

Agenda Supplement

Dorset County Council



Meeting: Dorset Waste Partnership Joint Committee
Time: 10.00 am
Date: 16 January 2017
Venue: Council Chamber, East Dorset District Council, Furzehill, Wimborne, BH21 4HN,

Debbie Ward
Chief Executive

Contact: Denise Hunt
County Hall, Dorchester, DT1 1XJ
01305 224878 - d.hunt@dorsetcc.gov.uk

Date of Publication:
Friday, 6 January 2017

9. Dorset Waste Partnership Business Plan 2017-2018

3 - 12

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

This page is intentionally left blank

DWP Business Plan - Action plan for 2017/18

Action Plan reference	Action	Reason	Key officers and resource requirements	Performance measures
1	Infrastructure review	Priority project as identified via Budget Challenge Workshop.	Group Manager (commissioning) Property Officer Pan-DWP working group	The completed review will be taken to Joint Committee in 2017/18. Depending on the findings of the review, this may see proposals emerge for future capital investment underpinned by a business case(s).
2	Progress with the proposed strategic waste management facility at Blandford	Identified in the existing Capital Programme as approved by Joint Committee.	Group Manager (commissioning) Property Officer £6.5 million allocated through existing capital programme	Ongoing work by the project group will identify project deliverables, timescale and budget in more detail in due course.
3	Improve site at Westminster Road, Wareham	Existing site not fit for purpose.	Property Officer	Working with Purbeck district Council to demolish existing site and replace with facilities that are fit for purpose. Increased parking area for DWP vehicles. Use of upgraded office accommodation for DWP staff

Action Plan reference	Action	Reason	Key officers and resource requirements	Performance measures
4	Review of disposal arrangements	Ensure that existing contracts offer value for money. Consider ways to optimise value in advance of the contract renewal dates. This may include considering the feasibility of an in-house and partnership options for waste disposal.	Group Manager (commissioning)	Determine whether there is value in changing any of the existing medium / long term contracts, in the light of current economic conditions, emerging technologies, the infrastructure review and local authority partnership working opportunities.
5	Review / update the Waste Strategy	The Waste Strategy was last updated in 2008, and needs updating in light of events and experience since that time.	Service Development Manager	The updated Waste Strategy will be taken to Joint Committee in 2017/18 for approval.
6	Monitor host authority support service charges	Funding pressure from partner councils. The development of Service Level Agreements in 2016/17 has identified possible further opportunities for cost reductions.	Senior Management Team	Cost reductions against the 2017/18 budget in respect of support services.
7	Monitor enforcement trials in the Weymouth area and respond accordingly	The Joint Committee have agreed to proceed to commission a third party arrangement, similar to that implemented by the tri-council partnership, on a model that would see little or	Service Development Manager	Will be determined as part of the commission. No financial detriment to the DWP.

Action Plan reference	Action	Reason	Key officers and resource requirements	Performance measures
		no financial risk to the DWP. Any initial commission would be subject to the findings of the trial taking place in the Weymouth area.		
8	Commission pilot/trials for new / replacement ICT systems: customer database, commercial services, route optimisation, in-cab technology	Project scoping was identified in the 2016/17 Business Plan. £50k capital already allocated in capital programme for that year. Pilot outcomes include cost / benefit analysis, potential to improve efficiency and effectiveness of DWP service.	Commercial Services manager Project Support Officer DCC ICT Support £50k capital already allocated	To test practicalities of In Cab routing. To reduce missed collections and missed collection reports. To increase data available about the collections made. To provide data to Operational Management Teams.
9	Container management	Sites currently used for container management do not offer best value for money and are not viable as long term arrangements. Budget for 2017/18 includes a sum for dedicated delivery resource.	Head of service (Operations)	Central, secure site available for container storage that offers value for money Infrastructure in place to aid delivery of containers to customers

Action Plan reference	Action	Reason	Key officers and resource requirements	Performance measures
10	Review vehicle maintenance options at depots	Current vehicle maintenance arrangements are experiencing capacity issues, which are affecting operational effectiveness and value for money. A support services contract is being proposed, in liaison with support service colleagues.	Operations and Transport Manager Fleet and Maintenance Manager DCC Legal and DCC Procurement	Contract in place for vehicle maintenance at/for Crookhill depot. Contract for vehicle maintenance in place for Christchurch vehicles.
11	Street Cleansing Review	Priority project as identified via Budget Challenge Workshop.	Head of service (Operations) Operations and Transport Manager Operations Managers	Review of staffing and roles Review cleansing standards Optimise street cleansing routes Draw up a “menu of services” for street cleansing services to allow partners to commission levels of service commensurate with their funding levels.
12	Investigate potential for savings arising from different working patterns	Priority project as identified via Budget Challenge Workshop.	Head of service (Operations) Operations and Transport Manager Operations Managers	To report findings back to Commissioning Group and Joint Committee.



