

# Agenda



Councils working together

Meeting: Dorset Waste Partnership Joint Committee

Time: 10.00 am

Date: 23 March 2017

Venue: Council Chamber, Purbeck District Council, Westport House, Wareham, BH20 4PP

Anthony Alford (Chairman)	West Dorset District Council
Michael Roake (Vice-Chairman)	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
David Walsh	North Dorset District Council
Ray Nowak	Weymouth & Portland Borough Council
Kevin Brookes	Weymouth & Portland Borough Council

## Notes:

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- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

### 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 20 March 2017, and statements by midday the day before the meeting.

**Debbie Ward**  
Chief Executive

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Date of Publication:  
Wednesday, 15 March 2017

## 1. **Apologies for Absence**

To receive any apologies for absence.

## 2. **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.

## 3. **Minutes**

5 - 10

To confirm and sign the minutes of the meeting held on 16 January 2017.

## 4. **Public Participation**

### (a) **Public Speaking**

### (b) **Petitions**

## 5. **Minutes of Dorset Waste Partnership Joint Scrutiny Group**

11 - 20

To consider the minutes of the Dorset Waste Partnership Joint Scrutiny Group held on 18 November 2016 and 10 February 2017.

## 6. **Dorset Waste Partnership Forward Plan 2017**

21 - 26

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

## 7. **Finance and Performance Report March 2017**

27 - 46

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

## 8. **Revised Dorset Waste Strategy**

47 - 70

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

## 9. **Key Performance Indicator (KPIs) and Targets for 2017/18**

71 - 76

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

## 10. **Request for Removal of Public Convenience Cleansing Service East Dorset District Council**

77 - 82

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

## 11. **Questions from Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 20 March 2017.

### **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.

## 12. **Commercial Waste Pricing Policy (Paragraph 3)**

83 - 96

To consider a report by the Finance and Commercial Manager of the Dorset Waste Partnership (attached).

## 13. **Commercial Services Business Plans 2017-18 (Paragraph 3)**

97 - 108

To consider a report by the Finance and Commercial Manager of the Dorset Waste Partnership (attached).

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## Dorset Waste Partnership Joint Committee

Minutes of the meeting held at on Monday, 16 January  
2017.

### **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), 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), Graham Carr-Jones (North Dorset District Council) and Kevin Brookes (Weymouth & Portland Borough Council).

### Other Members in attendance

John Ellis and Timothy Yarker (Observers).

### Dorset Waste Partnership Officers Attending:

Paul Ackrill (Finance and Commercial Manager), Louise Bryant (Service Development Manager), Gemma Clinton (Head of Service - Strategy), Grace Evans (Clerk), Michael Moon (Head of Service (Operations)), Lisa Mouny (Service Development Manager), James Potten (Communications and Marketing Officer), Karyn Punchard (Director), Andy Smith (Treasurer) and Denise Hunt (Senior Democratic Services Officer).

### Other Officers in attendance

Steve Mackenzie (Purbeck District Council); Lindsay Cass (Christchurch and East Dorset Borough Councils), Graham Duggan (Dorset Councils Partnership) and Rebecca Kirk (Purbeck District Council), Rupert Bamberger (South west Audit Partnership).

- (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: **Monday, 23 January 2017**
- (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 **Thursday, 23 March 2017**.

### **Apologies for Absence**

- 1 Apologies for absence were received from Ray Nowak and David Walsh.

### **Code of Conduct**

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

### **Minutes**

- 3 The minutes of the meeting held on 7 November 2016 were confirmed and signed.

### **Public Participation**

#### 4 Public Speaking

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

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

### Petitions

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

### **Dorset Waste Partnership Forward Plan 2017**

- 5 The Joint Committee considered its forward plan and were advised of the items to be considered at the next meeting on 23 March 2017.

A member enquired whether consideration should be given to the implications of local government reorganisation on the future composition of the DWP. However, it was felt including an item on the forward plan would be premature at this stage as it concerned practical planning that might affect DWP in the longer term.

### **Noted**

### **Finance and Performance Report January 2017**

- 6 The Director introduced a new format of report that looked at progress on the 2016/17 budget and members were reminded that appendix 3 of the report was exempt from publication. The predicted underspend of £1.28m had slightly improved since the November meeting and represented 3.7% of the original budget. The reasons for the underspend were primarily around the renewal of the Household Recycling Centre contract, and more favourable recycle prices and trading account figures than had been anticipated in the budget.

Highlighting the favourable variance relating to extended bin life, a member asked whether the DWP was able to reclaim the purchase price for faulty bins and it was confirmed that a sub-standard batch of containers had been returned to the manufacturer and fully refunded.

Councillor Barbara Manuel highlighted the potential savings on route optimisation and described a situation that had arisen in East Dorset whereby residents had been advised of the collection day and a few days later received a further letter of correction. This had led to some anxiety regarding future savings and members wanted some assurance that the arrangements would run smoothly from now on.

The Director explained that following the route optimisation project, some routes had not worked and additional resources were allocated whilst the issues were investigated. The results of this work would be rolled out on 23 January 2017 and 4,000 households had been sent letters, 700 of which contained incorrect information. Although the collection day remained unchanged, there was a difference in the recycling and refuse weekly collections. A further letter was sent to all the affected households to correct this error and town and parish councils also advised accordingly. She explained data had significantly improved and that officers were working hard to address any errors in the internal checking processes before information was sent to residents.

Councillor Ray Bryan sought confirmation from the Director that any issues experienced during the rollout period would be dealt with quickly and that missed bins would be collected earlier than the 3 days indicated in the policy. He wished to record that he had received e-mails by fellow councillors criticising this error, however, the majority of members supported the work of the DWP and recognised the achievements and savings that had been made.

The Director advised that during the rollout the following week, both refuse and recycling crews would be available and that arrangements had been put in place so that the DWP could respond to issues in a timely manner. The additional resources would continue to be available until the new arrangements had been embedded.

Members suggested that a press article would be helpful in order to convey the way in which savings had been driven by the high recycling rate and it was confirmed that a recent press release had publicised the recycling rate and budget underspend. A link to the Dorset for You web page had also been sent to Members in order to view further information regarding waste streams.

### **Noted**

#### **Revenue Estimates 2017/18**

- 7 The Joint Committee considered a report by the Treasurer to the Dorset Waste Partnership which contained revenue estimates for 2017-18 totalling a net cost of £33.1M.

The Treasurer confirmed that no comments had been received from the partner councils since the November meeting and therefore the figures contained in the report remained unchanged.

### **Resolved**

- 1 That the revenue estimates for 2017/18, now re-presented be approved, to enable partner councils to include the relevant provision within their own revenue estimates for 2017/18;
- 2 That the savings proposals included within the revenue estimates for 2017/18 be noted;
- 3 That the cost shares for each partner council, calculated in accordance with the Inter Authority Agreement be noted.

### **Reason for Decisions**

The Inter Authority Agreement required the Joint Committee to approve an estimate for the following year, following consultation with partner councils. This is to enable partners to reflect this in their own budgets.

#### **Internal Audit Progress Report - January 2017**

- 8 The Joint Committee considered an internal audit progress report which was introduced by the Assistant Director of the South West Audit Partnership (SWAP).

The Joint Committee was advised that the second recommendation was to be approved and not noted as indicated in the report.

Members asked whether the price of recyclate was worthy of further investigation and internal audit time in order to de-risk that element of significant volatility.

The Finance and Commercial Manager advised members that he would be meeting with insurance colleagues with regard to a hedge fund and could report back on these discussions.

### **Resolved**

- 1 That the internal audit progress and update on reviews be noted;
- 2 That the planned internal audit activity for the 2017/18 financial year be approved.

### **Reason for Decisions**

The Joint Committee along with Senior Management Team (SMT) have oversight of the Partnership's performance, budget and governance. As part of this, SMT and 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.

## **Dorset Waste Partnership Business Plan 2017-2018**

- 9 The Joint Committee considered a report setting out the Business Plan for the DWP for the financial year 2017-18. The Chairman referred to the supplementary agenda containing appendices A-D of the Business Plan and reminded members that appendix D was exempt from publication.

Members asked about a change in the number of working days lost to sickness from 9.74 to 12 and why the figures were no longer split between operational and office based staff.

The Joint Committee was advised that a target of 9.74 days was not realistic or achievable given the current sickness level of 15-16 days. An overall figure for the whole service was reported on same basis as other DCC services, using a general template. However, this figure was split down at a management level for monitoring purposes and these figures could also be made available if required.

The Chairman stated that the action plan did not specify how the reduction in sickness days would be achieved. The Director explained that tackling sickness was a daily task that formed part of the workload of all supervisors, using both the DCC sickness policy and procedure as well as an internal DWP procedure. A dedicated officer followed up all incidences of sickness.

Members asked whether any consideration had been given to benchmarking other organisations of a similar size and were advised that the internal auditors (SWAP) had been asked to undertake this exercise as it was easier for them to access comparative data, particularly from other local authorities. It was noted that comparative data was difficult due to the different way in which waste services were provided as well as differences in the public and private sector terms and conditions relating to sick pay.

Members asked about street cleansing and whether this service could be improved in the Christchurch area and were advised that although no changes to the service were anticipated in the 2017-18 budget, this was currently being investigated as a priority area arising from the Budget Challenge Workshop.

### **Resolved**

- 1 That the Dorset Waste Partnership Business Plan 2017-18 be adopted;
- 2 That the new targets for the key Performance Indicators (PIs) for 2017/18, as set out in Section 12 of the Business Plan be approved.

### **Reason for Decisions**

To achieve the vision and strategic aims of the DWP.

## **Charging for "Recycle for Dorset" Containers - Results of Public Consultation**

- 10 The Joint Committee considered a report by the Head of Service (Strategy) which provided the results of the public consultation with regard to charging for certain "Recycle for Dorset" containers.

Following introduction of the report the Head of Service (Strategy) confirmed that the recommendations remained unchanged in light of the consultation and that there would be no charge for lost or damaged containers other than communal bins.

Members commented on the risk of charging for container swaps in discouraging people from recycling and asked whether end of life replacement bins would be on a like for like basis. They were advised that the aim was to move towards a standard set of containers, however, this would be determined by the Joint Committee with budget being a key factor.



The ways in which to mitigate risks had been set out in the equalities impact assessment. Charges related to bin swaps included residents who had initially requested a smaller bin during rollout of the Recycle for Dorset service and had subsequently realised that they required a larger bin.

It was confirmed that a charge would not be made for a smaller recycling bin that provided a clear operational benefit, such as eliminating the need for an assisted collection.

Further to a question regarding numbers of containers that were lost or damaged each year, it was confirmed that this information was now being captured on the e-form and would be available in future.

### **Resolved**

- 1 That the proposals to commence charging for the provision of the following DWP containers as detailed in para 3.3 of the report be approved:
  - i) New developments
  - ii) Larger rubbish bins (for properties with five or more residents)
  - iii) Additional rubbish sacks (for families with a 140 Litre rubbish bin and one or more children in nappies)
  - iv) Replacement of lost or damaged communal bins
- 2 That the increase in charges for the following container swaps as detailed in section 3.3 of the report be approved:
  - i) Smaller recycling bins
  - ii) Larger recycling bins
- 3 That the 'Recycle for Dorset' policy wording relating to additional refuse sacks as identified in paragraph 3.3 (iii) of this report be amended;
- 4 That authority be delegated to the Director of DWP, following consultation with the chair of Joint Committee, to review the level of charges and make any further policy changes regarding charging for containers.

### **Reason for Decisions**

- 1 Implementing the proposed policy and charges would allow the DWP to recover the costs of purchasing and delivering some of the household waste containers as permitted by the EPA 1990 (s 46), resulting in an avoided financial burden of up to approximately £124,000 per annum (minus an annual admin charge of £25,521 and a one off IT cost of £15,000). So the net saving to the DWP in year 2 would be £98,479.
- 2 Without the introduction of a charging policy for these specific waste containers, the DWP would continue to incur this cost.

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

- 11 The Joint Committee considered a report by the Head of Service (Strategy) which included the current corporate risk register of the Dorset Waste Partnership. She highlighted an improvement in Risk 1 due to the budget underspend and that Risk 3 remained high as it related to the security of treatment and disposal facilities going forward.

### **Noted**

### **Questions from Councillors**

- 12 A question was submitted by County Councillor Clare Sutton (Rodwell) under Standing Order 20.

The question and the response was read aloud by the Chairman of the Joint

Committee and is attached to the minutes of this meeting.

Meeting Duration: 10.00 am - 11.00 am



### Dorset Waste Partnership Joint Scrutiny Group

Minutes of the meeting held at County Hall, Dorchester on  
Friday, 18 November 2016

#### **Present:**

David Jones (Chairman - Christchurch Borough Council)  
Daryl Turner (Vice-Chairman – West Dorset District Council)  
Mike Lovell (Dorset County Council), Jane Somper ( North Dorset District Council), Simon Tong  
(East Dorset District Council) and Mike Wiggins (Purbeck District Council)

Belinda Ridout (North Dorset District Council - substitute member) also attended.

Officers Attending: Karyn Punchard ( Director of DWP) , Paul Ackrill (Finance and Commercial Manager), Gemma Clinton (Head of Service(Strategy)), Michael Moon (Head of Services (Operations)), Andy Smith (Treasurer to DWP) and David Northover (Senior Democratic Services Officer).

Note:- 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 Group.

#### **Election of Chairman**

- 1 **Resolved**  
That Councillor David Jones be elected Chairman of the Group for the year 2016/17.

#### **Appointment of Vice-Chairman**

- 2 **Resolved**  
That Councillor Daryl Turner be appointed to serve as Vice-Chairman for the year 2016/17.

#### **Code of Conduct**

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

#### **Public Participation**

- 4 There were no public questions or statements received under Standing Orders 21 (1) and (2) respectively or any requests to address the Group.

#### **Terms of Reference**

- 5 The Group's Terms of Reference, as agreed by the Joint Committee, were accepted and endorsed.

#### **Frequency of meetings**

- 6 The Group considered what the frequency of its meetings should be and how these should be managed. As the purpose of the Group was to scrutinise the decisions taken by the DWP, there was considered a need for both post and pre scrutiny. To coincide with the budget setting process, the Group agreed that it would be beneficial to conduct pre scrutiny - a month or so beforehand the Budget was considered by Joint Committee - with the remaining meetings being held a month or so following the other four scheduled DWP meetings to assess the outcomes from those meetings. There was scope for the Group to also be notified electronically of any developments, as necessary, between meetings and the chairman was receptive to convening additional meetings if required. .

