materials including usage and costs following a rationalisation of sites with the introduction of recycle for Dorset.</p> <p>The usage of the banks continue to decrease and future costs are increasing. Further rationalisation with the removal of materials collected through recycle for Dorset is recommended.</p>
Impact Assessment:	<p>Equalities Impact Assessment: A full assessment was included in the report to the Joint Committee of 28 January 2014, Item 10, Appendix 6.</p> <p>The Equalities Impact Assessment for the recycle for Dorset service was presented to the Joint Committee in October 2011</p>
	<p>Use of Evidence: Statistics on the tonnages collected in bring banks. Internal and external costs of bring bank service and income for materials</p>
	<p>Budget: The proposed rationalisation of sites is estimated to save £121,500 per annum in servicing costs and will negate the need for a bank replacement programme of £10,000 per annum. There is an initial cost of approximately £6,000 to change the method of collection of plastic bottles at HRCs to remove the need for a specialist vehicle.</p> <p>It is anticipated that the removal of bring banks will be cost neutral.</p>

## Bring Bank Review

	<p>The proposed rationalisation will free up internal resources in site cleansing, removal of fly-tipping and administration to concentrate on other growth areas within the DWP.</p> <p>The savings are subject to implementing the changes during July and August 2016 prior to the start of new contract arrangements for this service.</p> <p>Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: MEDIUM (deteriorating bring banks and lack of Capital replacement programme) Residual Risk: LOW (following either bank rationalisation or Capital programme established)</p> <p>Other Implications: Further rationalisation may reduce the options for recycling by residents who cannot or are unwilling to use recycle for Dorset</p>
<p>Recommendation</p>	<p>That the Joint Committee</p> <ol style="list-style-type: none"> <li>1) Approve the removal of DWP bring banks for materials collected in the recycle for Dorset service and retain bring banks for textiles, electronic goods, foil and beverage cartons at existing sites;</li> <li>2) Delegate authority to the Director of DWP, in consultation with the chair of Joint Committee, for any further changes to the bring bank service.</li> </ol>
<p>Reason for Recommendation</p>	<p>To further reduce the costs of the bring bank service following the introduction of the recycle for Dorset kerbside service.</p>
<p>Appendices</p>	<p>Appendix 1 – Location of DWP Bring Bank Sites and Materials Collected Appendix 2 - Location of Main Bring Banks and HRCs Appendix 3 - Tonnage of Materials Collected through the Bring Banks Appendix 4 - Assessment of Options for the Bring Bank Service</p>
<p>Background Papers</p>	<p>DWP Joint Committee 28 January 2014, Item 10, Review of Bring Banks for Recyclable Materials</p>
<p>Report Originator and Contact</p>	<p>Name: Jason Jones, Group Manager (Commissioning) Tel: 01305 225180 Email: j.jones@dorsetwastepartnership.gov.uk</p>

## Bring Bank Review

### 1. Background

- 1.1 Bring bank sites are areas where containers are provided, by DWP or third parties, for the public to deposit certain materials for recycling. The amount of material deposited at bring banks has reduced significantly following the introduction of recycle for Dorset and the Joint Committee of 28 January 2014 resolved a programme to rationalise the number of bring bank sites accordingly.
- 1.2 Two further bring bank sites have been removed recently at Station Road Car Park in Sturminster Newton (at the request of the Town Council though banks for textiles, foil and beverage cartons have been relocated nearby) and Wortley Road Car Park in Christchurch (at the request of the Borough Council). Asda in Weymouth have requested the removal of the DWP textile bank.
- 1.3 There are currently 21 main bring bank sites operated by the DWP that collect a range of recyclables including glass and plastic bottles, cans and paper/card. A further 17 sites have textile banks and 5 of these also have banks for beverage cartons and foil. The banks for textiles, foil, small electrical appliances (WEEE) and beverage cartons were retained following the 2014 rationalisation as these are not collected through the recycle for Dorset kerbside collections. The locations and materials accepted are shown in Appendix 1. There are 3 additional bring bank sites operated by Sainsburys at their Weymouth, Christchurch and Ferndown stores.
- 1.4 There are 11 Household Recycling Centres (HRCs) in Dorset where residents can recycle all of the materials collected through the bring banks. There are a further 3 HRCs in neighbouring authorities where arrangements have been made for access by Dorset residents. A map of the locations of the 21 main bring bank sites and HRCs in shown in Appendix 2.
- 1.5 The majority of the banks are owned by the DWP. Despite retaining the best banks following the rationalisation many banks are very shabby in appearance and a number of banks need replacing. Unlike the HRCs, use of the bring bank sites is unsupervised and there is potential for the banks to be utilised as a free service for trade waste.