Dorset Waste Partnership
Draft Revenue Budget 2017-18

Appendix B

Estimated number of households - assumes growth of 1250 dwellings per annum 205,663

206,913

Row reference	Current 2016/17 budget	Inflationary cost pressures			Volume changes	Application of 2016/17 savings achieved, on a full year basis	Other changes	Savings new for the for 2017/18 budget	Additional income generation	Proposed 2017/18 revenue budget					
		1%		1%							Effect of volume changes	Application of 2016/17 savings achieved, on a full year basis	Other changes	New savings, either full of part year effect	Additional income generation
		Forecast of CPI	Staffing - annual pay award	Other growth											
1	Host Authority support costs	1,075,555								992,396					
2	Insurance costs	302,236		10,756						308,300					
3		1,377,791								1,300,696					
4															
5	Waste Disposal - see separate summary	14,549,752	145,498		311,987	-10,000	-4,186,811	0		10,810,424					
6															
7	Bring Banks						122,715	-122,715		0					
8	Textile income						-30,000			-30,000					
9	Maintenance						10,000			10,000					
10															
11	Recycling Transfer Stations (RTSs)														
12	Management Fees						432,377			432,400					
13	Haulage						112,110			112,100					
14															
15	Recyclate disposal						521,200			521,200					
16															
17	Household Recycling Centres (HRCs)														
18	Management Fees						2,061,070	-682,374		1,378,700					
19	Haulage						656,500			656,500					
20	Cross border						137,216			137,200					
21	Rates						225,068			225,100					
22	Rent						107,712			107,700					
	R&M (reactive)						32,000			32,000					
	Planned maintenance						15,000			15,000					
23															
24	Closed landfill sites:	87,600	876				-88,500			0					
25	Grounds Services						35,331			35,300					
26	Utilities						46,951			47,000					
27	Rent						4,120			4,100					
28	R&M						15,000			15,000					
29	Other						8,364			8,400					
30															
31															
32	Projects and promotions budget	146,700	1,467		300					148,500					
33															
34	Reuse credits	10,400	104							10,500					
35															
36	Waste Transfer Stations (WTSs)	529,938	5,299				-535,237			432,400					
37	Management fees						432,377			432,400					
38	Haulage fees						112,110			112,100					
39	Crookhill haulage						191,435			191,400					
40															
41	DWP Management / corporate costs:														
42	Senior Management Team - pay, oncosts	339,877		3,399	21,024					364,300					
43	Management and Admin - pay, oncosts, overtime & training	2,090,051		20,901			-179,671			1,931,280					
44	SMT consultancy support	50,700	507							51,200					
45	HQ premises	53,700	537							54,200					
46	Income	-9,000			-1,000					-10,000					
47	Supplies and Services	82,416	824				-50,000			33,200					
	Corporate training budget	<i>included in above</i>					50,000			50,000					
48	Travel expenses and other	63,800	638							64,400					
49	Charging for containers	0	0						-83,500	-83,500					
50															
51	Capital charges (excl Garden & Trade)														
52	<i>to be broken down into:</i>														
53	Vehicles	1,618,834					-476,234			1,142,600					
	Vehicle workshop equipment at Crookhill	0					7,872			7,900					
54	Containers	882,668						-250,000		632,700					
55	Infrastructure	131,494					-87,944			43,550					
56		2,632,996								1,826,750					
57															
58	Bin Storage	20,500	205							20,700					
59															
60	Depot property costs	361,500					-361,500			0					
61	Utilities						59,462			59,500					
62	Rents						304,303			304,300					
63	Other						34,271			34,300					
64	Rates						71,416			71,400					
65	Repairs & Maintenance						20,000			20,000					
66	Minor building works						125,000			125,000					
67															
68	Collection costs:														
70	Other Ops revenue costs	191,900	1,919				-115,819			78,000					
	Personal Protective Equipment (PPE)	<i>included in above</i>					92,400			92,400					
71	recycle for Dorset staffing costs - collection	6,204,955		62,050		-83,500	234,995			6,418,500					
72	Ops staffing costs - transfer, other sundry functions	277,034		2,770			-279,800			0					
73	Street Cleaning staffing costs	1,964,297		19,643			36,460			2,020,400					
74	sacks / bags	95,000	950							96,000					
75	Bin delivery resource	0					50,000			50,000					
76															
77	Vehicles														
78	Vehicle workshop staff - pay, oncosts	313,807		3,138			85,818			402,800					
79	Hire of vehicles	302,000	3,020				-100,000			205,000					
80	Vehicle fuel	1,415,700	14,157			-10,100	-119,800			1,300,000					
81	Maintenance and other minor revenue costs	883,685	8,837			-23,500	133,000			1,002,000					
82	Leasing revenue costs - Weymouth	331,372	3,314				-171,357			163,300					
86	Leasing revenue costs - Mechanical Sweepers	563,781	5,638							569,400					
87															
88	Savings identified to be applied														
89	Route optimisation - East Dorset & Christchurch. Assumption 1st August 2016 go live.	-166,667				166,667		0		0					
90	Route optimisation after East Dorset & Christchurch.	0						0		0					
91	Street sweepings to a different treatment	-10,000				10,000				0					
92		-176,667													
93															
94	Garden Waste service														
95	Costs of collection	695,480		150,836						846,300					
96	Costs of administration	200,900		68,680						269,600					
97	Capital charges	319,357		49,563						368,900					
98	Income	-1,665,000							-434,075	-2,099,100					
99		-449,263								-614,300					
100															
101	Commercial Waste service														
102	Costs of collection	488,000	4,880				45,300			538,200					
103	Costs of administration	220,500	2,205				10,000			232,700					
104	Capital charges	119,860					16,740			136,600					
105	Income	-1,860,000							-284,000	-2,144,000					
106	Costs of disposal	930,000					-7,700			922,300					
107		-101,640								-314,200					
108															
109															
110	Total budget	34,204,683	193,789	129,741	295,447	311,987	49,567	-134,681	-1,149,004	-801,575	33,100,000				
										33,100,050					
	Cost per household:									£166					
										£160					