The Group also considered that it would be beneficial if the Group's substitute members were invited to attend each meeting in an observer capacity so they had an understanding and were kept abreast of what was being scrutinised, particularly if they were called upon to attend.

### **Resolved**

That the Group's substitute members were invited to attend each meeting in an observer capacity

### **Reason for Decision**

So there was an understanding of what was being scrutinised, particularly if called upon to attend.

## **The Dorset Waste Partnership In context**

7

As a prelude to consideration of what items had been considered by the DWP Joint Committee at their meeting on 7 November 2016, the Director took the opportunity to set the scene on how the Partnership was organised, operated and what it achieved, who was involved in doing this, what assets were at their disposals and how these were used, what services were provided and the relationship with the Joint Committee and what governance arrangements were in place. Charging policies and the distinction between collection and disposal were explained, as well as what commitments the Partnership were obliged to fulfil. It was confirmed that, with regard to the Garden Waste service, the Partnership were able to charge for collection, but not for disposal. Similarly the distinction between arrangements for household waste and commercial waste was explained and how each was managed. The opportunities for energy from waste were also discussed and how these might be applied, if practicable.

The Director also took the opportunity to explain how the budget for 2017/18 had been compiled, how finances were disaggregated between the constituent authorities and other pertinent accounting arrangements.

The success of the recycling strategy was of particular interest to the Group and how this was being achieved. As well as the environmental driver behind this success, the Finance and Commercial Manager reported that significant savings had been made as budgets overall had been reduced by £3.3m as a consequence of Landfill Tax not requiring to be levied at landfill sites.

The Group acknowledged that the vagrancies in the price of and demand for recyclates played a significant part in the success of the recycling initiative. How technologies to manage waste were being developed and applied also played a critical part in how waste was to be managed and disposed of in the future.

The Group considered that the opportunity should be taken at some point to analyse in greater detail how commercial waste was being managed to determine if there was any scope for a more efficient means of doing this or to see if there was the potential for any savings being achieved.

Similarly, they asked for a review of the proposed container charging policy arrangements to be conducted to see if there was any opportunity for alternative means of charging to be made so that there might be some flexibility in how costs were applied to meet the needs of some households. What discount might be available to local councils in the collection of their waste should also be clarified and awareness drawn to this as appropriate. It was explained that a decision on charging for containers would be made at the January Joint Committee.

### **Noted**

## Consideration of items arising from the Dorset Waste Partnership Joint Committee on 7 November 2016

### 8 Financial Report - November 2016

The Treasurer to the DWP explained the background to and detail of the Financial Report - November 2016 which set out the risks of variance in spend against the 2016/17 revenue budget and the capital budget monitoring report for 2016/17.

The Group asked a series of questions of the report to which answers were provided. How packaging was being managed was of particular interest to the Group and the means by which manufacturers and suppliers were trying to minimise this, especially in terms of size and weight. The issue of the charging policy at household recycling centres was discussed and how this was being managed and how the charges were applied to rubble. The Group asked if there was any evidence of what bearing charging policies had on any increases in fly tipping being experienced. The Director explained that there was no specific evidence although this was being monitored carefully and could be reported on. How charging policies were being applied was instrumental in understanding the needs of service users and what scope there was to determine what they considered to be reasonable, appropriate and proportionate in meeting their needs.

### Draft Revenue Estimates 2017/18

The Treasurer to the DWP detailed the draft Revenue Estimates 2017-18 for the Group's consideration. Details of the savings which were being applied to the 2017/18 budget and how this was being done were explained. How successful the recycling strategy was depended on the quality and condition of the recyclates received and efforts were being made to constantly improve how this was achieved.

Whilst much had already been achieved, the Group considered that there were opportunities to investigate whether customer service could be improved and whether there was scope to better accommodate the needs of those most vulnerable users of the service. Accordingly they agreed that there should be a review on how this could be readily achieved.

### Capital Programme 2016/17 – 2021/22

The Treasurer to the DWP outlined the Capital Programme to 2021/22 and what this entailed. How the capital programme was managed in practice was explained and what resources were benefitting from this investment.

The Vice-Chairman suggested that in-cab technology could play a significant part in how efficiently the core fleet of waste collection vehicles were managed. The Director acknowledged this and that there was a project underway at DWP to implement this technology with the aim of contributing to the service being run more effectively and efficiently in meeting the needs of its service users.

### Medium Term Financial Plan 2016/17-2021/22

The Treasurer to the DWP outlined the principles of the medium term financial plan 2018/19 – 2021/22, what this entailed, how it was to be applied and what benefits it was designed to bring. It was noted that the MTFP represented a snapshot at a certain point in time and that, in reality, certain factors had potential to vary greatly over time.

### **Noted**

### **Forward Plan/ Work Programme**

- 9 As part of this process the Group were provided with the opportunity to contribute what they considered would benefit from scrutiny. In addition to the issues raised in the previous minutes, mention was made of improvements which might be made to operational issues such as how dog bins and verge litter management were managed.

The Group agreed that their purpose was to assess what and how decisions taken by the Joint Committee were arrived at and the reasoning for this, how policies could be reviewed and agreed that a close working relationship with officers was essential in achieving improvements to services where applicable and practicable.

**Resolved**

That the topic for scrutiny at the next Group meeting should be:-

- Vulnerable Consumers – with a focus on assisted collections and accessibility to the Priority Services Register to be led by the Chairman, Councillor Jones. Councillor Turner considered that the complaints register might serve to demonstrate if enough was being done in assisting those consumers

The following topic was to be considered at a subsequent meeting:-

- Customer Service - with a focus on payment systems for commercial waste and garden waste.

**Reason for Decision**

To determine the scope for improving the services provided.

**Questions from Councillors**

10 No questions were asked by members under Standing Order 20(2).

Meeting Duration: 10.00 am - 12.20 pm



## Dorset Waste Partnership Joint Scrutiny Group

Minutes of the meeting held at on Friday, 10 February 2017

### Present:

Councillor Daryl Turner (Vice-Chairman – in the chair) (West Dorset District Council)  
Councillors Janet Abbott (Christchurch Borough Council), Ronald Coatsworth (Dorset County Council), Jane Somper (North Dorset District Council) and Gill Taylor (Weymouth and Portland Borough Council)

Councillors Belinda Ridout (North Dorset District Council) and Steven Lugg (Dorset County Council) – both substitute members, also attended.

Officers Attending: Paul Ackrill (Finance and Commercial Manager), Lisa Mounty (Service Development Manager) and David Northover (Senior Democratic Services Officer).

Note - 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 Group to be held on 3 April 2017.)

### Apologies

1 Apologies for absence were received from Councillors David Jones (Chairman) (Christchurch Borough Council), Simon Tong (East Dorset District Council), Mike Wiggins (Purbeck District Council) and from Karyn Punched (Director of the Dorset Waste Partnership)

In the absence of the Chairman, David Jones, the Vice-Chairman, Daryl Turner, chaired the meeting.

### Code of Conduct

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

### Minutes

3 The minutes of the meeting held on 18 November 2016 were confirmed and signed.

### Public Participation

4 There were no public questions or statements received under Standing Orders 21(1) and (2) respectively, nor any requests to address the Group.

### Minutes - Dorset Waste Partnership Joint Committee

5 The minutes of the Dorset Waste Partnership Joint Committee meeting held on 16 January 2017 were received and noted.

### Scrutiny Guidance for the DWP Joint Scrutiny Group

6 The Group considered a report by the Director of the Dorset Waste Partnership (DWP) which recommended the adoption of the recently agreed host authority guidance relevant to the Group's scrutiny function and that this should be applied to the provisions of the Group, as necessary. This was designed to ensure a consistency of approach across the work of the Group and between what the group was doing and the host authority's procedure and guidance, and to ensure that scrutiny work was focussed to achieve the objectives of the DWP Business Plan and meet the DWP's needs. The Group agreed that the guidance should be endorsed and used as the basis for their scrutiny work.

The Group were also being asked to note the Partnership's business plan for 2017/18 and were provided with an opportunity to make observations on what this entailed and to give consideration to the how the service was proposed to operate and the way in which it was doing this.

The Committee's attention was drawn to what was being measured and monitored and what benefits this would bring in the future delivery of services. Monitoring of the plan provided the opportunity for feedback to be made on a 6 monthly basis. The Group asked that the Action Plan should, in future, provide an indication over a period of time, to indicate trends and the progress being made.

Members then took the opportunity to ask a series of questions about the Plan. In asking why there was simply a commitment to maintain customer satisfaction rather than strive to improve it, officers explained that this had been a conscious decision taken by the Partnership's Senior Management Team (SMT), who felt that the overriding message from all partners was to save money rather than increase performance/service levels, assuming that it would cost money to do so. It was also felt by the SMT that customer satisfaction was already at an acceptable level.

Officer's explained how parish and town councils would be able to request increased levels of services should they be inclined to do so under the project that was currently in Development - 'Street Cleaning – Menu of Services' - and if they were prepared to meet the financial cost of this.

The Group asked how staffing levels were being budgeted and what provision there was for sickness absence, agency work and the covering of shifts. Officers explained the arrangements for this and some members expressed concern that there appeared to be no budget for agency staff. Officers acknowledged the point being made, explaining though that this was taken into consideration in how staffing levels were budgeted in terms of FTEs and that each operations manager, as a budget holder, was free to employ staff via the payroll or via agency as they saw fit, but remained responsible for delivering the service within budget.

The Group asked what opportunity there was to revisit cost sharing between authorities in light of Local Government Reform. Officers confirmed that the current arrangements would apply for the foreseeable future having been recently fixed by the Joint Committee.

### **Resolved**

That sections 3, 5, 6, and 8 and Appendices 3, 4, 5 and 6 of the County Council's Overview and Scrutiny Guide be adopted as the basis for the Group's scrutiny arrangements.

That DWP Business Plan 2017/18 – incorporating the Action Plan for 2017/18 - be noted.

### **Reason for Decision**

To ensure consistency of approach within the Group and with Host Authority's procedure and guidance, and to ensure scrutiny work is focussed to achieve the objectives of the DWP Business Plan and meet the DWP's needs.

### **Vulnerable Customers: background**

7 The Group considered a report by the Head of Service (Strategy) which reviewed how the DWP provided their services to vulnerable customers - with a specific focus on the DWP's Service Policy and the overall complaints logged to DWP for Quarters 1-3 of the current financial year.

The report clarified what arrangements had been put in place by the Service to meet the needs of vulnerable users of the Service, which took into account the age; mobility; and physical and mental capability of the customer as well as what physical constraints there were at an individual property which meant that the conventional



means of waste collection was not necessary appropriate in those particular circumstances.

In order to be able to identify vulnerable service users and accommodate their individual needs, the DWP's Recycle for Dorset Service Policy was used as a means of serving this purpose, in a similar way that the Property Service Register gave energy companies a reliable indication of individuals who fell into that category. This category included pensioners, those who were disabled, chronically sick or with a visual or hearing impairment. Mental capacity was also used as a criterion for where such arrangements might be applied.

In explaining the reasoning for how these arrangements were applied and how they met the provisions of the Recycle for Dorset Service Policy, officers explained that assisted collections were readily available for those who were incapacitated either temporarily or permanently which limited their ability to readily manage their waste disposal obligations by the conventional means. Furthermore, where practicable, the Partnership adapted their standard service in order to accommodate individual needs as a means of maintaining that individual's independence, rather than having to have the need for an assisted service.

The arrangements for the availability of larger receptacles for larger families, extra black sacks bags for disposable nappies and specialist containers for medical needs were provided. The numbers associated with these requests were also discussed. Efforts had been made to encourage, wherever possible, service users to continue to use the standard conventional arrangements instead of tailored services for their disposal of waste. For instance, subsidy incentives were available for encouragement of the use of real nappies instead of disposable ones, to reduce the waste this caused.

Given that from during 2017/18 charges would be made for these tailored services in order to cover the cost of providing them over and above the usual means, raised some concern by members as they considered that it was invariably the deprived and disadvantaged in society that required these services.

Concern was also raised that the main means of drawing the availability of these tailored services to the attention of the public and, for them to be able to request them, was principally on line. Once again the main recipients of such services were principally the very ones without readily having the means i.e the elderly and the socially deprived. The Group understood the importance of what on line transactions brought - in terms of cost saving efficiencies - but felt that more consideration should be given to what other more appropriate and alternative means there were of accessing information in the public interest rather than having to use eforms. They asked that thought be given to how doctors surgeries, hospital waiting rooms and other public buildings might all play their part in spreading the message. Over and above this, there was a critical part for elected members, community groups, parish and town councils and, possibly, the Dorset Partnership for Older People Programme (POPPs) to play in informing the public of the services available. The Vice-Chairman asked that the Group be provided with copies of the request form for their distribution, as necessary. The group also asked what scope there was in the policy for fees to be waived or reduced in cases where recipients of tailored services were socially deprived .

As part of the report, analysis was made on what complaints had been received, the reasoning for these and what was being done to improve the situation. This included the way in which bins were emptied, where they were left and missed collections. Each incident was investigated and addressed as necessary and if considered appropriate. To have a better understanding of what performance and trends showed so as to be able to better make an assessment of what could be done, members asked for this information in future presentations of data analysis. Officers confirmed that PI's were mailed out to the Joint Committee on a quarterly basis, including graphs showing comparisons to enable trends to be identified. The Group would also get the opportunity to see these too so that they were seen in a timely manner and remained meaningful and relevant.

The attention of the Group was then drawn to the Performance Indicators, how these were categorised and to what they related. Previously performance monitoring figures had been available quarterly but to make this more meaningful and relevant to members' understanding this would in future be made available to them by email in a more timely and by a more direct means. Members were pleased to see that waste performance was being maintained and the 'reduce, reuse, recycle' initiative was seen to be successful with the DWP joint highest in country for recycling and in the top 3 performing authorities, composting rates were 61% and waste to landfill was a low 21%.

Particular mention was made of sickness absence trends and what this indicated. The way in which sickness was calculated was explained and how sickness absence was managed was explained. The relationship between long term and short term sickness and work related and non-work related sickness was also detailed. Officers explained that sickness absence trends were benchmarked to see what relationship there was with other waste regulation authorities and what particular absences related to. This was important to ensure the process stood up to scrutiny when benchmarked against other authorities.

How fly tipping was being managed and what was being done to address it – including the part enforcement played - was also discussed, taking into account any an effect on this by the charging policy in force at household recycling centres. Officers reported that there was no direct correlation of evidence in this regard. How prosecutions could be made was understood and members felt that more emphasis should be made of what enforcement entailed and how effective this was.

### **Resolved**

That the Recycle for Dorset Policy and what provision was made for vulnerable customers to access the Service be noted.

That the points raised by the Group in how services were provided to vulnerable customers and in how performance monitoring was managed as set out in the minute above be taken into consideration.

### **Reason for Decisions**

So the DWP is able to continue to provide an effective service to all residents within Dorset

### **Forward Plan 2017**

- 8 That the matters for consideration set out in the Group's Forward Plan be endorsed, taking into account the considerations of the Group about vulnerable customers and performance monitoring, with these being given due consideration at a future meeting.

It was also agreed that two additional items would be added to the Forward Plan :-

- Business Plan – Action Plan – six monthly update
- DWP Absence Management Policy and Procedure

**Resolved**

That two additional items be added to the Forward Plan :-

- Business Plan – Action Plan – six monthly update
- DWP Absence Management Policy and Procedure

**Reason for Decision**

To ensure the Forward plan remains relevant

**Questions**

9 No questions were asked by members under Standing Order 20(2).

Meeting Duration: 2.20pm – 4.30 pm

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Councils working together

## Dorset Waste Partnership Joint Committee

Date of Meeting	23 March 2017
Officer	Gemma Clinton, Head of Service (Strategy)
<b>Subject of Report</b>	<b>Forward Plan 2017</b>
Executive Summary	<p>This paper sets out the Forward Plan for the Dorset Waste Partnership (DWP) for 2017. 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 2017
Background Papers	None
Report Originator and Contact	Name: Gemma Clinton, 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**  
**Head of Service (Strategy)**  
 March 2017

**Dorset Waste Partnership Joint Committee Forward Plan  
(Meeting Date - 23 March 2017)**



**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

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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)
12/06/17 12/09/17 6/11/17	Key Decision - Yes <b>Open</b> Finance and Performance 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 Commissioning Group	Meetings and Discussions.	
2/06/17	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 Commissioning Group	Meetings and discussions	
12/06/17	Key Decision - Yes <b>Open</b> Infrastructure Review To outline proposals for infrastructure, advise and make recommendations as required.	Dorset Waste Partnership Joint Committee	DWP Officers Commissioning Group	Meetings and discussions	
12/06/17	Key Decision - Yes <b>Open</b> Scheme of Delegation, 2017 Schedule of Meetings and Joint Scrutiny Governance Arrangements	Dorset Waste Partnership Joint Committee			



12/06/17	Key Decision - No <b>Open</b> Corporate Risk Register	Dorset Waste Partnership Joint Committee			
6/11/17	Key Decision - Yes <b>Open</b> Revenue Estimates 2017/18 Capital Estimates 2017/18 Medium Term Financial Plan	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	


### 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.

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.

**Dorset Waste Partnership Joint Committee**

**Business not included in the Forward Plan**

 <b>Is this item a Key Decision</b>	<b>Date of meeting of the Cabinet</b>	<b>Matter for Decision/ Consideration</b>	<b>Agreement to Exception, Urgency or Private Item</b>	<b>Reason(s) why the item was not included</b>
		NONE		

The above notice provides information required by The Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012 in respect of matters considered by the Cabinet which were not included in the published Forward Plan.



## Dorset Waste Partnership Joint Committee

Date of Meeting	23 March 2017
Officers	Director of the Dorset Waste Partnership
Subject of Report	<b>Finance and Performance Report March 2017</b>
Executive Summary	<p>This report presents and discusses key performance trends and risks of variance in income and expenditure against the 2016/17 revenue budget of £34.205M.</p> <p>At end of February 2017 there is a predicted underspend on the revenue budget for the year of £2.656M.</p> <p><b>Collection costs: favourable</b></p> <p>Operations revenue budgets, primarily consisting of pay costs for 310 FTE operational staff, are forecast to underspend by around £200k.</p> <p>The net effect of fluctuations in the vehicle fuel prices, which were very good prices at the start of the year, but which have steadily worsened since, are expected to give rise a favourable variance of around £175k.</p> <p>Other transport related expenditure is expected to give rise to a favourable variance of around £175k.</p> <p><b>Disposal costs: favourable</b></p> <p>Renewal of the HRC contract: £302k favourable;</p>

	<p>Reduction in winter HRC opening hours: £158k favourable;                  Recyclate price to date: £402k favourable;                  Variance in the waste disposal budget including volume of tonnages, gate fees and associated haulage costs £486k favourable.</p> <p><b>Trading Accounts: favourable</b>                  Garden Waste: £223k favourable;                  Commercial Waste: £288k favourable</p> <p><b>Savings: adverse</b>                  Most of the savings required for 2016/17 have been achieved, with the exception of the savings target for route optimisation in East Dorset and Christchurch, for which actual savings achieved are approximately half of the original target. The budget has been adjusted accordingly for future years. The additional costs incurred in this year are contained within the existing collection costs budgets.</p> <p><b>Capital: favourable</b>                  Reduction in capital charges in respect of bin life: £250k favourable; Slippage in capital programme: £152k favourable</p> <p><b>Other central costs: adverse</b>                  Forecast to be £155k adverse, primarily due to pressure on the salaries budget and the cost of agency staffing.</p> <p><b>Summary: favourable</b>                  Many of these savings and favourable variances have been reflected in the agreed base budget for 2017/18. It is not therefore anticipated that any underspends next year, if any, will be of a similar scale.</p>
<p>Impact Assessment:</p>	<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 Dorset 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> <p>Budget:</p> <p>Revenue Budget 2016/17 – a budget of £34.205m was agreed by the DWP Joint Committee and includes a requirement to achieve savings of £397k. At the end of February 2017 there is potential for an under-spend for the year of £2.656m.</p>

	<p>Capital Budget 2016/17 – a budget of £5.614m was agreed by DWP Joint Committee - expenditure of just over £3.2m has been incurred to date. The effects of the Capital expenditure programme for 2016/17 are reflected in the capital charges line of the revenue budget.</p> <p>Risk Assessment:</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: LOW</p> <p>Residual Risk LOW</p> <p>This assessment relates to the potential volatility of, in particular, the revenue budget for 2016/17 where some factors (e.g. recyclate costs) could still move in an adverse direction for the remainder of the year, but acknowledging that there is only a small portion of the year now left.</p> <p>Other Implications:</p> <p>No other implications have been identified.</p>
<p>Recommendations</p>	<p>The DWP Joint Committee is asked to:</p> <ol style="list-style-type: none"> <li>1. Note the current 2016/17 revenue budget forecast.</li> <li>2. Note current performance levels.</li> <li>3. Note the capital expenditure position for 2016/17 to date.</li> </ol>
<p>Reason for Recommendations</p>	<p>The Joint Committee monitors the Partnership’s performance against budget and key performance indicators, and scrutinises actions taken to manage within budget on behalf of partner Councils.</p>
<p>Appendices</p>	<p>Appendix 1 - Assurance statement by the Treasurer  Appendix 2 – Revenue Budget – Major Variances  Appendix 3A – Key Performance and Budget Drivers  Appendix 3B – Recyclate Price and Disposal Budget Breakdown  Appendix 4 - DWP Capital spend and commitments  Appendix 5 – Budget Risks and Mitigations  Appendix 6 – Budget Timetable</p>
<p>Background Papers</p>	<p>None</p>

Report Originator and Contact	Karyn Punchard, Director Dorset Waste Partnership Tel: 01305 225459 Email: <a href="mailto:k.punchard@dorsetwastepartnership.gov.uk">k.punchard@dorsetwastepartnership.gov.uk</a>
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## 1. Background

- 1.1 The Joint Committee of 14 December 2015 agreed a revenue budget of £34.205m for 2016/17. An assurance statement from the Treasurer is provided at Appendix 1.
- 1.2 Based on 2016/17 data to date there is a forecast underspend for 2016/17 of £2.656m on an originally approved budget of £34.205m. This is a significant improvement since the November 2016 position as reported to Joint Committee on 16 January 2017, which reported a favourable forecast of £1.28M. Further detail on major budget variances is provided in Appendix 2.

## 2. Collection Costs

- 2.1 Operations revenue budgets, primarily consisting of pay costs for 310 FTE operational staff, are forecast to underspend by around £200k. This represents a 2.3% variance on a £8.6m budget. This underspend is due, in part, to vacancies being filled by permanent staff rather than agency now rounds are settled. In addition a number of long term sick have returned to work, reducing the requirement for agency cover, and operations managers have made efforts to improve attendance, and minimise overtime and agency spend.
- 2.2 The net effect of fluctuations in the vehicle fuel prices, which were very good prices at the start of the year, but which have steadily worsened since, are expected to give rise a favourable variance of around £175k.
- 2.3 Other transport related expenditure is expected to give rise to a favourable variance of around £175k. This is largely around vehicle maintenance and to a lesser extent damages on leased vehicles.

## 3. Disposal Costs

- 3.1 Overall disposal costs are favourable. The most volatile elements on the disposal side are the recycle price and tonnages which are monitored in detail (see Appendix 3).
- 3.2 Recycle prices paid vary each month depending on the market value at that time and the quality of the DWP material. The 2016/17 budget was set on the assumption of a price paid of £20 per tonne. Prices paid for the year to date have been favourable in relation to the budget set, with the effect of saving £402k in the year to date.
- 3.3 The forecast variance for waste disposal, primarily relating to the tonnage of waste disposed of (and the associated gate fees), and associated haulage costs, is favourable against the assumptions made when the 2016/17 budget was set, estimated at £486k favourable variance. The main reason for the change is a very favourable price for HRC residual waste that has been dealt with directly by the contractor as part of the new HRC contract, since September 2016.

- 3.4 Other variances on disposal include the award of a new HRC contract that will see a favourable budget variance of £302k in this financial year (£518k in a full year) and a further £158k in relation to the decision to reduce opening hours during the winter.

#### 4. Trading Accounts

- 4.1 Trade Waste net income is predicted to be more buoyant than the budget with a prediction of an additional £288k due to the growth in the service. This is a very minor changes from the previously reported position.
- 4.2 Garden Waste net income is also predicted to be more buoyant than the budget with a prediction of a favourable variance of £223k.

#### 5. Savings

- 5.1 Included within the 2016/17 revenue budget was the need to achieve £397k of savings in a number of areas of operation. These are set out below:

£131,250	Charging for non-household materials at HRCs (part year effect)
£74,000	Discontinue recycling credit payments
£15,000	Security arrangements
£166,667	Route optimisation – East Dorset and Christchurch (part year effect)
£10,000	Street sweepings to different destination

**£396,917 Total savings for 2016/17 budget**

- 5.2 All savings listed above are considered as 'implemented' and have been applied to the appropriate budget lines. The achievement of these savings can be considered as 'certain' with the exception of the savings associated with the route optimisation exercise, however this is more than off-set by predicted underspends on other related collection costs.
- 5.3 The level of savings for 2016/17 was relatively small compared to the total DWP budget. In year budget savings continue to be pursued. A Budget Challenge Workshop was held with members on 1 July 2016 to help set priorities for longer term service changes and savings.

#### 6 Capital Budget 2016/17

- 6.1 Capital spend and commitments for the year to date can be seen at Appendix 4.
- 6.2 Spend to date amounts to £3.215m. The original estimate for the year, when the capital programme for this year was presented back in October 2015, was £5.6m for the full year. The main reasons for the reduction in spend is slippage in relation to the proposed scheme at Blandford (which is now unlikely to see construction costs incurred before 2018/19) and the vehicle replacement programme prices being favourable compared to the original estimate.
- 6.3 It should also be noted that £50k allocated for replacement ICT systems will also slip beyond the current financial year, whilst the business case is developed.

#### 7. Capital Spend – Impact on Revenue Budget

- 7.1 The capital charges budget line is favourable and will benefit by £250k from the decision to change bin life write off from 10 years to 15 years.

- 7.2 The capital budget for 2016/17 made certain assumptions regarding progress on the development and construction of a scheme for a new depot and transfer facilities at Blandford. Those assumptions were optimistic, and it is now clear that the full extent of anticipated capital charges will not be incurred in 2016/17. A figure of £40k is shown as anticipated underspend.
- 7.3 All vehicles ordered as part of the 2016/17 vehicle replacement programme have been delivered and are now operational. As reported previously, a favourable variance due to the timing of vehicle delivery has resulted in estimated slippage of £112k in capital financing costs.

## 8. Budget Equalisation Reserve

- 8.1 At the end of financial year 2015/16, Joint Committee agreed to set up a budget equalisation reserve. The following funds are currently held in the reserve:

Local Authority	Amount held in Budget Equalisation Reserve (£)
Dorset County Council	<b>336,587</b>
Christchurch BC	<b>20,316</b>
East Dorset DC	<b>30,863</b>
North Dorset DC	<b>27,382</b>
Purbeck DC	<b>20,835</b>
West Dorset DC	<b>37,982</b>
Weymouth & Portland BC	<b>45,620</b>
<b>Total</b>	<b>519,584</b>

**Karyn Punchard**  
**Director**  
**Dorset Waste Partnership**

March 2017



## **DWP Finance & Performance Report March 2017**

### **Assurance Statement by the Treasurer**

The Treasurers responsibilities include, amongst other things, the following (extract from the Inter Authority Agreement):

- 33.4 The Host Authority shall ensure that the Treasurer shall provide sufficient financial information to the section 151 officer of each Partner Authority to enable each Partner Authority to report on the financial status of the Joint Committee against the relevant Annual Budget.

From December 2016, it has been agreed that Director shall provide the Finance Report to the Joint Committee, rather than the Treasurer, reflecting the financial responsibilities of the Director.

This Statement is to provide Assurance to the Joint Committee that the Treasurer endorses the Directors finance report, specifically by:

- Having assurance from the Accountancy team and the DES finance system that supports the findings of this report.
- Having had appropriate discussions as part of the extended DWP Senior Management Team.