### 2. Tonnage of Materials Collected and Alternative Facilities

- 2.1 The quantity of materials collected through the bring banks has continued to decline with the roll-out of recycle for Dorset as shown in Table 1 and Appendix 3.

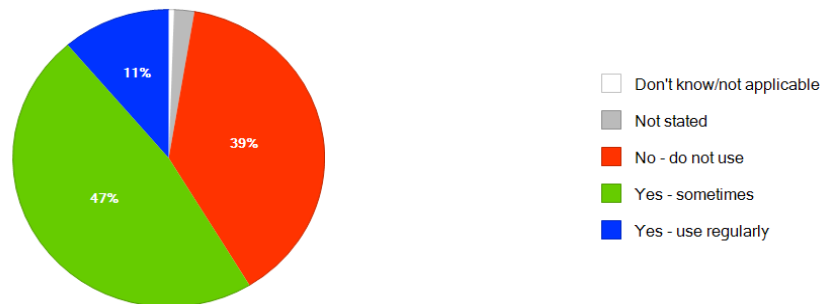
Table 1 – tonnage of materials collected through the bring banks

Material	Year				
	2011/12	2012/13	2013/14	2014/15	2015/16
Glass	3,574	3,375	2,467	1,643	968
Paper	3,565	3,050	1,770	977	490
Plastics and cans*	542	503	410	281	191
Beverage Cartons	36	39	31	25	17
Textiles	233	249	206	184	166
WEEE	5	19	18	17	13
Total tonnage	7,955	7,235	4,902	3,127	1,889

- Includes plastic bottles collected at the HRCs

## Bring Bank Review

- 2.2 A recent survey “Household Waste and Recycling questionnaire” was undertaken in February 2016. The survey went out to 4000 residents and received 1096 responses. The question “How often if at all, do you use local recycling banks for small items such as glass bottles, paper and textiles?” gave the following results:



- 2.3 The reasons residents continue to use bring banks may be:
- For materials not collected through recycle for Dorset (textiles, foil, beverage cartons, WEEE)
  - Occasions where an excess of materials is generated that is not contained by the recycle for Dorset containers
  - Unable / not wanting to use recycle for Dorset
  - As a routine and to continue to participate in community life
  - Second home owners who are not present on waste collection days

The alternative is for the resident to participate in recycle for Dorset wherever possible or access one of the network of HRCs for all these materials (foil may be placed with the metals and beverage cartons with the cardboard). The recycle for Dorset service also accommodates occasions where the volume of recyclate produced by households is in excess of their container.

- 2.4 It is believed that there is abuse of banks by businesses depositing commercial waste. This is particularly considered to be a problem with glass bottles and paper / cardboard banks. Businesses should arrange for a commercial recycling collection provided by the DWP or other waste companies but there is little incentive if they have access to a free disposal service through bring banks. It should be noted that holiday lets are classified as commercial waste.

### 3. Costs

- 3.1 A number of contractual changes has meant that the costs of servicing the banks has increased and income from materials decreased since the Joint Committee report in 2014. In addition the DWP vehicle that has been used for servicing glass banks has recently been taken out of service and is not being replaced due to prohibitive costs, and which will necessitate additional contractor costs.
- 3.2 It is estimated that from September 2016 the annual cost of servicing the glass, paper/card and plastic/can banks will be £142,000 per annum. The income from these materials is estimated at £20,500. Textiles should remain an income generator, estimated at £30,450 per annum for the current tonnage collected. Banks for WEEE and foil are currently cost neutral and it is anticipated that this will continue in the short term. Beverage cartons costs are currently covered by the the Alliance for Beverage Cartons and the Environment (ACE) UK who are understood to be reviewing the funding, and therefore there is a risk that there will shortly be a cost for this material.

## Bring Bank Review

- 3.3 The net saving in transportation with the removal of the bring banks for glass, paper/card and plastic/cans is estimated at £121,500 per annum. There will need to be changes to the method of collecting plastic bottles at the HRCs, replacing the current method of collection with 1100 litre wheeled bins to remove the requirement of a specialist vehicle which has been estimated as a one off cost of £6,000. It is likely that some of the material will be diverted to recycle for Dorset and some to the HRCs. If all of this material was deposited through recycle for Dorset this would present an additional cost of £9,200 at the current budgeted cost of £20 per tonne, which would result in a net saving of £112,300 per annum. It is considered unlikely that this material would be placed in the residual waste.
- 3.4 In 2015/16 the amount of repairs and maintenance carried out on DWP banks has been kept to a minimum pending a further review, and as we have been able to utilise banks in the best condition from rationalisation. During this time £2,500 has been spent on bank purchase to allow a continuation of the current service. It is considered that the remaining banks are shabby in appearance and a number require replacing. Currently there is no Capital allocation for bank replacement, which it is estimated at £10,000 per annum.

## 4. Options

- 4.1 There are considered to be 4 options for the future of the bring bank service:
- Option 1 - Continue with the service as now (net cost: £91,050)
  - Option 2 - Remove banks for glass, paper, plastics and cans at sites with nearby HRC, retaining sites at Bere Regis, Lyme Regis, Beaminster and Gillingham only (net cost: £59,750 to £69,750)
  - Option 3 - Remove banks for glass, paper, plastics and cans at every site (income of £30,450 for textiles, showing a saving of £121,500 compared with option 1)
  - Option 4 - Remove all bring banks (£0 cost, £0 income)
- 4.2 An assessment of these options is contained in Appendix 4. Option 3 provides the most cost effective solution and it is therefore recommended that this is adopted.
- 4.3 It is considered likely that there will need to be further changes to the bring banks, following, for example, requests for the removal of banks by the landowner if persistent fly tipping occurs at a site. In addition it is anticipated that additional materials such as beverage cartons will be added to the materials collected through recycle for Dorset in the future and that other materials may become uneconomic to continue to collect through bring banks. Due to the period of time between Joint Committees it is recommended that any further changes required at bring banks be delegated to the interim Director and the Chair of the Joint Committee.

**Karyn Punchard**  
**Interim Director, Dorset Waste Partnership**  
May 2016

## Appendix 1 – Location of DWP Bring Bank Sites and Materials Collected (May 2016)

## Purbeck

Location	Glass	Paper	Plastic bottles & cans	Textiles	Foil	Cartons	Small WEEE
<b>Bere Regis</b> Turberville Court car park	1	2	1	1	1	1	0
<b>Swanage</b> North Beach car park	2	4	2	2	2	1	0
<b>Wareham</b> Streche Rd car park	1	0	1	1	1	1	0
<b>Wool</b> D'urberville car park	0	0	0	1	1	0	0
<b>East Morden</b> The Old Post Office	0	0	0	1	0	0	0
<b>Furzebrook</b> Village Hall	0	0	0	1	0	0	0
<b>Sandford</b> Clay Pipe Inn	0	0	0	1	0	0	0
<b>Bovington Camp</b> Swinton Avenue	0	0	0	1	0	0	0
<b>Winfrith Newburgh</b> The Countryman Inn	0	0	0	1	0	0	0
Total number of sites	3	2	3	9	4	3	0
Total containers at site	4	6	4	10	5	3	0

## East Dorset

Location	Glass	Paper	Plastic bottles & cans	Textiles	Foil	Cartons	Small WEEE
<b>Corfe Mullen</b> Towers Way car park	0	1 (not DWP)	0	1	2	1	0
<b>Wimborne</b> Allenvie car park	1	6	2	1	3	1	1
<b>Furzehill</b> Council offices car park	0	0	0	2	1	0	1
<b>West Moors</b> Park Way car park	0	0	0	1	0	1	0
<b>Verwood</b> Morrisons	1	2	2	2	2	2	0
<b>Ferndown</b> Tesco	1	3 (not DWP)	2	1	2	1	0
<b>Sixpenny Handley</b> Church Farm entrance	0	0	0	1	0	0	0
<b>Alderholt</b> Churchill Arms car park	0	0	0	1	0	0	0
<b>Witchampton</b> Village Hall car park	0	0	0	1	0	0	0
Total number of sites	3	3	3	9	5	5	2
Total containers at site	3	12	6	9	10	6	2

**West Dorset**

<b>Location</b>	<b>Glass</b>	<b>Paper &amp; cardboard</b>	<b>Plastic bottles &amp; cans</b>	<b>Textiles</b>	<b>Foil</b>	<b>Cartons</b>	<b>Small WEEE</b>
<b>Sherborne</b> Culverhayes Car Park	0	0	0	1	0	0	0
<b>Sherborne</b> Newlands North Car Park	1	1	2	1	3	1	1
<b>Beaminster</b> Yarn Barton Car Park	1	1	2	1	2	0	0
<b>Lyme Regis</b> Holmbush Car Park, Pound St	1	2	2	1	2	1	0
<b>Charmouth</b> Lower Sea Lane Car Park	0	0	0	1	1	0	0
<b>Bridport Co-op</b> Sea Road North	1	1	2	1	2	1	0
<b>Bridport Morrisons</b> West Bay Road	1	1	3	1	2	1	0
<b>Dorchester</b> Fairfield car park	1	1	2	1	2	1	0
<b>Dorchester</b> County Hall Car Park	0	0	0	1	0	0	1
Total number of sites	6	6	6	9	7	5	2
Total containers at site	6	7	13	9	14	5	2



Bring Bank Review

North Dorset

Location	Glass	Paper	Plastic bottles & cans	Textiles	Foil	Cartons	Small WEEE
<b>Blandford</b> Langton Road car park	1	2	2	1	2	1	0
<b>Blandford</b> Marsh and Ham Car Park	0	0	0	1	0	0	0
<b>Gillingham</b> Chantry Fields	1	2	2	1	3	2	0
<b>Gillingham</b> High St car park (check)	0	0	0	1	0	0	0
<b>Shaftesbury</b> Tesco	1	3 (not DWP)	1	0	1	1	0
<b>Stalbridge</b> Springfields	0	0	0	1	1	0	0
<b>Sturminster Newton</b> Honeymead Lane	0	0	0	1	1	1	0
Total number of sites	3	3	3	6	5	4	0
Total containers at site	3	7	5	6	9	5	0

**Weymouth and Portland**

Location	Glass	Paper	Plastic bottles & cans	Textiles	Foil	Cartons	Small WEEE
<b>Portland</b> Tesco, Park Road, Easton	1	2 (not DWP)	2	2	2	1	0
<b>Portland</b> Park Way, Easton	0	0	0	1	0	0	0
<b>Weymouth</b> Asda, Newstead Road	1	4 (not DWP)	2	0 (Asda have requested removal)	2	1	0
<b>Weymouth</b> Southill car park, Radipole Lane	1	2	1	1	1	1	1
<b>Weymouth</b> Morrisons, Dorchester Road	1	2	2	2	2	0	0
<b>Weymouth</b> Littlemoor Road car park	1	3 (not DWP)	1	1	1	1	0
<b>Weymouth</b> Overcombe car park	0	0	0	1	0	0	0
Total number of sites	5	5	5	6	5	4	1
Total containers at site	5	13	8	8	8	4	1

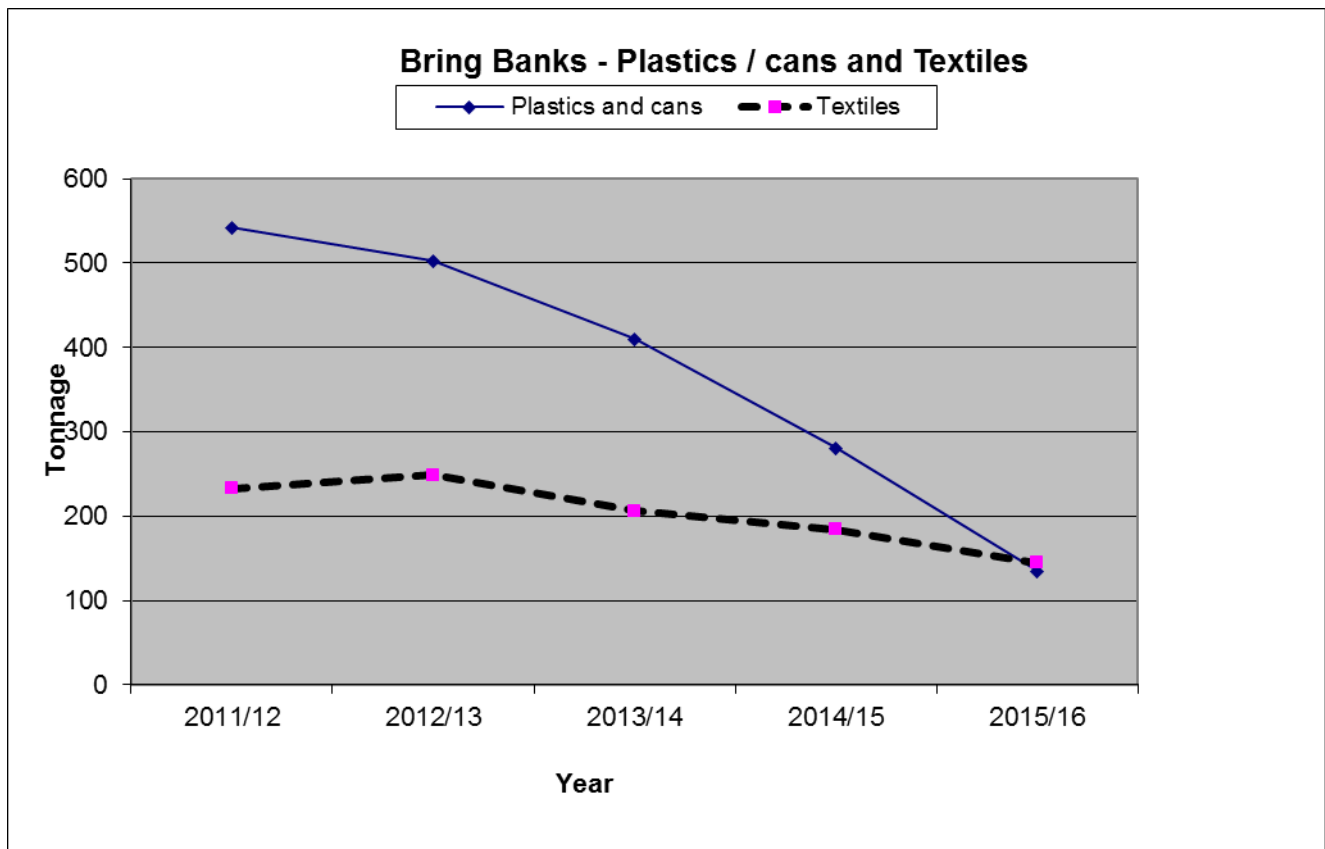
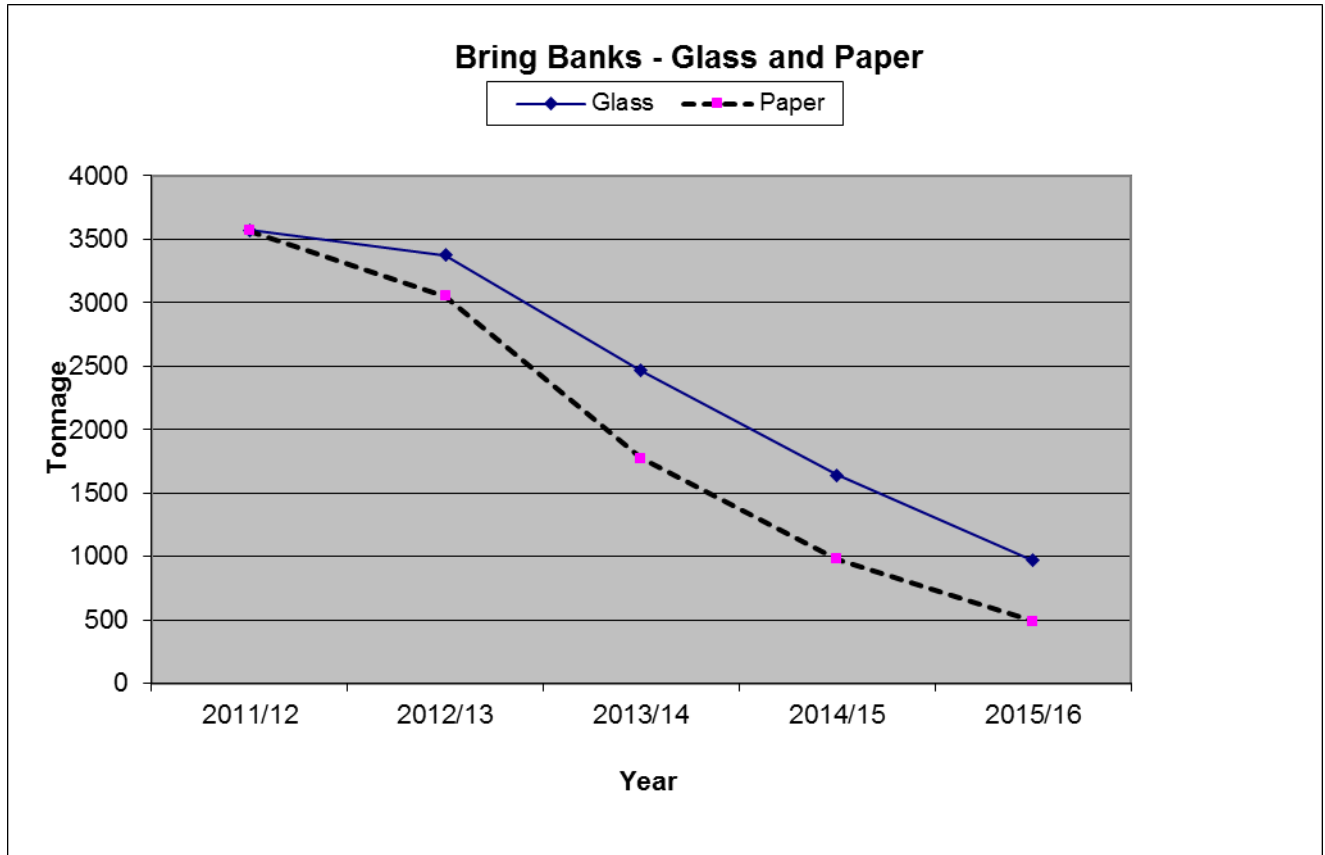
## Bring Bank Review

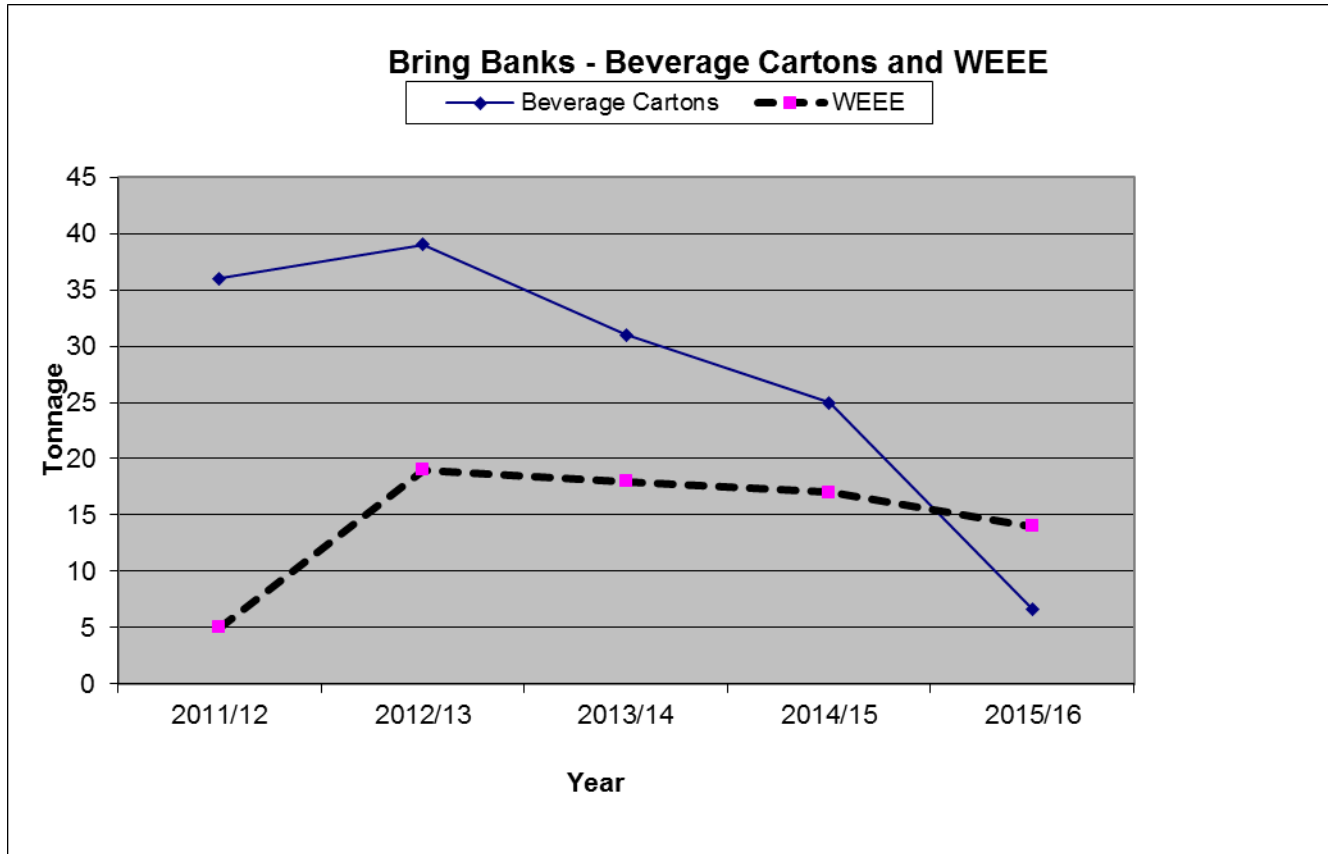
### Christchurch

Location	Glass	Paper & cardboard	Plastic bottles & cans	Textiles	Foil	Cartons	Small WEEE
<b>Christchurch</b> Pitsite car park	1	1	1	1	3	1	1
<b>Christchurch</b> Two Riversmeet Leisure Centre car park	0	0	0	1	0	0	0
Total number of sites	1	1	1	2	1	1	1
Total containers at site	1	1	1	2	3	1	1



Appendix 3 – Tonnage of Materials Collected through the Bring Banks





# Bring Bank Review

## Appendix 4 – Assessment of Options for the Bring Bank Service

Option		Pros	Cons	Estimated annual cost
1	Continue with the service as now	<p>Additional capacity for residents to recycle</p> <p>Sites available outside HRC opening hours</p> <p>Maintains facilities for residents choosing not to use recycle for Dorset</p>	<p>High cost of servicing and equipment</p> <p>Continued trade waste abuse</p> <p>Continued cleansing costs of cleansing sites</p> <p>Continued high level of DWP Officer time</p>	<p>Servicing costs £142,000</p> <p>Replacement programme £10,000 (not yet allocated)</p> <p>Income £50,950 (of which £30,450 is textiles)</p> <p><b>Net cost: £91,050</b></p>
2	Remove banks for glass, paper, plastics and cans at sites with nearby HRC (retaining sites at Bere Regis, Lyme Regis, Beaminster and Gillingham only)	Maintains local bring banks in areas not near HRC	<p>High cost of servicing as specialist vehicles traveling long distances, though costs may be reduced by changing type of banks</p> <p>Continued trade waste abuse</p> <p>Continued cleansing costs of cleansing remaining sites</p> <p>ACE (UK) may withdraw funding for beverage carton banks for sites not offering all materials.</p>	<p>Servicing costs to be negotiated but likely range £21,000 to £31,000</p> <p>One off cost of replacement banks £2,400</p> <p>Replacement programme circa £2,000 (not yet allocated)</p> <p>Income £34,350 (based on reduction from 21 main sites to 4)</p> <p><b>Net cost: £59,750 to £69,750</b></p>

Bring Bank Review

3	Remove banks for glass, paper, plastics and cans at every site	Trade abuse will cease  Cleansing resources can be redeployed elsewhere	Potential for short term fly-tipping when banks removed  Use of HRCs may increase adding to congestion  ACE (UK) may withdraw funding for beverage carton banks for sites not offering all materials.	<b>Income £30,450 (textiles) (saving of £121,500 compared with option 1)</b>
4	Remove all bring banks	As Option 3	As Option 3  Loss of banks for materials not collected through recycle for Dorset (though these are collected at the HRCs)  Loss of income from textiles	<b>£0</b>





## Dorset Waste Partnership Joint Committee

Date of Meeting	13 June 2016
Officer	Interim Director of Dorset Waste Partnership
<b>Subject of Report</b>	<b>Strategic Waste Transfer Facility for Central Dorset</b>
Executive Summary	<p>This report provides an update of the business case for construction of a new strategic Waste Transfer Facility (WTS) for the central Dorset area</p> <p>The facility will provide a much needed replacement to the current WTS in Blandford and a modern user-friendly Household Recycling Centre. The proposal incorporates a depot and vehicle maintenance facility to replace the depot in Shaftesbury.</p>
Impact Assessment:	<p><b>Equalities Impact Assessment:</b> An assessment of the HRC service was carried out in 2006 and reproduced for the Joint Committee 25 September 2014 report Review of Household Recycling Centres. The provision of a split level HRC to replace a site where steps are required to access waste containers complies with the action plan of this EQIA.</p>
	<p><b>Use of Evidence:</b> Bournemouth, Dorset &amp; Poole Draft Waste Plan 2015 Dorset Waste Partnership Business Plan 2014/2019 Draft Blandford + Neighbourhood Plan 2015-2031</p>
	<p><b>Budget:</b> Construction of the partnership centre would be funded by prudential borrowing through Dorset County Council. Dorset County Council have an allocation of £1m within their corporate capital programme for purchase of the land required for the development. The total project cost is estimated at £8.5m.</p>

Strategic Waste Transfer Facility for central Dorset

	<p>The project would require payment of £286,000 per annum against prudential borrowing. Bankable savings at this stage have been estimated at £193,719 per annum. This does not include savings following route optimisation or additional income from commercial waste growth.</p> <p>The net cost of the project is:  Year 1 to 25 : - £92,281 per annum  Year 25 to 50: £193,281</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH</p> <p>Residual Risk: MEDIUM</p>
	<p>Other Implications: None</p>
<p>Recommendation</p>	<p>That the Joint Committee</p> <ul style="list-style-type: none"> <li>(i) approves the proposal for a new strategic waste transfer facility in central Dorset as outlined in the business case to include a household recycling centre, waste transfer station, and potentially depot and vehicle maintenance workshop;</li> <li>(ii) approves taking an Option on a suitable site(s) in the Blandford area and land purchase subject to planning consent for the facility if this is considered beneficial by the Director of the DWP in consultation with the Chair of the Joint Committee;</li> <li>(iii) approves the application for prudential borrowing through Dorset County Council for construction of the new waste transfer facility;</li> <li>(iv) approves extending the lease or negotiates purchasing the freehold of the existing waste transfer and HRC site in Blandford, on terms to be agreed by the Director of the DWP in consultation with the Chair of the Joint Committee and the Director for Environment and Economy (DCC) as lessee.</li> </ul>
<p>Reason for Recommendation</p>	<p>To secure a key site(s) in Blandford for the development of a strategic waste transfer facility in central Dorset which will provide the capacity to maximise the benefits of operational efficiency and resilience to provide business continuity now and in future years.</p>

## Strategic Waste Transfer Facility for central Dorset

Appendices	Appendix A – Business Justification – Strategic Waste Transfer Facility for Central Dorset (Exempt Information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)  Appendix B – Discounted Cash Flow
Background Papers	Joint Committee 14 December 2015 – Residual Waste Contracts  Joint Committee 6 October 2011 - The Dorset Service Options Assessment Summary Report and background papers
Report Originator and Contact	Name: Jason Jones, Group Manager (Commissioning) Tel: 01305 225180 Email: <a href="mailto:j.jones@dorsetwastepartnership.gov.uk">j.jones@dorsetwastepartnership.gov.uk</a>

### 1 Background

- 1.1 In 2009 the County Council withdrew from bidding for Public Finance Initiative (PFI) funding for the provision of a waste treatment facility in Dorset to treat municipal waste. While a long term solution of a dedicated treatment facility for Dorset's wastes was not dismissed, short term contracts for the treatment of waste were entered into to allow the Council to comply with the Landfill Allowance Trading Scheme which was designed to reduce reliance on landfill. The importance of delivering much needed waste transfer stations (WTSs) to enable greater flexibility and options for the treatment of Dorset's waste was also highlighted at the time.
- 1.2 PFI funding is no longer available and it is considered unlikely that similar government funding for waste infrastructure will become available in the near future. Therefore it is likely that the DWP will continue to use capacity at waste treatment facilities provided by third parties for the treatment of municipal waste.
- 1.3 As reported at the December 2015 meeting options for disposal of waste within Dorset will soon end. An effective network of WTSs where there is no direct delivery to third party waste treatment facilities, and when these third party facilities are not available, is therefore essential. Current arrangements for the treatment of waste expire in August 2021 and will need to be retendered during 2020 and the DWP needs to be in a position to take advantage of available treatment capacity regionally.
- 1.4 The need to replace the current WTS at Blandford was highlighted in the background paper to the Dorset Service Options Assessment Summary Report presented to the Joint Committee in October 2011. Page 13 of the paper states "It is anticipated that the majority of Dorset's infrastructure sites would be able to cope with the new unloading process and the increase in tonnages collected as long as appropriate improvements were made, such as the building of undercover areas for material unloading at transfer station sites. The only site that could not be improved satisfactorily would be Blandford transfer station, which is already running at maximum capacity and experiencing long

## Strategic Waste Transfer Facility for central Dorset

delays. Blandford must be replaced with a purpose built transfer station for the North of Dorset.”

- 1.5 Since 2011 various sites within the Blandford area have been investigated. Meanwhile the current WMC has been modified to accommodate recycle for Dorset, but this has compromised efficiency and caused additional disruption to users of the adjacent HRC. A suitable site has now been identified and there are ongoing positive discussions with the site owner. There are also ongoing discussions with the owners of the current waste transfer station site and DCC/DWP depot site in Blandford. It is intended to provide a verbal update on progress to the Joint Committee alongside this paper.
- 1.6 Due to the ongoing pressures on local authority finances, the business case for a replacement transfer station has been revisited and is shown as Appendix A. The report contains details of current negotiations and other financial information.
- 1.7 Appendix A shows the Business Justification Case for the provision of a new facility in Central Dorset based on a greenfield site option. With the development of a new facility there is an opportunity to co-locate depot facilities and a vehicle workshop, as well as providing a modern Household Recycling Centre to replace the existing Blandford site.

## 2 Discounted Cash Flow calculation

- 2.1 Appendix B shows a summary discounted cash flow (DCF) calculation for construction of a facility on a greenfield site, using a 50 year asset life, and a capital cost of £7.1m for DWP. The Discounted Cash Flow (DCF) is a technique commonly used to assess the viability of a project (or to differentiate between different projects) with expenditure and income streams spanning a number of years into the future.
- 2.2 The column entitled ‘year 1’ quotes costs and savings as identified in the Business Justification Template. A discount factor of 3% is then applied to the costs and benefits for a period of 50 years, and the results are shown in the column marked ‘years 1 to 50’. The result is that, taking into account the cost of capital that are written off in the first 25 years, and various revenue savings that accrue across the 50 years, the scheme delivers a positive net benefit. This is valued at almost £3m before the discount factor is applied. The discount factor of 3% is applied to represent the value of money over time, which reduces the benefit of the scheme to £230k at year 50.
- 2.3 It should be noted that other brownfield sites that may be available are likely to be cheaper to develop, and the benefit of the scheme at year 50 would be higher.

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**Interim Director**  
**May 2016**

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