This page is intentionally left blank



Estimated number of households - assumes growth of 1250 dwellings per annum		208,163	209,413	210,663	211,913	
Row reference		2018/19 revenue budget	2019/20 revenue budget	2020/21 revenue budget	2021/22 revenue budget	
		£	£	£	£	
1	Host Authority support costs	1,002,300	1,012,300	1,022,400	1,032,600	
2	Insurance costs	312,900	317,600	322,400	327,200	
3		1,315,200	1,329,900	1,344,800	1,359,800	
4						
5	Waste Disposal - see separate summary	11,038,800	11,270,600	11,505,900	11,744,700	
6						
7	Bring Banks					
8	Textile income	-30,500	-31,000	-31,500	-32,000	
9	Maintenance	10,200	10,400	10,600	10,800	
10						
11	Recycling Transfer Stations (RTSs)					
12	Management Fees	438,900	445,500	452,200	459,000	
13	Haulage	113,800	115,500	117,200	119,000	
14						
15	Recyclate disposal	529,000	536,900	545,000	553,200	
16						
17	Household Recycling Centres (HRCs)					
18	Management Fees	1,399,400	1,420,400	1,441,700	1,463,300	
19	Haulage	666,300	676,300	686,400	696,700	
20	Cross border	139,300	141,400	143,500	145,700	
21	Rates	228,500	231,900	235,400	238,900	
22	Rent	109,300	110,900	112,600	114,300	
23	R&M (reactive)	32,500	33,000	33,500	34,000	
24	Planned maintenance	15,200	15,400	15,600	15,800	
25						
26	Closed landfill sites:					
27	Grounds Services	35,800	36,300	36,800	37,400	
28	Utilities	47,700	48,400	49,100	49,800	
29	Rent	4,200	4,300	4,400	4,500	
30	R&M	15,200	15,400	15,600	15,800	
31	Other	8,500	8,600	8,700	8,800	
32						
33						
34	Projects and promotions budget	150,700	153,000	155,300	157,600	
35						
36	Reuse credits	10,700	10,900	11,100	11,300	
37						
38	Waste Transfer Stations (WTSs)					
39	Management fees	438,900	445,500	452,200	459,000	
40	Haulage fees	113,800	115,500	117,200	119,000	
41	Crookhill haulage	194,300	197,200	200,200	203,200	
42						
43	DWP Management / corporate costs:					
44	Senior Management Team - pay, oncosts	367,900	371,600	375,300	379,100	
45	Management and Admin - pay, oncosts, overtime & training	1,950,600	1,970,100	1,989,800	2,009,700	
46	SMT consultancy support	52,000	52,800	53,600	54,400	
47	HQ premises	55,000	55,800	56,600	57,400	
48	Income	-10,200	-10,400	-10,600	-10,800	
49	Supplies and Services	33,700	34,200	34,700	35,200	
50	Corporate training budget	50,800	51,600	52,400	53,200	
51	Travel expenses and other	65,400	66,400	67,400	68,400	
52	Charging for containers	-84,800	-86,100	-87,400	-88,700	
53						
54	Capital charges (excl Garden & Trade)					
55	<i>to be broken down into:</i>					
56						
57	<i>Vehicles</i>	1,277,100	1,403,500	1,460,800	1,518,100	
58	<i>Vehicle workshop equipment at Crookhill</i>	7,900	7,900	7,900	7,900	
59	<i>Containers</i>	667,000	701,300	735,600	739,700	