**Andy Smith, Treasurer to the DWP, March 2017**

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**2016/17 Revenue Budget Monitoring  
Major Variances**

Item	Significance rating (scored relative to the size of the overall DWP budget)	Probability of occurrence	Current (February) risk vs. 2016/17 budget	Previous (November) risk vs 2016/17 budget	Notes
			£k	£k	
HRC new contract.	Green	Certain	-302	-302	Following JC decision February 2016. Part Year Effect from 1.09.16
HRC contract - reduction in winter hours.	Green	Certain	-158	-158	Following JC decision February 2016.
Savings arising from Capital Charges due to change in bin life from 10 years to 15 years.	Green	Certain	-250	-250	
Slippage of Blandford Waste Management Centre.	Green	Certain	-40	-40	Budget assumes £1.5m of spend from 1st January 2017.
<b>Total of certain budget variances</b>			<b>-750</b>	<b>-750</b>	
Slippage of vehicle purchases as per vehicle replacement programme.	Green	Likely	-112	-112	Budget assumes purchase of around £1.5m of new vehicles (excl GW and TW). Figure shown here assumes slippage by 6 months. Possible risk with Hire of Vehicles line.
Other central costs	Green	Likely	155	0	
Favourable variance on Trade Waste due to additional income and growth in the service.	Green	Likely	-288	-306	
Favourable variance on Garden Waste due to additional income and growth in the service.	Green	Likely	-223	-157	
Variance on waste disposal budget including volume of tonnages, gate fees, and associated haulage costs.	Green	Likely	-486	309	
Net effect of vehicle fuel fluctuations	Green	Likely	-175	0	
Other transport related expenditure	Green	Likely	-175	0	
Operations (Collections) revenue budgets	Green	Likely	-200	0	
Savings on recycle price.	Green	Likely	-402	-264	
<b>Total of likely budget variances</b>			<b>-1906</b>	<b>-530</b>	
<b>Total of all budget variances</b>			<b>-2656</b>	<b>-1280</b>	

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# DWP Key Performance & Budget Drivers, March 2017

**Big Numbers Box**

**202,000** Bins emptied every week

Annual cost per household for waste services (excluding street cleaning) **£153**

**£34.2M** 2016/17 revenue budget

**61%** household waste reused, recycled or composted

**21.5%** waste landfilled

**17.5%** treated

**£84.40** Landfill tax per tonne of waste

Spend predictions for revenue budget for year end

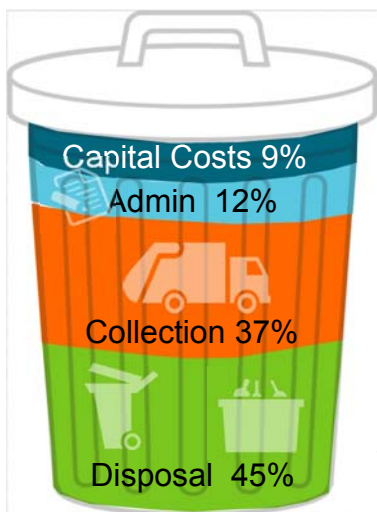
... **92.3%**

Percentage of original budget predicted to be **SPENT**

.... **7.7%**

Percentage of original budget predicted to be **UNDERSPENT**

Source: DWP Finance and Performance Report March 2017.



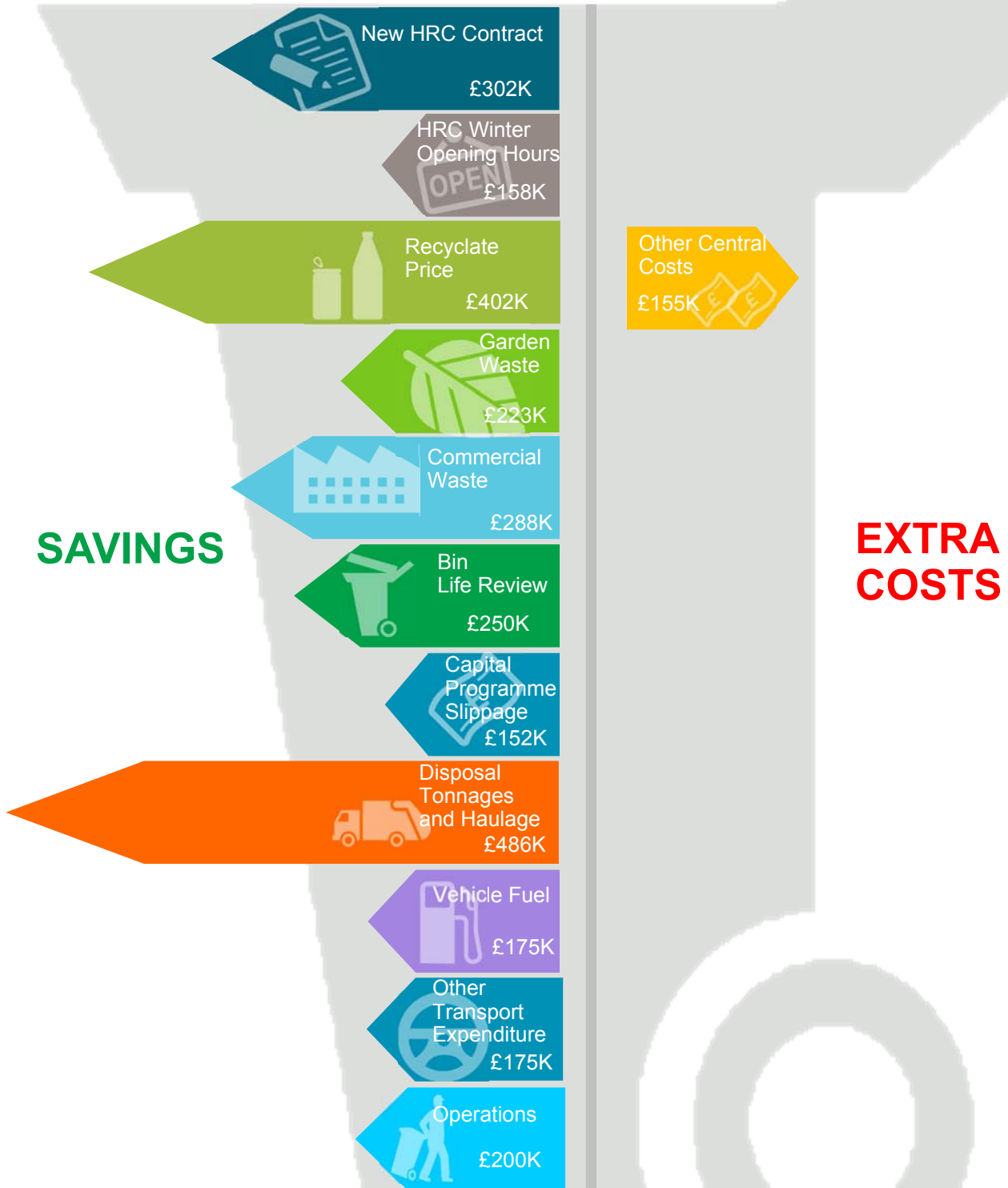
Budget make up 2016/17

...but 3% of budget is made up from **income** from garden waste, commercial waste or savings

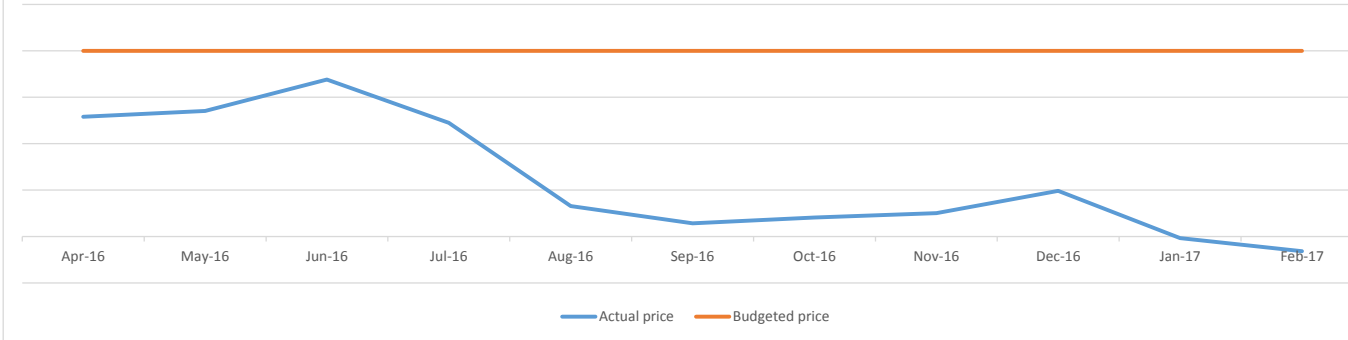


One in five households use the garden waste service

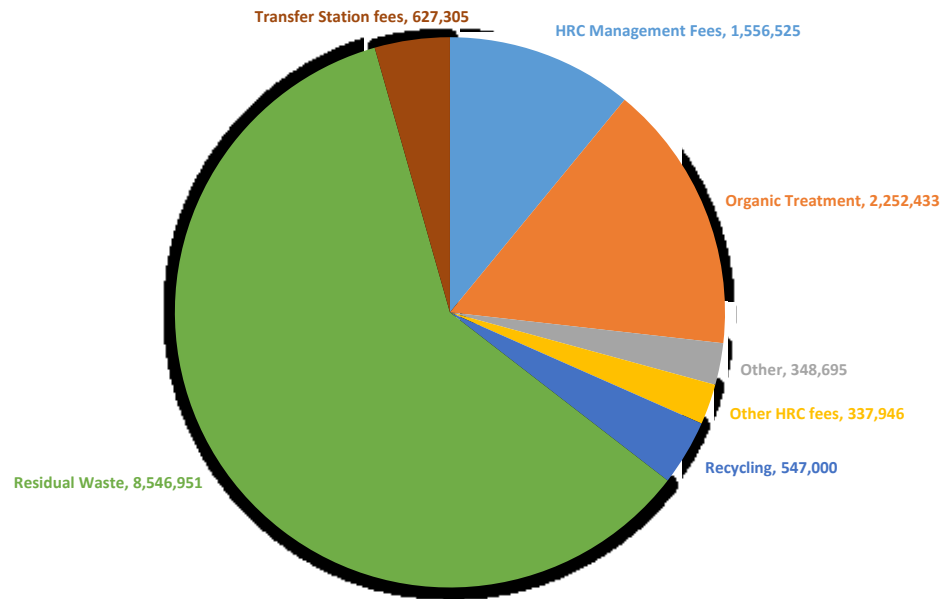
**£2.656M**  
underspend  
Revenue Budget Variance



**DWP - Recyclate price variations 2016/17 to date**



**2016-17 WASTE DISPOSAL BUDGET BY WASTE STREAMS AND BUDGET (£S)**  
**TOTAL BUDGET £14.2M**



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**DWP capital spend and commitments as at 22/02/2017**

	Spend to date £	commitments against 2016-17 budget	Total of spend against 2016-17 budget and commitments	Forecast of spend as per JC October 2015
Containers - r4d:	223,913	357	224,270	504,179
Containers - garden waste service:	56,522	281	56,803	165,000
Containers - commercial waste service:	3,096	0	3,096	68,000
Infrastructure - Blandford Waste Management Centre	37,016	0	37,016	1,500,000
Infrastructure - ICT:	0	0	0	50,000
Infrastructure - Other:	61,240	10,322	71,562	0
Vehicles:	2,833,411	0	2,833,411	3,327,000
Vehicle workshop equipment:	0	9,925	9,925	0
	<b><u>3,215,197</u></b>	<b><u>20,886</u></b>	<b><u>3,236,083</u></b>	<b><u>5,614,179</u></b>

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**Finance and Performance Report March 2017  
Budget Risks and Mitigations**

Item 1 of current Risk Register refers to the risk of failure to achieve the budget and / or savings for the current year, and Item 2 refers to similar risks for the medium / longer term.

The table below sets out the risks that are evident, or becoming evident, from the current budget monitoring position, and notes any cross-reference to the Risk Register, and also states the current position on any mitigation.

<b>Cross-reference to Risk Register (if applicable)</b>	<b>Potential cause of risk</b>	<b>Potential for Mitigation</b>
Item 1 – failure to achieve revenue budget.	Vehicle fuel price increases.	DWP are using a DCC fuel contract that offers a very good price but is still subject to the variations of the wider market. Whilst no budget overspend is currently predicted for the current year, careful monitoring of weekly prices will continue, as there is risk to the 2017/18 budget assumptions.
Item 1 – failure to achieve revenue budget.	Adverse variations in recycle price.	DWP have worked with the host authority Insurance team and Aon Risk Services to investigate alternative methods of cost mitigation, such as hedge funds. The conclusion is that such alternatives would be prohibitively costly to implement, and in any case the DWP volumes alone are unlikely to interest the market. The conclusion from this work is that ‘self-insurance’ is recommended. This concurs with work undertaken by Eunomia & CIWM which also recommends keeping reserves in place, in recognition of the market volatility.
Item 1 – failure to achieve revenue budget.	Adverse variations in disposal tonnages.	We are applying the waste hierarchy, as can be seen in DWP campaigns such as ‘Right Stuff, Right Bin’ to divert waste away from landfill. Each annual budget for disposal costs is rebased based on latest knowledge of disposal tonnages and patterns. The waste education team plan is currently being updated.

Item 1 – failure to achieve revenue budget.	Contractual inflation rates for 2017/18.	Inflation forecasts cannot be absolutely relied upon, but all current forecasts for 2017/18 are greater than the budgeted 1% increase on waste disposal contracts. Whilst the potential gap is relatively small in relation to the DWP budget as a whole, inflation rates are likely to bring an unbudgeted cost in 2017/18. Inflation of 2% would bring an additional cost of around £200k, and inflation of 3% would be nearer to £400k. There is no mitigation, and DWP would need to find favourable variances elsewhere to be able to offset these costs.
Item 5 – breach of statutory duty	Closed landfill failure.	DWP are commissioning additional CPD learning regarding closed landfill management, and also discussing potential extra insurance cover.

### The DWP finance timetable - 2017/18

Date	Subject	Meeting
16/01/17	Approval of 2017/18 budget	DWP Joint Committee
23/03/17	Budget monitoring for 2016/17 financial year	DWP Joint Committee
12/06/17	Out-turn for 2016/17 financial year	DWP Joint Committee
12/06/17	Budget monitoring for 2017/18 financial year	DWP Joint Committee
12/09/17	Budget monitoring for 2017/18 financial year	DWP Joint Committee
01/10/17	Joint Scrutiny Group consideration of draft 2018/19 budget	Joint Scrutiny Group
06/11/17	Budget monitoring for 2017/18 financial year	DWP Joint Committee
06/11/17	Draft 2018/19 budget presented	DWP Joint Committee
12/12/17	Consideration of 2018/19 draft budget	PDC
06/11/17	Consideration of 2018/19 draft budget	W&PBC
06/11/17	Consideration of 2018/19 draft budget	NDDC
06/11/17	Consideration of 2018/19 draft budget	WDDC
29/11/17	Consideration of 2018/19 draft budget	EDDC Cabinet
06/12/17	Consideration of 2018/19 draft budget	CBC Policy & Resources Committee
06/12/17	Consideration of 2018/19 draft budget	DCC Cabinet
TBC	Approval of 2018/19 budget	DWP Joint Committee

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Councils working together

## Dorset Waste Partnership Joint Committee

Date of Meeting	23 March 2017
Officer	Gemma Clinton, Head of Service (Strategy), Dorset Waste Partnership
<b>Subject of Report</b>	<b>Revised Dorset Waste Strategy</b>
Executive Summary	<p>This report provides an update to the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033.</p> <p>The strategy has been reviewed to take account of the progress made since 2008, changes in legislation and the future vision of waste management in Dorset.</p> <p>It also provides a framework for future decisions regarding infrastructure, treatment options and transport networks.</p>
Impact Assessment:	<p>Equalities Impact Assessment: An EQIA was prepared when the original Joint Municipal Waste Management Strategy was produced in 2008. The issues identified and the relevant mitigating actions still apply.</p>
	<p>Use of Evidence:  Officer workshop on 8<sup>th</sup> November 2016  Member workshop on 16<sup>th</sup> January 2017  EU and national legislation</p>
	<p>Budget:  N/A</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:                  Current Risk: LOW                  Residual Risk LOW</p>
	<p>Other Implications: None</p>
Recommendations	<p>That the Joint Committee approves the review of the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033.</p>
Reason for Recommendations	<p>To ensure that the Joint Municipal Waste Management Strategy for Dorset continues to set out the strategic direction and vision for municipal waste management for the period up to 2033.</p> <p>To ensure that the Joint Municipal Waste Management Strategy for Dorset remains a valid, high level document which can provide a framework for future decisions regarding waste management in Dorset.</p>
Appendices	<p>Appendix 1 – Draft Waste Strategy Review 2017                  Appendix 2 – New revised policy objectives                  Appendix 3 – Results of the presentation to Joint Committee on 16 January 2017</p>
Background Papers	<p>Joint Municipal Waste Management Strategy for Dorset 2008 - 2033                  DWP Business Plan 2017/18                  Equalities Impact Assessment for the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033.</p>
Report Originator and Contact	<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 document at Appendix 1 provides an update to the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033. It includes background information, achievements to date, updates in EU and national legislation, future challenges and 9 revised policy objectives. It also outlines any new areas of work and policy. The document, once approved, will be published as an addendum to the current strategy, and will be in the same format, layout and style.
- 1.2 The strategy review has been produced following a staff workshop with key managers and staff from all areas of the Dorset Waste Partnership on 8 November 2016. During this workshop, the content of the review, in particular, the proposed



policy objectives and targets were discussed and debated to ensure full ownership and accountability from all teams of the DWP.

- 1.3 A second workshop/presentation involving members of the Joint Committee and Commissioning Group was held straight after the Joint Committee meeting on 16 January 2017. During this presentation, members were provided with a refresh in terms of the current situation, the challenges ahead, the key aims and the proposed revised policy objectives. Via a voting system, members were asked if they agree with each of the proposed principles. The results of this can be seen in appendix 2.

## **2. Waste Strategy Review 2017**

- 2.1 In the strategy review, the strategic option to manage Dorset's waste remains largely unchanged, and is summarised by the existing DWP vision, along with the five current critical objectives as detailed in the DWP Business Plan 2017/18:

DWP's vision – 'A Dorset wide partnership to provide a quality, efficient and value for money waste service'.

The following critical objectives are listed in no particular order.

- Maintaining customer satisfaction
  - Investigate further options for cashable savings
  - Encourage application of the waste hierarchy
  - Meet our statutory requirements
  - Seek to work in partnership
- 2.2 The current strategy is structured around 10 policy objectives designed to support the implementation and achievement of the strategic option. The strategy review recognises that some of the original policy objectives have been achieved and need to be updated, and that some are also now irrelevant and need to be replaced.
- 2.3 The new, revised policy objectives are based on a combination of national policy drivers, our legal obligations and targets, our recycling experience, best practice and our own aspirations. They have an emphasis on the continued reduction of the amount of total waste that is produced, achieving even higher levels of recycling and composting, recovering more value from residual waste that is not recycled or composted and minimising the amount that is sent to be buried in the ground at landfill sites.
- 2.4 The revised policy objectives will ensure all decisions regarding waste management in Dorset not only take into account the waste hierarchy, but will have an increased focus on cost. The aim will be to achieve value for money for all waste collection, storage, treatment and disposal decisions. A balance will be struck between achieving an increased recycling/composting performance and the costs incurred by pursuing that increase.
- 2.5 Waste Management is recognised as a fast changing area and the strategy will need to be under periodic review and refinement. Actions from this strategy will be achieved and monitored through the production of the annual DWP Business Plan, which is in turn supported by team service plans.

**Gemma Clinton, Head of Service (Strategy), Dorset Waste Partnership  
March 2017**

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## Appendix One - Waste Strategy Review 2017

### 1. Introduction

1.1 This document is an update to the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033. It provides a refresher on the following:

- Where we are now?
- What are the challenges ahead?
- What are we aiming for?
- The policy objectives

1.2 The document also provides a framework for future decisions regarding infrastructure, treatment options and transport networks.

### 2. Where are we now? What are our achievements since 2008?

#### 2.1 Formation of the Dorset Waste Partnership

The Dorset Waste Partnership (DWP) was formed in April 2011 and brings together all seven councils within the shire county of Dorset, including the Waste disposal authority, Dorset County Council, and the six waste collection authorities:

- Christchurch Borough Council
- East Dorset District Council
- North Dorset District Council
- Purbeck District Council
- West Dorset District Council
- Weymouth and Portland Borough Council

The County Council acts as the host authority of the DWP, employing staff and providing support services such as HR, finance, legal, procurement, IT, communications and customer services. Under a single management team, the DWP has created a unified workforce of more than 350 staff delivering waste, recycling and street-cleansing services on its partners' behalf – the first waste partnership to deliver services in-house on this scale.

A key element of the partnership is an innovative cost-sharing approach. The partnership is driving down costs through:

- Joint procurement
- Sharing depots, vehicles and staff
- Cross-boundary collections
- Increasing recycling and reducing the burden of landfill tax
- Generating income through a charged garden waste collection and competitive commercial waste services.

#### 2.2 Introduction of the 'Recycle for Dorset' scheme

The 'Recycle for Dorset' service replaced the 12 previous schemes across Dorset with a 'one size fits all' approach. It is a new uniform recycling and residual waste service which aims to service the entire county (excluding Bournemouth and Poole) using the same collection of materials and frequency of collection for all householders. Even communal properties are offered the scheme in full. The service was rolled out to 200,000 households (rural and urban) across five tranches over a

three year period. The tranche areas were not based on district boundaries, they were chosen to provide the most efficient and cost effective service as possible.

The 'Recycle for Dorset' service offers the following collections:

- A weekly collection of cooked and uncooked food waste using a 23-litre lockable container.
- A fortnightly collection of recycling using a 240-litre wheeled bin (for paper and card, plastics (pots, tubs and trays), cans and aerosols, a 40 litre recycling box for glass and a reusable bag for batteries).
- A fortnightly collection of rubbish using a 140-litre wheeled bin.
- An optional, charged fortnightly garden waste collection using a 240-litre wheeled bin, provided all-year-round.

Following the roll-out, improvements in customer satisfaction have been evidenced through residents' surveys. For example, in 2014, the DWP undertook its own survey which demonstrated a 90% satisfaction rate with the waste collection service.

### 2.3 Recycling performance

In term of performance, the 'Recycle for Dorset' service has had a dramatic impact on the DWP recycling and composting rate. The overall recycling rate has increased from 45% in 2007/8 to 58.5% in 2015/16. More specifically, following the roll-out of the new service, the overall kerbside recycling increased from 29% to 52% and the overall kerbside residual waste collected decreased from 71% to 48%.

The graph in figure 1 demonstrates the impact the new 'Recycle for Dorset' service has had on the DWP recycling and composting performance and how the amount of waste sent to landfill has decreased year-on-year since 2002. Dorset achieved the joint highest countywide recycling and composting performance in England in 2015/16. The national average for recycling and composting performance in England in 2015/16 was 43.9%, this has decreased from 44.8% in 2014/15.

The two pie charts in figures 2 and 3 compare our current waste arisings in terms of quantities and breakdown to the waste arisings five years ago in 2011/12. As illustrated, the DWP landfill significantly less waste compared to 2011/12 (has reduced from 35% to 20% of the overall waste arisings), collect more garden waste (has increased from 13% to 19% of the overall waste arisings) and treat more residual waste (has increased from 15% to 21%).

However, whilst the figures over a 5 year period demonstrate an extremely positive result, it is worth noting that over the past 2 years, the DWP is experiencing a plateauing of its kerbside recycling rate and an increase in its waste arisings. This is similar to the recent national trend in local authority recycling performance.

Figure one:

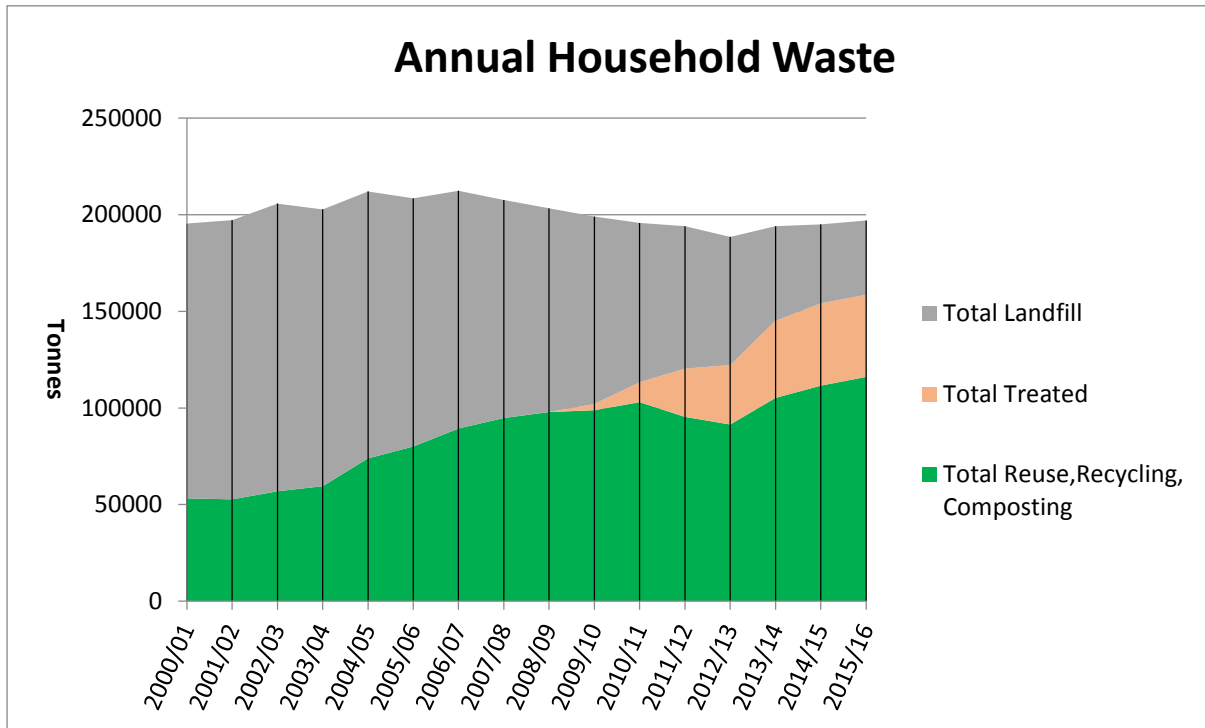


Figure two:

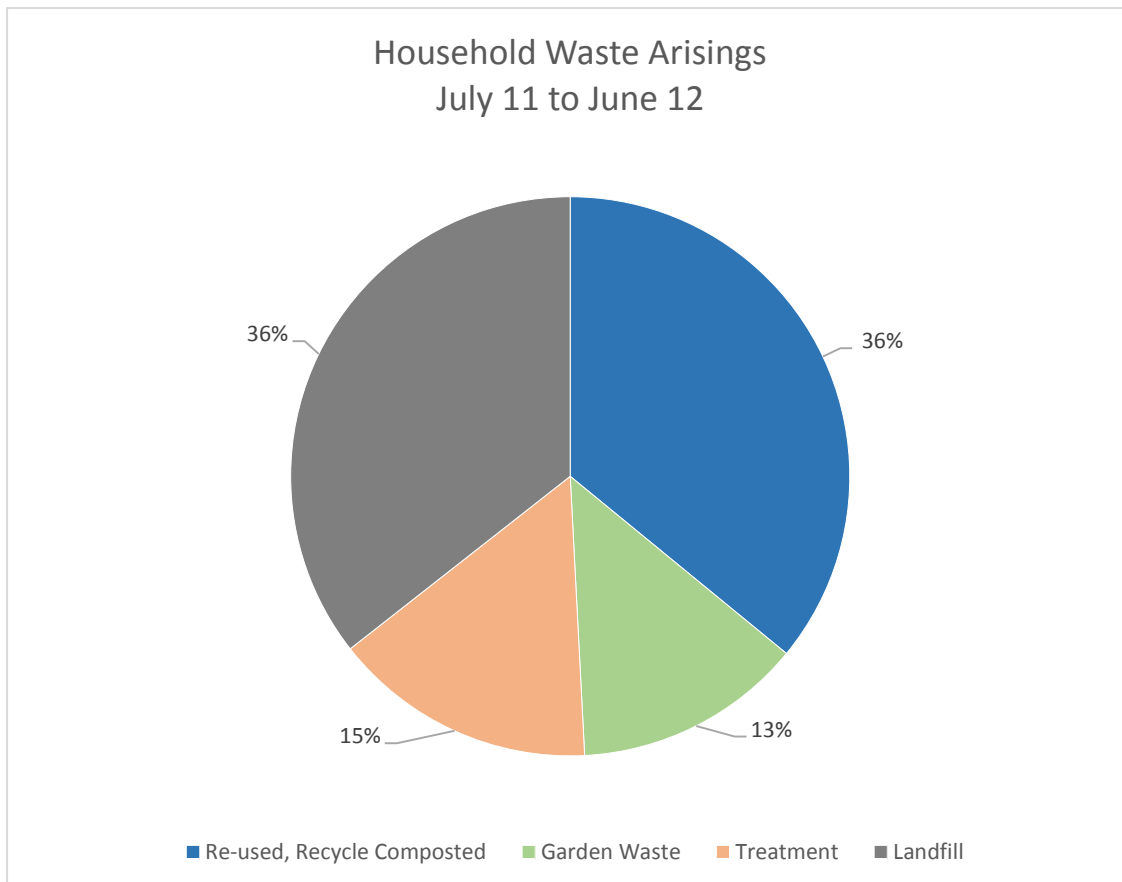
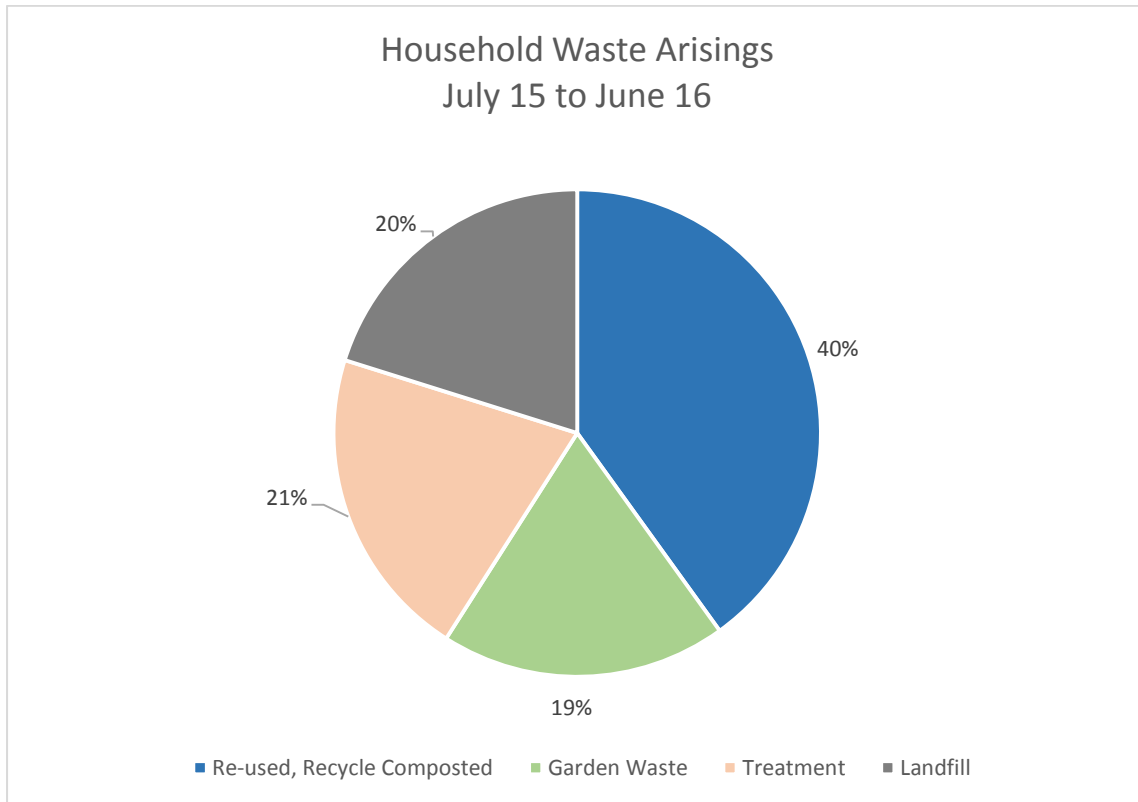
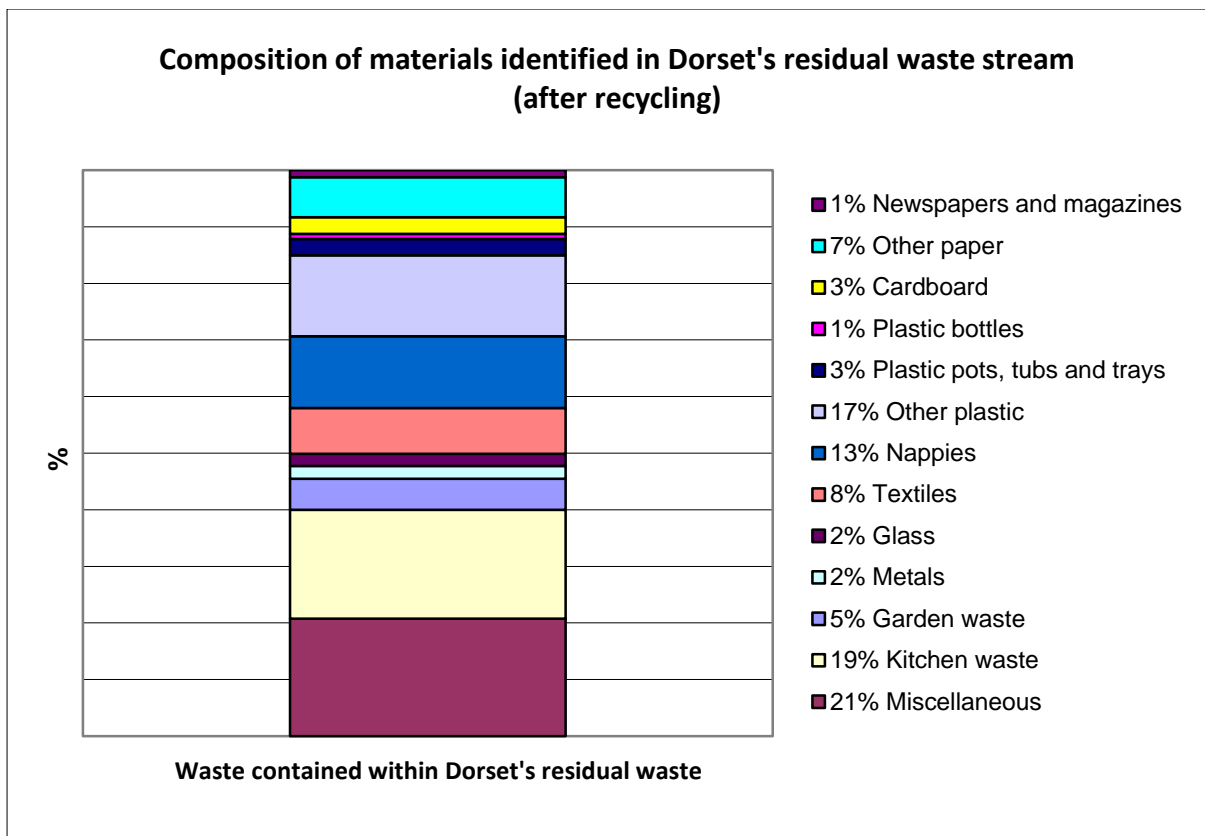


Figure three:



## 2.4 Waste Composition



## 2.5 Waste growth

There are a number of factors which effect waste growth and the key ones are housing and population growth, economic growth and legislative changes.

Since 2008, waste growth was in a period of decline until 2013/14. Since then, it has started to increase and Dorset has experienced an average growth rate of 1.3%. It is predicted that housing and population will both increase in Dorset over the coming years. Historical data shows that waste growth is linked to economic growth. Taking these factors into account, it is estimated that waste growth will be between 0.81% - 2.7%.

For the purposes of planning services and budgets, the DWP are currently assuming a 2% growth rate for waste arisings.

## 2.6 Cost per household

The DWP cost per household for 2017/18 is estimated to be £160 per household, based on assumptions in growth of households of 1250 new dwellings per year. This cost includes everything that the DWP does – collection, street cleaning, and disposal, and includes all overheads as well as contributions from commercial activity.

The MTFP shows the cost per household is expected to rise to £170 per household by 2021/22.

## 2.7 Update on infrastructure

Since the publication of the waste strategy, two new waste management facilities have been designed, built and are now in operation. A Household Recycling Centre (HRC) in Swanage opened at the end of 2011 which provides a safe and user friendly facility for residents and small businesses to recycle their waste. In 2015, a combined HRC and waste transfer station near Bridport opened, replacing the existing cramped HRC in the town along with delivering a strategic piece of infrastructure allowing the rollout and delivery of improved kerbside services in the area. The Bridport facility has since received national recognition through a number of awards.

The DWP is currently focused on delivering another piece of integrated infrastructure for central Dorset which will provide much improved facilities for residents, make efficiencies for waste collection and improve resilience for the service.

## 2.8 Update on contracts

During this period, the DWP has opted to contract directly with service providers to deliver front line HRC operation and to secure disposal outlets for the waste it generates. This approach has been a successful one and has seen improvements in performance as well as delivering financial savings.

Since 2008, the DWP has sent greater proportions of its residual waste to either Energy from Waste or Mechanical Biological Treatment facilities. This has meant that the amount of waste directly landfilled has reduced significantly, with less than 23% of local authority collected municipal waste landfilled in 2015/16.

The majority of the disposal contracts held during this period have been extended to 2020/21.

Most recently, the contract to manage the HRCs, waste transfer stations and associated haulage has been re-let for eight years. This new contract will provide the DWP with significant contributions to its savings target and service flexibility for the contract duration. The contract started on 28 August 2016 and introduced charges for non-household materials and reduced winter opening hours.

## 2.9 Budget savings and efficiencies

The DWP aimed to save a minimum of £1.3 million cashable savings when it was set up, this has been achieved. Furthermore, we have achieved substantial savings since the establishment of the DWP - the key budget savings and efficiencies made by the DWP so far are as follows:

- Net saving on disposal costs arising under the 'Recycle for Dorset' scheme – saving of almost £3.3m (ongoing saving per annum, due to avoided landfill costs)
- Charging for non-household material at HRCs – saving of £225,000 per annum
- Award of the new Household Recycling Contract – saving of £517,618 per annum
- Reduction in winter opening hours at HRCs – saving of almost £160,000 per annum
- Removal of recycling banks – saving of £121,000
- Contract extension with Eco and composting street sweepings – costs avoided of £191,243

In addition, the DWP have grown the commercial services work from a fledgling set-up at the start of the DWP into services that are expected to generate over £4m of turnover by 2017/18.

## 3 **What are the challenges ahead? - Legislation update**

The Dorset Joint Municipal Waste Management Strategy is intended to be a high level document, which takes into account the European and national waste management legal and policy framework and sets the direction for waste management in Dorset to 2033 and beyond.

National legislation and regulations govern the way in which waste management is organised, carried out and regulated. These provisions have set the framework for all waste management activities in Dorset and have a direct impact on the strategy.

However, since 2008 when the strategy was published, there have been a number of changes or additions to the legislative framework which are as follows:

### 3.1 Changes to Waste Definitions

Previously the term 'Municipal Waste' as used in the UK and in this strategy referred to waste collected by local authorities. This definition as described in the Landfill Directive includes both household waste and that from other sources which is similar in nature and composition, which will include a significant proportion of waste generated by businesses and not collected by local authorities. Two definitions now exist to describe the waste collected and handled by local authorities:

Local Authority Collected Municipal Waste (LACMW)

LACMW refers to the previous 'municipal' element of the waste collected by local authorities. That is household waste and business waste where collected by the local authority and which is similar in nature and composition as required by the Landfill Directive. This is the definition that was used for LATS allowances.

Local Authority Collected Waste (LACW)



All waste collected by the local authority. This is a slightly broader concept than LACMW as it would include both this and non-municipal fractions such as construction and demolition waste. LACW is the definition that will be used in statistical publications, which previously referred to municipal waste.

### 3.2 EU Position

The vote for Britain to leave the EU will have a big impact on waste management in the UK.

In the short term, little will change as the EU has already made it clear that it expects the UK to remain compliant with EU legislation until its exit. Upon exit there should not be any immediate impact on relevant legislation as the majority of EU Waste law has been transposed into domestic law in the UK. Changes to domestic law will take time and are likely to be complicated and prolonged.

EU legislation can be credited for driving forward the emphasis on higher levels of recycling and advancing waste management. Within the UK there is cross-party political support for recycling, waste reduction and effective waste management and as such it is unlikely that there will be a reduction in recycling targets. However, there is a risk that removal of the threat of legal challenge for failure to meet targets may dampen the impetus to meet targets within clear timeframes. Additionally, the considerable levels of austerity experienced by local government may result in diversion of resources away from recycling and waste reduction schemes.

### 3.3 The Circular Economy

In recent years, the emphasis within the EU has shifted to what is referred to as 'the circular economy' – the principle of keeping resources in use for as long as possible to reduce their negative impact on the environment and the economy once they become waste. The EU adopted a new Circular Economy Package in December 2015 to stimulate a move toward this new agenda across Europe. The package includes proposals for new legislation, action plans and funding to support the transition. The plan includes proposals for Europe to recycle 70% of municipal waste and 80% of packaging waste by 2030. It also bans landfilling of recyclable materials by 2025. The EU will implement this new legislation in coming years.

The UK waste industry is lobbying Government to deliver a long-term framework of policy and legislation consistent with the circular economy principles, in absence of EU legislation. This would support long-term industry investment in infrastructure and innovation for waste management and recovery. A common view shared by many local authorities in terms of how to deliver a circular economy is to design waste out of production and consumption. This will take a complete rethink in how products are designed, how consumers are perceived, and how they operate. In February 2016 the Scottish Government introduced its own national circular economy strategy.

### 3.4 National Policy

Since the Conservative Government came to power in May 2015, no announcements have been made with regards to the future direction of waste policy in England. This is now further compounded by the vote to leave the EU which may result in a deficit of new policy in the short/medium term. The last major policy document under the coalition government was the Review of Waste Policy in England in 2011, which set out 13 commitments to move towards a 'zero waste' economy prioritising the waste hierarchy and reducing the carbon impact of waste.

### 3.5 Waste Framework Directive - TEEP

One key piece of legislation for recycling in the UK is the Waste Framework Directive 2008. This sets a target for the UK to recycle 50% of household waste by 2020 in addition to the requirement for a legally-binding five step waste hierarchy. The UK is not yet meeting the target with recycling rates reported as 44.9% for 2014/15, 44.1% in 2013/14 and 40.4% in 2010.

The directive also requires that councils provide separate collections of paper, plastics, metal and glass by January 2015. In England, separate collection of these materials are required where they are technically, environmentally and economically practicable (TEEP). The DWP has conducted an assessment of its compliance with the Waste Regulations and reported to members in March 2015. The assessment concluded that the current 'Recycle for Dorset' scheme is compliant with the Waste Regulations. It can be demonstrated that separate collection does not meet the 'practicability test' on the grounds of economic practicability. The additional costs and financial risks associated with separate collection represent an excessive cost.

### 3.6 Landfill

The Landfill Directive sets out targets for the UK to reduce the amount of biodegradable municipal waste sent to landfill, with targets for 2010, 2013 (both met) and 2020 (to reduce the biodegradable waste landfilled to 35% of that produced in 1995). The landfill allowance trading scheme (LATS) scheme made good progress toward these. This was abolished in 2013 and it is now widely recognised that landfill tax (£84.40 per tonne from April 2016) has been the biggest incentive for local authorities to divert material from landfill.

### 3.7 Consistency in household recycling

In September 2016, the Government funded organisation Waste Resources Action Programme (WRAP), produced a document entitled 'A framework for greater consistency in household recycling in England'. The document outlines the opportunities for greater consistency in household recycling, and sets out a framework for taking it forward to 2025. The document identifies a core set of materials that every household in England should be able to recycle at home. It also recommends three different types of collection systems to offer greater consistency across local authority schemes. The recommendations are not compulsory and it is too early to see how this will be implemented and what impact it will have on local authority collection schemes.

### 3.8 Local Government Reform in Dorset

Six Dorset Councils have submitted a bid to DGLG to form two new unitary councils within Dorset in order to make efficiencies and deliver savings associated with the stringent budget cuts imposed by central government. A "minded to" decision is expected by the end of March and whatever the outcome there are likely to be considerable impacts on the DWP.

### 3.9 Budget and austerity measures

Of the seven partner councils that make up the DWP, many are facing challenges in terms of projected funding deficits.

DWP will continue to remain under pressure to deliver financial savings for partner councils wherever possible.

## **4 What are we aiming for?**

### **4.1 Preferred option**

The strategic option to manage Dorset's waste remains largely unchanged. The DWP vision, along with the five critical objectives, summarise the strategic option:

*'A Dorset wide partnership to provide a quality, efficient and value for money waste service'*

- Maintaining customer satisfaction
- Investigate further options for cashable savings
- Encourage application of the waste hierarchy
- Meet our statutory requirements
- Seek to work in partnership

The preferred option in the waste strategy can be summarised as:

- Long term aspirational aim towards zero net growth for residual waste
- To achieve 65% recycling and composting by 2025
- An increased focus on enhancement and development of a network of local waste facilities that enable the DWP to deliver, store, transport and treat waste efficiently
- Flexibility for residual waste treatment options
- Provide a cost effective countywide commercial waste and recycling service

### **4.2 The policy objectives**

There are 10 policy objectives that were agreed in the 2008 strategy. These have now been revised to take account of the progress made over the last 5 years, changes in legislation and the future vision of waste management. Policy objectives 4 and 9 from the 2008 strategy have been removed and replaced with new objectives, and the remainder of the policy objectives have been amended. There are now nine revised policy objectives and these are detailed in appendix

## **5. Infrastructure development**

The need to provide control over the DWPs waste streams, as local third party facilities come to the end of their lives, is a priority for the entire DWP service. The ability to store and transport materials from facilities wholly managed by the DWP in some areas of the county provides a strong strategic position for a number of reasons:

### **5.1 Generating competition in future procurements**

Dorset controls a comparably small volume of waste. In order to attract the best competition for this material, waste may need to travel out of the county to make the most of favourable prices at regional facilities.

Recent market intelligence suggest residual disposal prices can be up to £10 cheaper than current in-county disposal routes. In order to access these facilities where direct delivery in county is not available, waste needs to be bulked up and capable of travelling greater distances.

5.2 The ability to adapt and be flexible in a highly volatile industry

Being in control of waste volumes via transfer stations with onward haulage protects local front line collections. Regardless of the onward delivery point, local collections can remain consistent and not be impacted by changes in disposal location (breakdowns, failures, fires, etc.).

5.3 The ability to provide contingency

With no local landfill in Dorset being available beyond 2016/17, all collections directly delivering to third party facilities have no immediate contingency tipping destinations. In the worst case, this may lead to the cessation of front line collection operations or incur significant additional travel to access existing DWP transfer facilities.

Additionally, the ability to store waste better equips the DWP to respond to recycling market changes and adverse weather conditions.

5.4 The ability to accommodate future growth and different services

Existing infrastructure is at capacity and incapable of accommodating waste/population growth and any changes in the current methods of collection.

**6. The next steps**

This strategy review sets out the strategic direction for the DWP up to 2033. It is an addendum to the full strategy that was produced in 2008. It recognises that some policy objectives have been achieved and need to be updated and that some are also now irrelevant and needed to be replaced.

Waste management is recognised as a fast changing area and the strategy will need to be under periodic review and refinement. Actions from this strategy will be achieved and monitored through the production of the DWP Business Plan, which is in turn supported by team action plans.

The Waste Strategy will be reviewed in the event of any significant changes or otherwise again in another 5 years.

## Appendix Two - New Policy Objectives

Policy objectives		
Headline	Policy	Actions
Towards zero growth	1. Preventing the growth of household waste by promoting waste reduction and reuse initiatives, with a long term aspirational aim towards zero net growth for residual waste	<ul style="list-style-type: none"> <li>• To agree an annual target for household waste:               <ul style="list-style-type: none"> <li>- kg per household for total residual waste</li> <li>- kg per household for total household waste (excluding garden and commercial waste)</li> </ul> </li> <li>• To undertake a comprehensive waste analysis programme to include a larger, more representative sample of all household waste</li> <li>• Waste prevention plan to include actions on the following:               <ul style="list-style-type: none"> <li>- Home composting</li> <li>- Love Food Hate Waste</li> <li>- Nappies</li> <li>- Reuse</li> <li>- Junk mail</li> <li>- Paperless home (i.e. more online activities)</li> <li>- Community engagement</li> </ul> </li> </ul>
Underpinning awareness and education	2. Promoting waste awareness through coordinated public education and awareness campaigns, and effective community engagement.	<ul style="list-style-type: none"> <li>• All waste awareness/education campaign to be undertaken in line with the waste hierarchy</li> <li>• High profile and high impact 'Right Stuff, Right Bin' campaign               <ul style="list-style-type: none"> <li>- Overall generic county wide campaign to increase participation &amp; correct use of the 'Recycle for Dorset' service</li> <li>- Material campaigns on food, paper, plastic and metal</li> <li>- Area campaigns in low performing locations</li> </ul> </li> <li>• Targeted campaigns/efforts to improve the quality of recyclate by reducing contamination from both communals and individual households</li> <li>• Promoting other services such as the Household Recycling Centres and Bring Banks</li> <li>• Continuous monitoring of public satisfaction through appropriate surveys to enable constant improvements where required</li> <li>• Development of suitable street scene campaigns/initiatives to enhance the quality of the local environment</li> </ul>

		<ul style="list-style-type: none"> <li>• Development of an extensive schools programme/strategy to cover both primary and secondary schools</li> <li>• Monitoring of all campaigns to measure their effectiveness and contribution to overall performance</li> </ul>
High recycling and optimised services	3. Achieving 65% recycling and composting by 2025 and ensuring the optimum and full use of the recycling and composting services provided.	<ul style="list-style-type: none"> <li>• This recycling and composting target will be supported by the waste reduction target in policy objective 1</li> <li>• Long term aspiration of 70% recycling and composting to be in line with the principles of the Circular Economy package (will be dependent on national policy)</li> <li>• All decisions regarding improvements to the recycling and composting rate will ascertain the financial implications of doing so and the possible impact on budget</li> <li>• Continuous use and improvement of current recycling &amp; composting services: <ul style="list-style-type: none"> <li>- Recycle for Dorset – review of materials collected &amp; frequency of collections</li> <li>- Review of the vehicle fleet to support 'Recycle for Dorset'</li> <li>- Improvement in diversion rates at the Household Recycling Centres</li> <li>- Correct and increased use of all DWP recycling &amp; composting services through the activities listed in Policy Objective 2</li> </ul> </li> </ul>
Minimise residual waste and maximise recovery of value	4. Ensuring that residual waste treatment takes into account the waste hierarchy and cost in maximising the value recovered from waste in terms of resources and energy.	<ul style="list-style-type: none"> <li>• To progressively increase the recovery and diversion of waste from landfill through increases in recycling and composting (see above policies).</li> <li>• Development of a contract strategy to enable the most efficient and cost effective solution for Dorset</li> <li>• Implementation of suitable long and short term contracts which diverts waste from landfill</li> <li>• When choosing to use external facilities, the application of the waste hierarchy and cost implications will be considered</li> </ul>
Infrastructure	5. Enhancing and developing a network of local waste facilities that enable the DWP to deliver, store, transport and treat waste efficiently.	<ul style="list-style-type: none"> <li>• A cross organisation subgroup will be set up to review all the infrastructure requirements of the DWP and the links to the contract strategy (in policy objective 4). This will include depots, transfer stations, HRCs, treatment facilities and any other infrastructure requirements</li> </ul>

		<ul style="list-style-type: none"> <li>• The need to secure control over the DWPs waste streams to provide a strong, flexible strategic position and allow certainty for the future as current local third party facilities come to the end of their lives</li> <li>• The ability to deliver, store and transport materials from facilities wholly managed by the DWP will enable a wider, &amp; more flexible choice of treatment options. (Please refer to the 'infrastructure' section below)</li> </ul>
Cost efficient service	6. Delivering efficient and cost effective waste management services across Dorset that provide value for money.	<ul style="list-style-type: none"> <li>• The delivery of efficient and cost effective waste management services will remain a priority for the DWP across all areas of the organisation</li> <li>• The identification of further budget savings and efficiencies will continue and will be pursued whenever the opportunity exists</li> <li>• Value for money and risk will be considered when strategic decisions are taken and benchmarking against the 'do nothing' costs will be undertaken</li> </ul>
Enforcement and intervention	7. Adopting a proactive approach to enforcement involving awareness raising and education about environmental crime and the correct use of DWP services. Responding to issues/offences in the most appropriate manner.	<ul style="list-style-type: none"> <li>• Respond to reported environmental crime incidences and follow up where appropriate</li> <li>• Monitor areas of known repeat offences and take enforcement action where appropriate</li> <li>• Undertake proactive enforcement campaign work to reduce incidences of environmental crime e.g. for littering, fly-tipping and of duty of care checks.</li> <li>• Raise awareness amongst staff within the DWP of all policies/processes to ensure they are consistently applied</li> <li>• Increased issue of FPNs through the recruitment of a third party organisation</li> <li>• Work in partnership with DWP partners and external agencies to deliver a coordinated enforcement service</li> </ul>
Encourage sustainable management of commercial and local authority waste	8. Providing a countywide cost effective commercial waste services and recycling service supported by effective marketing and communications.	<ul style="list-style-type: none"> <li>• To work towards the 'vision' in the Commercial Waste Strategy to become the leading waste provider for commercial waste collection in Dorset that: <ul style="list-style-type: none"> <li>- Helps business apply the waste hierarchy and meet their legal obligations</li> <li>- Provides good value for money</li> <li>- Provides excellent customer service</li> <li>- Enhances the reputation of the DWP</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Continue to optimise collection rounds (align with the household waste round optimisation programme where possible to create further efficiencies)</li> <li>• To ensure that the disposal/treatment arrangements for commercial waste and household waste operate in conjunction to avoid conflicts in terms of available capacity</li> <li>• Investigate and implement further recycling options for customers</li> <li>• Continually seek to increase the existing customer base</li> <li>• Keep up-to-date with market developments so the DWP can get best efficiency from its existing customer base</li> </ul>
<p>Working with others: listen, collaborate and influence</p>	<p>9. Listen to, work with and influence others to achieve sustainable waste management and meet the policy objectives, making use of national, regional and local frameworks.</p>	<ul style="list-style-type: none"> <li>• Maintain active participation in relevant regional and national forums and organisations to both keep well informed and seek to ensure our views are heard.</li> <li>• Collaborate with others as appropriate to pursue particular issues and seize opportunities to influence when these arise.</li> </ul>



Results of the presentation to Joint Committee Members, 16 January 2017



# Waste Strategy Review

Joint Municipal Waste Management Strategy for Dorset




A joint strategy by the Dorset councils to guide the way that waste will be dealt with over the next 12 years

16th January 2017  
DWP Joint Committee





Dorset councils working together [www.dorsetcouncils.co.uk/strategy](http://www.dorsetcouncils.co.uk/strategy)

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## Introduction

This document is an update to the Dorset JMWS 2008:

- Where are we now?
- What are the challenges ahead?
- What are we aiming for?
- The ten policy objectives

Provides a framework for future decisions re. infrastructure, treatment options and transport networks

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## Where are we now?

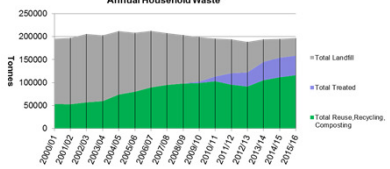
Our achievements since 2008:

- Formation of the Dorset Waste Partnership
- Introduction of the 'Recycle for Dorset' scheme
- Waste and recycling performance
- Innovative waste disposal contracts and infrastructure
- Budget savings and efficiencies

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## Waste & recycling performance



Waste growth: period of decline 2006 – 2013, now 1.3% increase

Recycling performance: 2011/12 50.9%  
2012/13 50.3%  
2013/14 53.9%  
2014/15 56.7%  
2015/16 58.5% (Joint top performing County in England)

Cost per household: Budget for 2017/18 is £160 per household

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## What are the challenges ahead?

- EU position
- The circular economy
- National policy
  - TEEP
  - Landfill
  - Consistency in household recycling
- Local drivers
  - Unitary proposals in Dorset
  - Budget / austerity measures




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## What are we aiming for?

- Strategic option in strategy remains unchanged:
  - DWP's vision
  - Five critical objectives
- Existing 'preferred option' has been updated:
  - Aspirational aim towards zero net growth for residual waste
  - Revised recycling/composting target of 65% by 2025
  - Increased flexibility around treatment options
  - Enhancement & development of local infrastructure
  - Cost effective, countywide commercial waste service
- New and updated policy objectives

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**Dorset Waste Partnership**

## Policy 1 – Waste reduction

- Tackling waste growth
  - Aspiration for zero growth
  - Annual per household targets
  - Waste prevention plan



**Proposed Policy:** To prevent the growth of household waste by promoting waste reduction and reuse initiatives, with a long term aspirational aim towards zero net growth for residual waste.

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**Dorset Waste Partnership**

**Vote Now**

**Policy 1 – To prevent the growth of household waste by promoting waste reduction and reuse initiatives, with a long term aspirational aim towards zero net growth for residual waste.**

- Strongly agree 66.7%
- Agree 25.0%
- Neither agree or disagree 8.3%
- Disagree 0.0%
- Strongly disagree 0.0%

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**Dorset Waste Partnership**

## Policy 2 – Awareness and education

- Promotion, waste awareness and community engagement
  - 'Right stuff, right bin' campaign
  - Public satisfaction
  - Reduce contamination



**Proposed Policy:** To promote waste awareness through coordinated public education and awareness campaigns, and effective community engagement.

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**Dorset Waste Partnership**

**Vote Now**

**Policy 2 - To promote waste awareness through coordinated public education and awareness campaigns, and effective community engagement**

- Strongly agree 75%
- Agree 25%
- Neither agree or disagree 0%
- Disagree 0%
- Strongly disagree 0%

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**Dorset Waste Partnership**

## Policy 3 – High recycling and optimised services

- 65% recycling and composting by 2025
  - Save money and resources through full and effective use of existing schemes and infrastructure



**Proposed Policy:** Across Dorset, to achieve 65% recycling and composting by 2025 and ensure the optimum and full use of the recycling and composting services provided.

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**Dorset Waste Partnership**

**Vote Now**

**Policy 3 - Across Dorset, to achieve 65% recycling and composting by 2025 and ensure the optimum and full use of the recycling and composting services provided.**

- Strongly agree 66.7%
- Agree 33.3%
- Neither agree or disagree 0.0%
- Disagree 0.0%
- Strongly disagree 0.0%

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## Policy 4 – Waste recovery & disposal

- Treatment of residual waste to maximise recovery and minimise cost
  - Development of a contract strategy
  - Consider waste hierarchy and costs in decision making






**Proposed Policy:** To ensure residual waste treatment takes into account the waste hierarchy and costs in maximising the value recovered from waste in terms of resources and energy.

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Policy 4 - To ensure residual waste treatment takes into account the waste hierarchy and costs in maximising the value recovered from waste in terms of resources and energy.

1. Strongly agree  58%
2. Agree  25%
3. Neither agree or disagree  17%
4. Disagree 0%
5. Strongly disagree 0%

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## Policy 5 – Infrastructure

- Facilities to deliver, store, transport and treat waste efficiently
  - Secure control over our waste to enable a flexible strategic position and certainty for the future






**Proposed Policy:** Enhancement and development of a network of local waste facilities that enable the DWP to deliver, store, transport and treat waste efficiently.

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Vote Now

Policy 5 - Enhancement and development of a network of local waste facilities that enable the DWP to deliver, store, transport and treat waste efficiently.

1. Strongly agree  66.7%
2. Agree  16.7%
3. Neither agree or disagree  16.7%
4. Disagree 0.0%
5. Strongly disagree 0.0%

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## Policy 6 – Cost efficient service

- Deliver efficient and cost effective solutions
  - Priority of the DWP
  - Value for money and risk to be considered





**Proposed policy:** To deliver efficient and cost effective waste management services across Dorset that provide value for money.

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Vote Now

Policy 6 - To deliver efficient and cost effective waste management services across Dorset that provide value for money.

1. Strongly agree  83%
2. Agree  17%
3. Neither agree or disagree 0%
4. Disagree 0%
5. Strongly disagree 0%

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### Policy 7 – Enforcement and Intervention

- A proactive approach to waste enforcement
  - Education and pro-active work backed up with a tougher stance on offenders
  - Focus on flytipping, abandoned vehicles, duty of care and littering
  - Respond to offences in the most appropriate manner



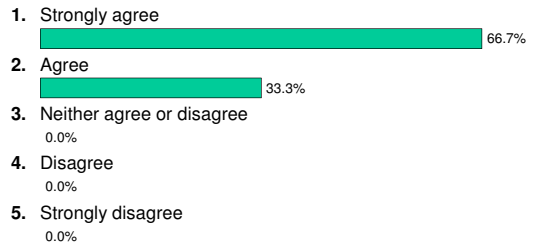
**Proposed Policy:** To adopt a proactive approach to enforcement involving awareness raising and education about environmental crime and the correct use of DWP services. To respond to issues/offences in the most appropriate manner.

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Vote Now

**Policy 7 -** To adopt a proactive approach to enforcement involving awareness raising and education about environmental crime and the correct use of DWP services. To respond to issues/offences in the most appropriate manner.



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### Policy 8 – Commercial waste

- Provide a countywide commercial waste service
  - Building the business
  - Links with infrastructure requirements



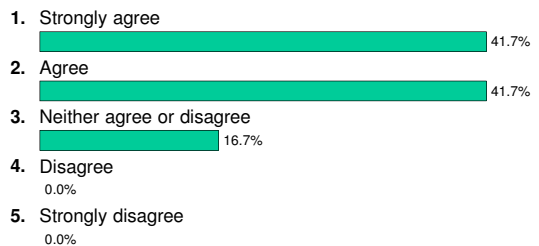
**Proposed Policy:** To provide a countywide cost effective commercial waste and recycling service supported by effective marketing and communications.

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**Policy 8 -** To provide a countywide cost effective commercial waste and recycling service supported by effective marketing and communications.



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### Policy 9 - Collaboration with others

- Collaboration with others
  - Further partnerships
  - Impact of local government reorganisation



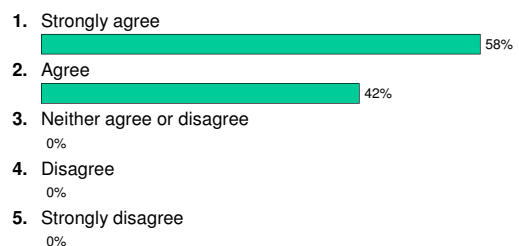
**Proposed Policy:** To listen to, work with and influence others to achieve sustainable waste management and meet the policy objectives, making use of national, regional and local frameworks.

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**Policy 9 -** To listen to, work with and influence others to achieve sustainable waste management and meet the policy objectives, making use of national, regional and local frameworks.



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## Next steps

- Review information from today and update draft strategy
- Revised waste strategy to be taken to Joint Committee in Spring 2017 for approval

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## Any Questions?

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## Dorset Waste Partnership Joint Committee

Date of Meeting	23 March 2017
Officer	Director, Dorset Waste Partnership
<b>Subject of Report</b>	<b>Key Performance Indicators (KPI's) and Targets for 2017/18</b>
Executive Summary	<p>It is proposed that from 2017/18 onwards, to reduce the number of KPI's from 24 to 12. This will ensure that key information is provided to members.</p> <p>The information will continue to be provided to members via email, as agreed at the June 2016 Joint Committee meeting.</p> <p>The annual targets for the set of 12 KPI's are listed along with the frequency of monitoring for each target – either quarterly or annually.</p>
Impact Assessment:	Equalities Impact Assessment: N/A
	<p>Use of Evidence:</p> <p>This report draws upon previous performance monitoring information as evidence of the partnership's performance position and target setting process.</p>
	Budget: N/A

	<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>
	Other Implications: None
Recommendations	<p>That the Joint Committee</p> <p>(i) Approves the set of 12 KPI's for 2017/18.  (ii) Approves the annual targets for the 12 KPI's.  (iii) Agrees that waste performance data should be provided on a DWP wide basis only</p>
Reason for Recommendations	To inform Joint Committee of the DWP KPI's and targets for 2017/18, and so figures reflect the increased cross boundary working, sharing of waste disposal locations and differences in social demographics.
Appendices	Appendix 1: Existing 2016/17 KPIs
Background Papers	DWP Business Plan 2017/18
Report Originator and Contact	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>

## 1. Introduction

- 1.1 The Dorset Waste Partnership (DWP) has adopted a series of performance indicators in Balanced Scorecard form. During 2015/16 and 2016/17 a programme of intensive KPI monitoring has been undertaken with new indicators agreed at the June 2015 meeting of the Joint Committee.
- 1.2 It is proposed to review these KPI's and reduce those formally reported on from 24 down to 12. This will allow the key information only to be presented to members. Information will continue to be presented via email but it is proposed to change the format to include a simpler, graphical and visual layout.



## 2. Targets for 2017/18

- 2.1 The following targets are proposed for 2017/18. These are based on this year's performance for each of the indicators, and forecasts for the forthcoming year.
- 2.2 There are four KPI's detailed in the DWP business plan 2017/18 and these will all be monitored. The net cost of DWP per household will be monitored through the regular financial reports. The other three performance indicators will be monitored through the existing quarterly email method. These performance indicators and the associated targets were agreed in the approved DWP business plan.
- 2.3 Due to the increase in cross boundary working, sharing of waste disposal locations and differences in social demographics across the County, it is proposed to cease reporting by individual depot/district/boroughs and only provide information on a DWP wide basis.

Performance Indicator	Frequency	2016/17 target	Proposed 2017/18 target
Total household waste arisings per hh (kg/hh) (excluding kerbside collected garden waste)	Quarterly on a rolling basis	N/A (this is a new target)	935 kg/hh
Net cost of DWP per household	Annual	£166 per hh	£160 per hh
Number of working days lost to sickness per FTE	Quarterly (broken down by month)	9.74 per FTE	12 per FTE
Percentage of household waste reused, recycled or composted	Quarterly on a rolling basis	60%	60%

- 2.4 In addition to these indicators, there are a further 8 performance indicators proposed to be monitored. The table below details these.

Performance Indicator	Frequency	2016/17 target	Proposed 2017/18 target
Percentage of households using the garden waste service	Quarterly on a rolling basis	20%	22%
Residual waste per household (kg)	Quarterly on a rolling basis	415 kg/hh	423 kg/hh
Percentage of municipal waste landfilled	Quarterly	19%	18%
Street cleanliness	Quarterly	N/A (this is a new target)	9% for litter and 18% for detritus

Household missed collections per 100,000	Quarterly	50 (justified)	80 (justified)
Number of enforcement actions taken (to include fly tipping, commercial duty of care and littering investigations).	Quarterly	N/A (this is a new target)	240
Overall satisfaction with waste service	Annual	N/A (this is a new summarised target)	79%
Formal complaint numbers	Quarterly	50	50

**Gemma Clinton, Head of Service (Strategy), Dorset Waste Partnership  
March 2017**

## **Appendix one – Existing 2016/17 Performance Indicators**

### **Financial**

<b>Performance Indicator</b>	<b>Frequency</b>
Cost of waste collection per hh	Annual
Cost of waste disposal per hh	Annual
Cost of HRC's per hh	Annual
Cost of street cleansing per hh	Annual
Net cost of DWP per household	Annual

### **Learning and Growth**

<b>Performance Indicator</b>	<b>Frequency</b>
Percentage of voluntary leavers over the past 12 months as a proportion of total staff	Annual
Number of working days lost to sickness in the last 12 months per FTE	Rolling 12 month figure
Personal development reviews completed by due date	Annual

### **Service**

<b>Performance Indicator</b>	<b>Frequency</b>
Total household waste arising per hh (kg/hh)	Quarterly on a rolling 12 month basis
Kerbside collected food waste per hh(kg/hh)	Quarterly on a rolling 12 month basis
Kerbside dry recycling per hh (kg/hh)	Quarterly on a rolling 12 month basis
Kerbside residual waste collected per hh (kg/hh)	Quarterly on a rolling 12 month basis
Percentage of households using the garden waste service	Quarterly on a rolling 12 month basis
Residual waste per household (kg)	Quarterly
Percentage of household waste reused, recycled or composted	Quarterly
Percentage of municipal waste landfilled	Quarterly

Street cleanliness	Quarterly
Household missed collections per 100,000	Quarterly
Number of fly tipping incidents (by partner authority)	Quarterly

**Customer/stakeholder**

<b>Performance Indicator</b>	<b>Frequency</b>
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
Formal complaint numbers	Quarterly
Formal complaints not processed within specified time	Quarterly
Number of formal complaints not resolved	Annual



## Dorset Waste Partnership Joint Committee

Date of Meeting	23 March 2017
Officer	Director of the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Request for Removal of Public Convenience Cleansing Service East Dorset District Council</b>
Executive Summary	Following a recent procurement of a new building cleaning contract East Dorset District Council wishes to reduce the service provided by Dorset Waste Partnership by removing the public convenience cleaning provision from the Service Agreement.
Impact Assessment:	Equalities Impact Assessment: N/A
	Use of Evidence: N/A
	Budget: A budget saving for East Dorset District Council of £41,567
	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: Current Risk: LOW Residual Risk LOW
	Other Implications: None

Recommendation	That the Joint Committee approves <ul style="list-style-type: none"> <li>1. a reduction in service in the East Dorset District Council area in the removal of the public convenience cleansing service from of 01 April 2017</li> <li>2. an adjustment to East Dorset District Council's contribution to the DWP budget from 2017/18 so that the full net savings are passed on to East Dorset District Council.</li> </ul>
Appendices	Appendix 1 – Updated Partner Funding Position 2017/18
Background Papers	Inter-Authority Agreement for the Dorset Waste Partnership Joint Committee
Report Originator and Contact	Name: Mike Moon Tel: 01305 225789 Email: m.moon@dorsetcc.gov.uk

## 1. Introduction and Background

- 1.1 The DWP currently carries out the cleaning of public conveniences in the East Dorset District Council area. No other partner has included this work within the scope of services carried out by the DWP

## 2. New Provision

- 2.1 Christchurch Borough Council and East Dorset District Council have carried out a joint procurement process with Bournemouth and Poole for the cleaning of offices, leisure centres and public conveniences. The procurement has secured overall savings in costs and the East Dorset public conveniences cleaning will cost a similar amount to that incurred by the DWP. The new contract will commence on 1 April 2017.

## 3. Implications

- 3.1 There are no TUPE implications as no member of staff is allocated wholly or mainly to this work full time and these staff will be reallocated to street cleansing duties.

## 4. Inter Authority Agreement

- 4.1 Schedule 5 Para 2.5 of the IAA states a Partner Authority may request a reduction or increase in service compared to the Standard Service or the whole or partial removal of a service within its area in order to vary the overall cost of services provided under this agreement. If the Joint Committee is able to respond to this request in a way that reduces costs arising in that Authority's area without detriment to the other Partner Authorities, the cost shares calculated under this schedule shall be adjusted so that the full net saving in cost is passed on to that Council (as accurately as the cost sharing arrangements will allow).

4.2 Appendix 1 shows the effect on the 2017/18 budget of the reduction in EDDC's contribution. The cost shares and contributions for all other partners remains unchanged.

## **5. Summary**

5.1 As a new contract will be in place to cover the public convenience cleansing in the East Dorset area the recommendation is that this amendment to the service agreement is approved.

**Karyn Punchard**  
**Director**  
March 2017

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# Appendix 1 - Updated Partner Funding Position 2017/18

## 2017/18 budget

*before change for public convenience  
cleansing at EDDC.*

## 2017/18 budget

*with change for public convenience  
cleansing at EDDC.*

Partner Council	%	CTB1 figures		£	£	£
		November 2016	£			
Christchurch BC	3.98%	23,764	1,316,312			1,316,312
East Dorset DC	5.93%	39,802	1,963,950		-41,657	1,922,293
North Dorset DC	5.40%	31,572	1,787,054			1,787,054
Purbeck DC	4.07%	22,335	1,347,470			1,347,470
West Dorset DC	8.99%	50,335	2,977,268			2,977,268
W&PBC	7.31%	31,649	2,418,026			2,418,026
Dorset County Council	64.32%	n/a	21,289,920			21,289,920
	<u>100.00%</u>		<u>33,100,000</u>			<u>33,058,343</u>
	0.00%		0			
Reduction in DWP total budget:						41,657

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