60	<i>Infrastructure</i>	137,400	282,200	304,600	306,600	
61		2,089,400	2,394,900	2,508,900	2,572,300	
62	Bin Storage	21,000	21,300	21,600	21,900	
63						
64	Depot property costs					
65	Utilities	60,400	61,300	62,200	63,100	
66	Rents	308,900	313,500	318,200	323,000	
67	Other	34,800	35,300	35,800	36,300	
68	Rates	72,500	73,600	74,700	75,800	
69	Repairs & Maintenance	20,300	20,600	20,900	21,200	
70	Minor building works	126,900	128,800	130,700	132,700	
71						
72	Collection costs:					
74	Other Ops revenue costs	79,200	80,400	81,600	82,800	
75	Personal Protective Equipment (PPE)	93,800	95,200	96,600	98,000	
76	recycle for Dorset staffing costs - collection	6,482,700	6,547,500	6,613,000	6,679,100	
77	Ops staffing costs - transfer, other sundry functions	0	110,000	220,000	330,000	
78	Street Cleaning staffing costs	2,040,600	2,061,000	2,081,600	2,102,400	
79	sacks / bags	97,400	98,900	100,400	101,900	
80	Bin delivery resource	50,800	51,600	52,400	53,200	
81						
82	Vehicles					
83	Vehicle workshop staff - pay, oncosts	406,800	410,900	415,000	419,200	
84	Hire of vehicles	208,100	211,200	214,400	217,600	
85	Vehicle fuel	1,319,500	1,373,800	1,428,900	1,484,800	
86	Maintenance and other minor revenue costs	1,017,000	1,056,800	1,097,200	1,138,200	
91	Leasing revenue costs - Mechanical Sweepers	577,900	586,600	595,400	604,300	
92						
93	Garden Waste service					
94	Costs of collection	854,800	863,300	871,900	880,600	
95	Costs of administration	272,300	275,000	277,800	280,600	
96	Capital charges	373,000	377,100	377,100	377,100	
97	Income	-2,130,600	-2,162,600	-2,195,000	-2,227,900	
98		-630,500	-647,200	-668,200	-689,600	
99						
100	Commercial Waste service					
101	Costs of collection	543,600	549,000	554,500	560,000	
102	Costs of administration	235,000	237,400	239,800	242,200	
103	Capital charges	141,200	145,800	145,800	145,800	
104	Income	-2,176,200	-2,208,800	-2,241,900	-2,275,500	
105	Costs of disposal	936,100	950,100	964,400	978,900	
106		-320,300	-326,500	-337,400	-348,600	
107						
108						
109	Total budget	33,663,300	34,607,900	35,359,500	36,067,600	
	<i>Cost per household:</i>	<i>£162</i>	<i>£165</i>	<i>£168</i>	<i>£170</i>	
	Cost share if using 2017/18 cost share percentages:					
	Christchurch BC	3.98%	1,338,713	1,376,278	1,406,167	1,434,327
	East Dorset DC	5.93%	1,997,373	2,053,420	2,098,015	2,140,030
	North Dorset DC	5.40%	1,817,466	1,868,464	1,909,043	1,947,273
	Purbeck DC	4.07%	1,370,402	1,408,855	1,439,452	1,468,278
	West Dorset DC	8.99%	3,027,935	3,112,900	3,180,504	3,244,196
	W&PBC	7.31%	2,459,176	2,528,182	2,583,088	2,634,816
	Dorset County Council	64.32%	21,652,235	22,259,801	22,743,230	23,198,680
		100.00%	33,663,300	34,607,900	35,359,500	36,067,600

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank