

# Agenda



Councils working together

Meeting: Dorset Waste Partnership Joint Committee

Time: 10.00 am

Date: 12 June 2017

Venue: Committee Room C+D, West Dorset District Council, South Walks House, Dorchester, DT1 1UZ.

Anthony Alford (Chairman)	West Dorset District Council
Michael Roake (Vice-Chairman)	North Dorset District Council
David Walsh	North Dorset District Council
Tony Ferrari	Dorset County Council
Daryl Turner	Dorset County Council
Sally Derham-Wilkes	Christchurch Borough Council
Peter Hall	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
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 7 June 2017, and statements by midday the day before the meeting.

**Debbie Ward**  
Chief Executive

Contact: Denise Hunt  
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Date of Publication:  
Friday, 2 June 2017

## 1. **Election of Chairman**

To elect a Chairman of the Joint Committee for the remainder of the year 2017/18.

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

To appoint a Vice-Chairman of the Joint Committee for the remainder of the year 2017/18.

## 3. **Apologies for Absence**

To receive any apologies for absence.

## 4. **Code of Conduct**

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

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

The Register of Interests is available on [Dorsetforyou.com](http://Dorsetforyou.com) and the list of disclosable pecuniary interests is set out on the reverse of the form.

## 5. **Terms of Reference**

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

Statutory functions and activities delegated to the Joint Committee.

### Part 1

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

### Part 2

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

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

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

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

Membership:

Two elected members from each Partner Authority.

- |  |                 |
|--|-----------------|
| <p><b>6. Minutes</b></p> <p>To confirm and sign the minutes of the meeting held on 23 March 2017.</p>  | <p>5 - 10</p>   |
| <p><b>7. Public Participation</b></p> <p><b>(a) Public Speaking</b></p> <p><b>(b) Petitions</b></p>  |                 |
| <p><b>8. Dorset Waste Partnership Forward Plan 2017</b></p> <p>To consider a report by the Head of Service (Strategy) of the Dorset Waste Partnership (attached).</p>                                  | <p>11 - 16</p>  |
| <p><b>9. Minutes of Dorset Waste Partnership Joint Scrutiny Group</b></p> <p>To consider the minutes and recommendation of the Dorset Waste Partnership Joint Scrutiny Group held on 3 April 2017.</p> | <p>17 - 22</p>  |
| <p><b>10. Financial Report June 2017</b></p> <p>To consider a joint report by the Director of the Dorset Waste Partnership and Treasurer to the Dorset Waste Partnership (attached).</p>               | <p>23 - 50</p>  |
| <p><b>11. Scheme of Delegation and 2017/18 Schedule of Meetings</b></p> <p>To consider a report by the Legal Advisor to the Dorset Waste Partnership.</p>  | <p>51 - 84</p>  |
| <p><b>12. Revised "Recycle for Dorset" Service Policy</b></p> <p>To consider a report by the Head of Service (Strategy) of the Dorset Waste Partnership (attached).</p>                                | <p>85 - 120</p> |

**13. Infrastructure Review**

121 - 212

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

**14. Dorset Waste Partnership Corporate Risk Register**

213 - 218

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

**15. Questions from Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 7 June 2017.

## Dorset Waste Partnership Joint Committee

Minutes of the meeting held at Purbeck District Council,  
Worgret Road, Wareham on Thursday, 23 March 2017.

### Present:

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

### Members Attending

Pauline Batstone (North Dorset District Council), Graham Brown (Purbeck District Council), Robin Cook (Dorset County Council), John Ellis, (Weymouth & Portland Borough Council), Margaret Phipps (Christchurch Borough Council), Ray Bryan (East Dorset District Council), Barbara Manuel (East Dorset District Council), David Budd (Purbeck District Council) Kevin Brookes (Weymouth & Portland Borough Council) and Timothy Yarker (West Dorset District Council).

### Dorset Waste Partnership Officers Attending:

Matthew Boulter (Commercial Services Manager), Gemma Clinton (Head of Service (Strategy), Grace Evans (Clerk), Michael Moon (Head of Service (Operations), James Potten (Senior Communications Officer), Karyn Punchard (Director), Andy Smith (Treasurer) and Denise Hunt (Senior Democratic Services Officer).

### Other Officers in attendance

Steve Mackenzie (Purbeck District Council), Stephen Hill (Dorset Councils Partnership) and Rebecca Kirk (Purbeck District Council).

- (Notes:(1) Publication In accordance with paragraph 8.4 of Schedule 1 of the Joint Committee's Constitution the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date. Publication Date:**Thursday, 30 March 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 **Monday, 12 June 2017.**)

### **Apologies for Absence**

- 13 Apologies for absence were received from Peter Finney, Robert Gould, Colin Bungey, Ray Nowak, Alan Thacker, David Walsh and Peter Webb.

### **Code of Conduct**

- 14 Councillor Margaret Phipps declared a disclosable pecuniary interest in item 12 – Commercial Waste Pricing Policy and Item 13 – Commercial Services Business Plans 2017-18 as she had a commercial bin for her business. It was confirmed that she would not take part in the debate and leave the room during consideration of these items.

### **Minutes**

- 15 The minutes of the meeting held on 16 January 2016 were confirmed and signed.

### **Public Participation**

#### 16 Public Speaking

A public question was received at the meeting in accordance with Host Authority Standing Order 21(1) which the Chairman read aloud on behalf of Mr J Graham who was unable to attend the meeting. Both the question and response provided by the DWP Director at the meeting are attached as an annexure to these minutes.

The Chairman confirmed that he would send the response to Mr Graham and that this  
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would also be circulated members of the Joint Committee following the meeting.

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.

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

17 The minutes of the DWP Joint Scrutiny Group meetings held on 18 November 2016 and 10 February 2017 were noted.

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

18 The Joint Committee considered the forward plan and members were informed that an item regarding the Recycle for Dorset Service Policy was likely to be considered at the meeting on 12 June 2017.

#### **Noted**

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

19 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) which set out the key performance trends, risks of variance in income and expenditure and predicted underspend of £2.656M in the 2016/17 revenue budget.

The Director of the DWP outlined some of the reasons for the underspend and explained the following points in relation to those savings that had been categorised as "likely":-

- A £112k positive variance arising from slippage in the vehicle replacement programme would be incurred in 2017/18;
- Other central costs related mainly to agency staff;
- Positive variances in the commercial trading accounts were due to growth in excess of that predicted for both trade and garden waste;
- A significant positive variance in the waste disposal budget due to the diversion of 15,000 tonnes of residual waste following installation of a new bailer at the New Earth Solutions facility. In addition, the disposal of waste from Household Recycling Centres (HRCs) was being dealt with by W&S, however there was some uncertainty whether this was sustainable and officers would be meeting with the contractor the following week to discuss this;
- A positive net effect in fuel and transport related costs, but the need to keep a close eye on prices in 2017/18;
- A new area of savings identified in the operations (collections) revenue budgets. This largely related to staffing costs due to a reduction in long term sickness levels and associated use of agency staff and tighter budgetary controls in place since December 2016;
- Savings on recycle prices remained positive and the DWP was currently receiving a small income for recycle.

Although mindful of the budget risks outlined in the report, members of the Joint Committee congratulated the DWP team for an excellent achievement. Members encouraged continuation of the education programme so that the momentum was maintained and the public understood the costs of irresponsible behaviour such as fly tipping. The Chairman stated that the DWP was proactive in education and he had recently been involved in launching a competition for students.

The Director of the DWP confirmed that the two recycling officers each focussed on

primary and secondary schools and identified opportunities to link into the national curriculum where possible. However, she appreciated that in the absence of a national standard, the service was confusing for some people and there was also a focus on “right stuff right bin” campaign to reduce contamination of recycle and ensure that there was reinforcement of the Dorset message to residents. She reminded members that they were also advocates of the service and could refer residents to the website which provided a wealth of information. It would be important to keep providing the information in future in order to maintain recycling rates.

Members suggested exploring ways to improve engagement with the press and were informed that the Senior Communications Officer already worked closely with the press in relaying positive press releases. In addition, information via Dorset for You, twitter, facebook and an e-newsletter was also used dependent on the message conveyed.

Councillor Batstone thanked officers for the leaflets produced in Bulgarian and Polish that had been circulated in North Dorset in order to improve understanding of the service for Eastern European residents.

### **Noted**

#### **Revised Dorset Waste Strategy**

20 The Joint Committee considered an update report on the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033.

The Head of Service (Strategy) advised of a change to the report recommendation in order to approve an addendum to the Joint Municipal Waste Strategy outlined in Appendix 1 and 2 of the report.

Councillor Phipps wished it to be noted that the reference to Local Government Reform (LGR) in the report could have a considerable impact on the costs of the Partnership, particularly in relation to the potential withdrawal of Christchurch Borough Council from the Partnership. She referred to references made at a briefing with Christchurch Borough Councillors prior to the meeting that this could have an impact on costs and divert administrative resources away from other work.

The Director clarified that LGR could have an impact on the work programme and priorities that had been identified for 2017/18 in that it would divert staff resources from other projects. However, the impact on DWP finances would not be apparent until such time as the options and implications were known.

The Chairman stated that LGR would result in the disaggregation of a wide range of county council services and that it might be deemed a reasonable proposition to preserve the existing waste service in the short to medium term in order to allow greater focus on the reorganisation of other public services. He reflected that the revised Waste Strategy set out a long term view that required some imagination regarding the future shape of the service. The infrastructure review, to be considered at the next meeting, would be a key element that would define the capability of the DWP for many years ahead as well as having the capacity to limit its flexibility for change. This therefore represented an opportunity for a long term view of what the service would look like going forward.

### **Resolved**

That the addendum to the Joint Municipal Waste Management Strategy 2008 – 2033 outlined in appendices 1 and 2 of the report be approved.

### **Reason for Decision**

1 To ensure that the Joint Municipal Waste Management Strategy for Dorset

continued to set out the strategic direction and vision for municipal waste management for the period up to 2033.

- 2 To ensure that the Joint Municipal Waste Management Strategy for Dorset remained a valid, high level document which could provide a framework for future decisions regarding waste management in Dorset.

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

- 21 The Joint Committee considered a report that proposed a reduction in those KPIs that were formally reported from 24 to 12 to allow the key information to be presented to Joint Committee via e-mail.

The Director highlighted some new key performance indicators relating to street cleanliness and the number of enforcement actions taken, including fly tipping, commercial duty of care and littering.

#### **Resolved**

- 1 That the set of 12 KPIs for 2017/18 be approved;
- 2 That the annual targets for the 12 KPIs be approved; and
- 3 That waste performance data is provided on a DWP wide basis only.

#### **Reason for Decisions**

To inform Joint Committee of the DWP KPI's and targets for 2017/18, and so that figures reflected the increased cross boundary working, sharing of waste disposal locations and differences in social demographics.

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

- 22 The Joint Committee considered a report requesting removal of the public convenience cleansing service from the Service Agreement with East Dorset District Council (EDDC).

The Director explained that removal of the service represented a saving for EDDC and that other partner contributions would not be affected. The change in service would mean that staff could be reallocated to other duties in addition to less reliance on agency staff.

#### **Resolved**

- 1 That 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 be approved; and,
- 2 That an adjustment to East Dorset District Council's contribution to the DWP budget from 2017/18 be approved so that the full net savings are passed on to East Dorset District Council.

### **Questions from Councillors**

- 23 Some questions were submitted by Councillor Margaret Phipps, a Member of the DWP Joint Committee.

Both the questions and responses were given at the meeting and are attached as an annexure to these minutes. It was agreed that this would be circulated to members of the Joint Committee following the meeting.

### **Exclusion of the Public**

- 24 **Resolved**  
That under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for minute numbers 25 and 26 because it was likely that if members of the public were present, there would be a disclosure to them of exempt information as defined in the paragraph 3 of Part 1 of Schedule 12A and the public

interest in withholding the information outweighed the public interest in disclosing that information.

### **Commercial Waste Pricing Policy**

- 25 The Joint Committee considered an exempt report setting out a revised pricing structure for the DWP Commercial Waste Service.

Councillor Margaret Phipps left the room for consideration of this and the following items.

#### **Resolved**

- 1 That the proposed pricing strategy be approved; and,
- 2 That authority be delegated to the Director to set prices and vary prices, subject to the outcome of formal reviews and being reported to the Joint Committee via the finance reports.

#### **Reason for Decisions**

To ensure the commercial waste service recovered its own costs and was not subsidised by the domestic service and to allow the DWP to provide prices that were competitive, flexible and which maximised contributions to overheads.

### **Commercial Services Business Plans 2017-18**

- 26 The Joint Committee considered an exempt report concerning the Business Plans for Commercial Services in 2017-18.

Councillor Margaret Phipps was not present during consideration of this item.

#### **Resolved**

That the Commercial Waste Business Plan 2017-18 and Garden Waste Service Business Plan 2017-18 be adopted.

#### **Reason for Decision**

To achieve the vision and strategic aims of the DWP.

Meeting Duration: 10.00 am - 11.25 am

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## Dorset Waste Partnership Joint Committee

Date of Meeting	12 June 2017
Officer	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)**  
 June 2017

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

**P**  
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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 Committee (1)	Matter for Decision/ Consideration (2)	Decision Maker (3)	Consultees (4)	Means of Consultation (5)	Documents (6)
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	
12/09/17	Key Decision - Yes <b>Open</b> Vehicle Procurement	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	
12/09/17	Key Decision - No <b>Open</b> Garden Waste Pricing	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	
12/09/17	Key Decision - No <b>Open</b> South West Audit Partnership - Half Yearly Review	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	
6/11/17	Key Decision - Yes <b>Open</b> Revenue Estimates 2018/19	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	

6/11/17	Key Decision - Yes <b>Open</b> Waste Contract Strategy	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	
01/18	Key Decision - No <b>Open</b> Corporate Risk Register	Dorset Waste Partnership Joint Committee			

### 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**

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

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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 Scrutiny Group

Minutes of the meeting held at County Hall, Colliton Park,  
Dorchester, DT1 1XJ on Monday, 3 April 2017

### Present:

David Jones (Chairman - Christchurch Borough Council)  
Ronald Coatsworth (Dorset County Council), Belinda Ridout (North Dorset District Council - substitute), Gill Taylor (Weymouth and Portland Borough Council), Simon Tong (East Dorset District Council) and Mike Wiggins (Purbeck District Council)

Officers Attending: Karyn Punchard (Director of DWP), Paul Ackrill (Finance and Commercial Manager), Gemma Clinton (Head of Service (Strategy)) and Michael Moon (Head of Service (Operations)) 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 on **4 July 2017**.)

### Apologies

10 Apologies for absence were received from Cocuillors Jane Somper (North Dorset District Council) and Daryl Turner (West Dorset District Council).

### Code of Conduct

11 There were no declarations by members of any disclosable pecuniary interest under the Code of Conduct.

### Minutes

12 The minutes of the meeting held on 10 February 2017 were confirmed and signed.

### Public Participation

13 There were no public questions or statements received under standing orders 219! and (2) respectively, nor any requests to address the Group.

### Minutes - Dorset Waste Partnership Joint Committee

14 The minutes of Dorset Waste Partnership Joint Committee meeting held on 23 March 2017 were received and noted.

### Revised Dorset Waste Strategy

15 The Group received a report from the Head of Service (Strategy) which had been considered by the Joint Committee at their meeting on 23 March 2017, which provided an update on the Joint Municipal Waste Management Strategy for Dorset 2008-2033.

The Group was informed that the Strategy had been reviewed, and renewed, to take account of the progress made in the Partnership's operations since 2008, changes in legislation and the future vision of waste management in Dorset. It also provided the framework for future decisions regarding infrastructure, treatment options and transport networks.

As a part of what the Strategy was trying to achieve, a list of critical objectives were identified and set out in the report, these being based on customer needs; achieving savings; encouragement of the application of the waste hierarchy, meeting statutory requirements and maintaining partnership working.

The success of kerbside recycling and what had been achieved by doing this was drawn to the attention of the Group and it was hoped that the progress made could be maintained. However the EU incentive “The Circular Economy” - by which the principle of keeping resources in use for as long as possible to reduce their negative impact on the environment and economy once they became waste - was seen to be a particular challenge to what could be practicably achieved, although it was acknowledged that, in principle, this was admirable.

Savings of £2.3 m had been already achieved but here was a need for this to be maintained and increased. Clarification was provided by officers as to how savings were to be realised. Additionally, from an analysis made of the recycling process there was the potential for a further saving of £1m to be realised if the correct management of recyclate was put into practice so that collections were not contaminated. It was anticipated that the “Right Stuff, Right Bin” initiative would go some considerable way to achieving this. The funding arrangements between the Partnership’s constituent authorities was clarified and how contributions were made.

Further to this, there was an obligation under the Waste Framework Directive Obligation for recyclate to be collected separately where this was technically, environmentally and economical practicable (TEEP) to do so. This TEEP assessment was made to provide a justification on how of how collections were made, what was recycled and how this was done to meet that requirement. The practicalities of achieving this were considered to be considerable. Whilst the DWP practiced a comingled collection of paper/ metal/ plastic with glass being collected separately in order to maintain a better quality recyclate, the Directive considered best practice to be kerbside sorting whereby each category of recyclate was collected in isolation. The practicalities of kerbside sorting or comingled collections were explained which determined whether one process or the other was adopted. Nonetheless, how the DWP was achieving this was considered to be in line with those principles and it was anticipated that the practice adopted by the Partnership would satisfy the provisions of the Directive in terms of standards set and recycling rates.

The effect that any Local Government Reform would have on how the Partnership operated was discussed and Section 4 of the Strategy set out what the partnership was aiming for, by what means this would be achieved and policy objectives to be realised.

The Joint Committee considered the provisions of review of the Waste Strategy at their meeting on 16 January and the presentation slides - set out at Appendix 3 - recorded how they considered this would meet the objectives of the Partnership. It showed that a considerable majority were wholly satisfied with the proposed approach being taken by the Partnership in respect of Policies 1-9.

Of some concern to the Group though was how consistency of approach to household recycling was evident across the county, in terms of what was acceptable to be recycled and what was not. As an example, the seemingly conflicting advice about black plastic recyclate such as fresh produce trays or meat trays was cited.

Officers confirmed that whilst there was a technical issue with being able to identify black polymers, the advice being given was to recycle in any event, as the product would be managed accordingly, as part of the process. The overriding principle was that the customer should be given every opportunity and every encouragement to recycle whatever they could and that this process should be made as straightforward as possible as to do otherwise could well discourage participation and lessen the effect of the initiative by suppressing the enthusiasm already achieved.

The Group were encouraged to know that there was a means by which manufacturers

could more easily identify what could be recycled and what could not but who was to be responsible for this – the manufacturer or the waste disposal authority - was a matter of contention. Some members provided their own suggestions on how recycle could be more easily identifiable and provided a examples of where this was the case.

On issues of how collections were made and what could or could not be recycled the group felt that the Partnership should publically clarify and qualify this so as to suppress speculation and make absolutely clear as to the reasons why things were being done in the way in which they were. Some members asked if there might be the means of those wishing to recycle correctly being able to identify this on the Partnership's website. Officers confirmed that to a large extent this was already the case and this was being kept as up to date and relevant as possible.

How the withdrawal from the European Union could, and would, affect waste collection and disposal remained to be seen, but the Partnership anticipated that there would be challenges, risks and opportunities associated with this process. Once again the Group recognised that the success of recycling depended on the enthusiasm of the general public and reaffirmed the need for encouragement of their participation should be maintained so as to ensure levels of recycling were maintained and standards retained. Even though the importance of finding savings was fully recognised, the Group considered that this should not be at the expense of compromising, the focus of the "right stuff, right bin" campaign. As part of this process, officers confirmed that 'reduction' was the key element in the waste hierarchy, which had obvious cost benefits to the overall process and meant that the rest of the process was not as necessary. Work was ongoing with supermarkets, suppliers, retailers and manufacturers, as well as the lobbying of national government, to ensure that whatever part of the packaging process could be reduced, was, in order to eliminate whatever was possible.

Officers confirmed that the Partnership was seeking to maximise efficiency of the existing recycling scheme and would establish what more could be done before consideration was given to changing frequency of collections and/or materials to be collected.

The Group considered that the Partnership was providing a very satisfactory service and had got the basics right, with the way in which the waste collection and disposal elements were being managed generally seen to be as effective and efficient as it could be, in the circumstances, given the need for savings to be made. Whilst there still remained some criticism of how the service was run, the group considered that how it was being managed now was far preferable and acceptable to that which previously existed. Had that system been retained, there would have been a far more expensive service and the costs to the council tax payer would have reflected this. How the process was now being managed was seen as providing an efficient service in waste management terms, provided environmental benefits, assisted Council's in managing their budgets and maintained lower Council Tax bills, as well as demonstrating what could be done in partnership working.

### **Resolved**

That the report to the Joint Committee on the Waste Strategy Review be noted, the progress being made commended, with the Group being encouraged by the approach being taken in managing the Service.

### **Reason for Decision**

In ensuring that the most efficient and effective processes were in place for waste management in Dorset.

16 The Group considered a report by the Head of Service (Strategy) on proposals for the updating of the Recycle for Dorset (R4D) Service Policy which was needed to reflect the fact that the DWP had finished rolling out the R4D Service to all properties and were now in a business as usual state. It was noted that this report was providing an opportunity for scrutiny in advance of it being presented to the Joint Committee.

The proposed draft Policy was contained in Appendix 1 of the report and reflected the policy objectives of the Revised Dorset Waste Strategy and was also designed to deliver the needs of the DWP 17/18 Business Plan.

The Group were informed that the key changes to the Policy were:

- an additional section about Gull Proof Sacks; and
- the omission of the free collection of Christmas trees at the kerbside with rubbish bins.

Other minor typographical and updating revisions were highlighted. The Group understood the need for the revisions to the Policy and how it was applied in order that it remained relevant and valid.

The Group discussed the practicalities of the revisions and what would be needed to be done to achieve what was necessary and effectively deliver this. How fly tipping could be managed in light of some of the national pieces to this effect was of particular concern and it was felt that there needed to be sufficient deterrent to this activity, with enforcement and prosecution, where practicable, being crucial to the success of suppressing this. The group considered that any prosecutions should be widely publicised to act as a deterrent. Greater use of CCTV in prominent fly tipping areas could be considered as a means of a deterrent in the first instance or as evidence for prosecution, should this need arise.

The means of the disposal of Christmas trees was discussed with encouragement being given to these being re-used, if at all practicable, or chipped as an alternative to going into landfill. As it stood there was no cost for the public to dispose of these in the post Christmas period so there should be no reason for them being fly tipped but evidence showed that this had not been the case previously. How the waste hierarchy was to be applied meant that other alternative means to disposal in landfill was now desirable and that was why the change in policy was being made, to reflect this. The Group suggested that details of alternative means of disposal should be displayed prominently where they were purchased if at all possible. Greater publicity should be given to the garden waste service available and Parish Councils should be encouraged to play their part in promoting this.

Of mention was the role that the McDonalds fast food chain undertook in the vicinity of their outlets - in organising litter picks as a means of dealing directly with litter arising from their franchise. The Group considered that what they were doing should be commended and more made of it in the press to recognise how seriously they were taking their responsibilities.

The Group considered the revised Policy to be necessary in the circumstances and agreed that it should be recommended to the Joint Committee for endorsement.

### **Recommended**

That in reviewing the draft proposed R4D Service Policy, the Joint Committee be asked to endorse the revised Policy, as set out in the Head of Service's report.

### **Reason for Recommendation**

To help the DWP meet its 2017/18 Business Plan.

## **Forward Plan 2017**

- 17 The Group considered their Forward Plan and what was scheduled to be scrutinised over the coming meetings. The Group was provided with the opportunity to contribute towards what additional issues for scrutiny should be considered. In respect of the issue of customer service – the Chairman agreed to lead on this to determine what was being done to meet customers' needs and what this entailed. Benchmarking would be an important part of determining how the DWP was performing in this regard. As part of this, the means by which the services provided by the DWP was being published should be looked at to ensure awareness was as widespread as possible.

As a date had yet to be determined for the meeting in October 2017, the Group agreed that this should be held either on 23 or 30 October, and for this to be determined by the Director as what she considered to be the most practical.

### **Noted**

## **Questions from Councillors**

- 18 A question was received on 28 March 2017 under Standing Order 20(2) by County Councillor for Mudeford and Highcliffe, Lesley Dedman. The question and answer from the Dorset Waste Partnership is set out below.

### **Question**

I have been trying to get the dog waste bin in Hurstbourne Avenue, BH23 4RG, in my Division, emptied by contacting DWP on many occasions. After a long wait to be answered promises are made of correcting the situation and I am able again to reassure the residents. Until it happens again - and as of 28 March, this bin has been missed on 7 of the 12 scheduled Monday collections due to be made. It is a health issue, and residents are constantly contacting me for help. How can this continual neglect of DWP's duty be rectified?

### **Answer**

The dog bin in Hurstbourne Avenue is emptied on a weekly schedule every Tuesday. A complaint regarding this bin was received by DWP a couple of months ago and on investigation it was discovered that the operative had been emptying the bin on the Monday. This decision to change collection day was unauthorised and was made by the operative. He felt that it would balance his workload evenly across the week however as this was not as per the agreed schedule with Christchurch Borough Council, and it had not been agreed by the supervisor or create any efficiencies, the emptying was returned to the Tuesday. The operative has been advised that he needs to work to the schedule he is given and to discuss and agree any changes with his supervisor.

Over the past month this bin has been carefully monitored. When it has been collected, weekly on the Tuesday the bin was on most occasions  $\frac{3}{4}$  full and not overflowing as it had been reported. It was checked by the supervisor on 29<sup>th</sup> March 2017 and it was empty at that time. DWP will continue to monitor this and other dog bins in the area and if it is found that the frequency of emptying needs to be reviewed then this will be discussed with Christchurch Borough Council.





## Dorset Waste Partnership Joint Committee

Date of Meeting	12 June 2017
Officers	Director of the Dorset Waste Partnership Treasurer to the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Financial Report June 2017</b>
Executive Summary	<p>This report presents and discusses the following -</p> <p><u>The 2016/17 revenue outturn</u> (including garden and trade waste trading accounts), which shows <u>a favourable variance</u> of £3.002M (around 8.8% on an original budget of £34.2M). This continues the trend of an optimistic financial position against the budget. The report discusses the factors that occurred in the final stages of 2016/17 which have caused the budget to continue to be underspent, consistent with earlier forecasts presented to the Joint Committee.</p> <p>A summary of variances can be seen at Appendix 1 to this report.</p> <p><u>Final capital expenditure for 2016/17</u> - Expenditure of £3.289M was incurred during 2016/17 against an approved capital budget of £5.614M as agreed at Joint Committee October 2015.</p>

	<p><u>The budget equalisation reserve</u> – A budget equalisation reserve was established on closing the DWP accounts for 2015/16 to provide a “smoothing mechanism” for future potential year-end over and underspends, recognising that the DWP is subject to considerable uncontrollable risks in terms of, for example, market conditions relating to recycle prices / costs. Notwithstanding the fact that partners make their own contingencies for budget variations it was still felt to be prudent to establish a ‘Budget Equalisation’ reserve. This report makes a recommendation consistent with all partner officer’s advice around how the 2016/17 underspend of £3.002M should be distributed in terms of amounts returned to partners and an additional top up of the budget equalisation reserve for the reasons stated above.</p> <p><u>2017/18 budget forecast</u> – Based on very limited early 2017/18 data, an indication of the 2017/18 projection against the agreed budget is given. It suggests that the budget for 2017/18 is projected to be underspent by £264K, the main factor for which is a more favourable recycle price.</p> <p><u>Replacement ICT system</u> – Joint Committee are asked to approve the procurement and implementation of a replacement ICT system as described in paragraph 4.4, as a variation from the existing capital programme and revenue budget, subject to host authority acceptance of the business case and financing arrangements.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>This report contains no new proposals and has no equalities implications.</p> <hr/> <p>Use of Evidence:</p> <p>The report is based on data from the County Council’s financial system and the management information systems used by the Dorset Waste Partnership. This is supplemented by information from service managers where necessary.</p> <hr/> <p>Budget:</p> <p>The final outturn for 2016/17 was £3.002M (around 8.8%) underspent on an original budget of £34.2M.</p> <p>Capital expenditure for 2016/76 was £3.289M against an approved budget of £5.614M.</p> <p>A revenue budget of £33.1M was agreed by the DWP Joint Committee for 2017/18. Early budget monitoring for 2017/18 shows that there is a forecast underspend of £264K.</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 around the 2017/18 budget has been identified as:</p> <p>Current Risk: HIGH Residual Risk: MEDIUM</p> <p>This assessment relates to the potential volatility of the revenue budget for 2017/18 where some factors (e.g. recycle costs, inflation and fuel) could move in an adverse direction for the remainder of the year.</p>
<p>Recommendations</p>	<p>Other Implications:</p> <p>None</p> <ol style="list-style-type: none"> <li>1) To note the outturn position for 2016/17.</li> <li>2) To note the final capital expenditure position for 2016/17.</li> <li>3) To transfer £480,416 of the 2016/17 revenue underspend of £3.002M to the Budget Equalisation Reserve.</li> <li>4) To return £2,521,885 of the 2016/17 revenue underspend of £3.002M to partners in accordance with the cost share mechanism set out in the Inter Authority Agreement.</li> <li>5) To approve the procurement and implementation of a replacement ICT system as described in paragraph 4.4, as a variation from the existing capital programme and revenue budget, subject to host authority acceptance of the business case and financing arrangements.</li> <li>6) To note the early 2017/18 budget forecast.</li> </ol>
<p>Reason for Recommendations</p>	<p>The Joint Committee monitors the Partnership's performance against budget and scrutinises actions taken to manage within budget on behalf of partner Councils.</p>
<p>Appendices</p>	<p>Appendix 1 - Detail of spend by area (2016/17) Appendix 2 - Underspend - actual shares by partner for 2016/17 Appendix 3 – Schedule of partner shares of the budget equalisation reserve and amounts proposed to be returned to partners in accordance with recommendations. Appendix 4 - Commercial Waste trading account 2016/17 (Not for publication – exempt information under paragraph 3 of schedule 12A Local Government Act 1972)</p>

	<p>Appendix 5 - Garden Waste trading account 2016/17 – (Not for publication – exempt information under paragraph 3 of schedule 12A Local Government Act 1972)</p> <p>Appendix 6 – Key risks for the DWP budget 2017/18</p> <p>Appendix 7 – DWP Capital Programme</p> <p>Appendix 8 – ICT system financial evaluation</p> <p>Appendix 9 – 2016/17 financial performance infographic</p>
<p>Background Papers</p>	<p>None</p>
<p>Report Originators and Contacts</p>	<p>Name: Karyn Punchard, Director, Dorset Waste Partnership,          Tel: 01305 225459          Email: <a href="mailto:k.punchard@dorsetwastepartnership.gov.uk">k.punchard@dorsetwastepartnership.gov.uk</a></p> <p>Name: Andy Smith, Treasurer to the Dorset Waste Partnership,          Tel: 01305 224031          Email: <a href="mailto:a.g.smith@dorsetcc.gov.uk">a.g.smith@dorsetcc.gov.uk</a></p>

## **1. Background**

- 1.1 The Joint Committee of 14 December 2015 agreed a revenue budget of £34.205m for 2016/17. This report sets out the details of the 2016/17 revenue outturn, and early budget monitoring for the 2017/18 revenue budget.
- 1.2 As the formal outturn report for 2016/17 this is a joint report of the DWP Director and DWP Treasurer.

## **2. Budget Outturn for 2016/17**

- 2.1 The 2016/17 revenue budget outturn (including garden and commercial waste trading accounts) produced a favourable variance of £3.002M (around 8.8%), on an original budget of £34.205m, agreed by the Joint Committee in December 2015. This is consistent with earlier forecasts of underspend reported to the Joint Committee. The major variances are discussed below. Financial performance for the year is illustrated on the infographic at Appendix 9.

### **Collection costs**

- 2.2 Vehicle Hire - This budget was set at £302k for the year 2016/17, and overspent by £48k. This was primarily due to difficulties experienced with introducing round changes in the East Dorset area.
- 2.3 Operational resources were £139k below the budgeted figure. The operations managers have been able to deliver savings through increased focus on absence management, management of agency spend, and closer budget monitoring.
- 2.4 Transport budgets underspent by £247k excluding the vehicle hire overspend mentioned above. This was primarily due to a very favourable fuel price for the majority of the year.

### **Disposal Costs**

- 2.5 The Joint Committee are aware of savings achieved under the new HRC contract (£302k) and due to the introduction of reduced winter opening hours (£158k). In addition, the waste disposal budget achieved a further underspend of £469k in respect of tonnages, gate fees and associated haulage costs. This was primarily due to the new arrangements for residual waste from HRCs that was introduced as part of the new contract.
- 2.6 Recyclate material - The Joint Committee are reminded that the 2016/17 budget was set to reflect that such material, which previously generated an income, was now costed at £20 per tonne. The pattern of costs in 2016/17 has generally been favourable, with the overall effect seeing a £467k favourable variance against budget.

### **Trading Accounts**

- 2.7 Appendix 4 shows the performance of the Commercial Waste trading account in detail, compared to previous years. An improved contribution to overheads of £505k, which is £456k over and above the budgeted level, was achieved.
- 2.8 Details of the Garden Waste trading account can be seen at Appendix 5 to this report. Appendix 5 demonstrates a contribution to overheads of £694k, which is almost £281k over and above the budgeted level, before disposal costs.

### Savings

- 2.9 The Joint Committee are already aware of the decision to change the assumption of asset life around containers (from 10 years to 15 years), which has saved £251k against the 2016/17 budget.

### Capital

- 2.10 Capital Charges – Details of capital spend, and slippage, is given in section 3 of this report. The revenue budget has seen a favourable variance of £294k in respect of capital financing costs.

### Other central costs

- 2.11 Management and Administration costs were overspent by £59k. This is primarily in relation to additional support services that were sought during the year.

### Table of major variances

- 2.12 The major items of variance against budget are summarised in the table below, together with a comparison of the predictions previously reported. –

<b>Item</b>	<b><u>Previous forecast of budget variance</u></b> <b>£k</b>	<b><u>Final budget variance</u></b> <b>£k</b>
<b>Collection costs</b>		
Hire of vehicles	<b>0</b>	<b>48</b>
Underspends in the operations staffing budget - managers have had tight control over spend within their depots.	<b>-200</b>	<b>-139</b>
Net effect of vehicle fuel fluctuations	<b>-175</b>	<b>-209</b>
Favourable variance on vehicle leasing payments due to minimal expenditure relating to damages, of which there is an allowance in the budget.	<b>-50</b>	<b>-21</b>
Favourable variance due to underspends on Vehicle Parts expenditure.	<b>-125</b>	<b>-56</b>
Other transport related variances	<b>0</b>	<b>39</b>
<b>Disposal Costs</b>		
HRC new contract.	<b>-302</b>	<b>-302</b>
HRC contract - reduction in winter hours.	<b>-158</b>	<b>-158</b>
Favourable prices on recycle	<b>-402</b>	<b>-467</b>

<b>Item</b>	<b><u>Previous forecast of budget variance</u></b>	<b><u>Final budget variance</u></b>
Favourable variance on waste disposal: tonnages, gate fees, and haulage costs - mainly due to the W & S HRC residual waste contract that has significantly reduced the DWPs costs.	<b>£k</b>	<b>£k</b>
<b>Trading Accounts</b>		
Favourable variance on Trade Waste due to additional income and growth in the service.	<b>-288</b>	<b>-456</b>
Favourable variance on Garden Waste due to additional income and growth in the service.	<b>-223</b>	<b>-281</b>
<b>Savings</b>		
Savings arising from Capital Charges due to change in bin life from 10 years to 15 years.	<b>-250</b>	<b>-251</b>
<b>Capital</b>		
Slippage in the capital programme, and savings on capital financing as a result	<b>-77</b>	<b>-294</b>
<b>Other central costs</b>		
Overspends within M & A pay, agency costs, and other central costs.	<b>80</b>	<b>59</b>
<b>Other variances</b>		
Other minor variances	<b>0</b>	<b>-44</b>
<b>Total budget variance</b>	<b>-2,656</b>	<b>-3,002</b>

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

### **3. Final capital spend for 2016/17**

3.1 The financial year 2016/17 saw capital expenditure of £3.289M incurred. Further details of specific items are given further below in paragraph 3.3.

3.2 Actual capital expenditure incurred in 2016/17 is shown in the table below, compared with the budget set in October 2015.

**DWP capital spend 2016/17 summarised by category**

	Capital Spend £	2016/17 budget
Containers - r4d:	279,786	504,179
Containers - garden waste service:	56,522	165,000
Containers - commercial waste service:	3,096	68,000
Infrastructure - Blandford Waste Management Centre	50,709	1,500,000
Infrastructure - ICT:	0	50,000
Infrastructure - Other:	13,407	0
Vehicles:	2,833,181	3,327,000
Vehicle workshop equipment purchase: Crookhill:	52,515	0
	<b>3,289,216</b>	<b>5,614,179</b>

- 3.3 The Joint Committee will be aware from previous reports that the main item of expenditure, a planned infrastructure project at Blandford, is a project that is in development, however the original capital programme assumptions have proven to be too optimistic.
- 3.4 For 2016/17 onwards, the capital programme includes a sum of around £0.5m for container purchases, to deal with new housing growth as well as stock replacement. 2016/17 saw a considerable underspend against this sum. A contributing factor is the better prices for bins since a procurement exercise was undertaken in March 2016.
- 3.5 Containers for the Garden Waste service and the Commercial Waste service are ordered according to customer demand, and the resultant capital charges are charged to those trading accounts.
- 3.6 A planned project to replace key ICT software is currently in progress, and will likely see expenditure take place in 2017/18, subject to the development of a successful business case and financing approval by the host authority. The £50k planned expenditure for 2016/17 did not take place. This is discussed further at 4.4 below.
- 3.7 Vehicles purchased during the year include twelve new 26t RCVs, two 15t RCVs and five 7.5t RCVs. Purchase prices were favourable.

**4. Capital Programme 2017/18 onwards**

- 4.1 Planned capital expenditure up to 2021/22 was presented to the Joint Committee in November 2016. For reference, this is attached as Appendix 7 to this report.
- 4.2 There are some items to draw to the attention of Joint Committee:
- 4.3 Blandford – proposed waste management facility. Discussions with landowners have been ongoing and sites assessed in detail. A completed Options Appraisal resulted in the Director agreeing in mid-May to take forward a feasibility study and associated planning approval processes for the preferred site. The costs and timescale shown in Appendix 7 are still considered to be realistic, but subject to further confirmation as the feasibility work proceeds.

4.4 Replacement ICT system. As mentioned at 3.6 above, the capital programme for 2016/17 contained a sum of £50k for the replacement of an outdated ICT system in tandem with a trial of “in cab” technology, a figure that was estimated some years ago before any soft market testing was undertaken. This allocation was not spent in 2016/17. A project group within DWP has now drawn up a business case with realistic costs and benefits, based on soft market testing, with the intention of undertaking a procurement exercise in summer 2017 for a new ICT system including a trial of “in cab” technology. The financial case is summarised at Appendix 8 of this report. The proposed ICT system will:

- replace and improve the DWP’s customer database
- integrate all DWP customer data into one ICT system
- improve the customer experience by allowing more information and processes to be completed online
- re-procure and replace existing legacy software which is no longer able to cope with the DWP commercial customer growth
- provide savings from reduced manual processes in depot admin (route sheet etc.)
- provide real time collection information to the contact centre to report collection issues (e.g. bins not out)

4.5 The Joint Committee is requested to approve, subject to the host authority acceptance of the business case and financing arrangements, the procurement and implementation of such a system in line with the expected costs shown at Appendix 8, on the basis of a 2-year contract with optional extensions for a first additional year and a second additional year.

4.6 It can be seen that the proposed project will cost an estimated £145k (net cost) over a four-year term (£135k if using a Net Present Value calculation), as a mixture of additional capital spend, revenue spend and income generation opportunities. This figure supercedes the £50k originally included in the capital programme. However, it is believed that investment in such a modern system will deliver non-cashable benefits and service improvements that justify the additional spend.

4.7 The DCC procurement team has been involved in the development of the business case and the soft market testing, and is recommending the approach as described.

## **5. The ‘Budget Equalisation’ reserve**

5.1 It was agreed in June 2016 Joint Committee agreed to establish a ‘Budget Equalisation’ reserve. The 2015/16 underspend of £519k was therefore transferred to it on its formal establishment.

5.2 Experience has shown that a number of elements of income and expenditure within the Waste Partnership’s budget are particularly volatile and there is limited influence that the Waste Partnership can bring to bear on such items. Examples include

recyclate prices, fuel costs, tonnages of waste arising and income that can be generated from trade and garden waste services.

- 5.3 The reserve was set up with the intention to smooth the effects of ‘good’ and ‘bad’ years, which is a pattern that is likely to continue in future.
- 5.4 This concept was supported by Dorset Finance Officers and the Commissioning Group.
- 5.5 Budget areas have been identified in Appendix 6 as key risks for the DWP 2017/18 budget.
- 5.6 Therefore a recommendation is made to transfer £480,416 of the total underspend of £3.002M to the reserve, to bring the total level of reserve to £1M, to mitigate against future risks identified and to return the remaining portion of the 2016/17 underspend of £2.522M to partners in accordance with the agreed cost share percentages.

## 6. 2017/18 Budget forecast

- 6.1 Based on very limited early 2017/18 data there is a forecast underspend for 2017/18 of £264k.
- 6.2 The table below shows the limited number of items where a variance has been identified –

Item	Significance (relative to the size of the overall budget)	Probability of occurrence	Current risk of variance (favourable)/adverse £k	Notes / Management Action / Mitigation (where possible)
Inflation above that assumed in the budget	Green	Likely	300	
Waste disposal contractual variation	Green	Likely	-75	
Recyclate price savings to date	Green	Possible	-489	N.B. Current price below assumed price – but subject to monthly change.
<b>TOTAL</b>			<b>-264</b>	<b>Forecast underspend</b>

**Karyn Punchard**  
Director, Dorset Waste Partnership

**Andy Smith**  
Treasurer to the Dorset Waste Partnership  
May 2017

**Dorset Waste Partnership - Joint Committee June 2017**

**Appendix 1**

**Detail of spend by area**

DWP cost centre grouping	Original budget	Final budget	Actual	Variance against final budget - favourable/(adverse)
	£	£	£	£
Waste Disposal	15,215,777.00	15,902,661.00	14,443,692.66	1,458,968.34
Operations	12,536,598.00	12,332,217.00	12,006,545.93	325,671.07
Capital Charges	2,979,443.00	380,732.00	86,315.25	294,416.75
Mgmt & Admin	4,132,935.00	4,161,583.00	4,220,737.49	-59,154.49
Garden Waste	-384,963.00	-413,632.00	-693,610.50	279,978.50
Trade Waste	-98,440.00	-51,631.00	-504,942.83	453,311.83
Savings	-176,667.00	251,215.00		251,215.00
Container Charging			2,152.96	-2,152.96
<b>Total</b>	<b>34,204,683.00</b>	<b>32,563,145.00</b>	<b>29,560,890.96</b>	<b>3,002,301.40</b>

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

DWP code banding	Original budget	Final budget	Actual	Variance against final budget - favourable/(adverse)
	£	£	£	£
<b>Expenditure</b>				
Internal Charges (Expenditure)	1,438,597.00	1,758,057.00	1,895,572.28	-137,515.28
Pay Related Costs	12,389,587.00	12,188,369.00	10,035,847.85	2,152,521.15
Premises Related Costs	570,309.00	1,280,241.00	1,293,758.36	-13,517.36
Transport Related Costs	2,325,066.00	2,157,470.00	2,078,510.40	78,959.60
Supplies and Services	4,575,578.00	4,507,478.00	3,914,194.12	593,283.88
Transfer Payments	10,400.00	10,400.00	-10,501.63	20,901.63
Third Party (Contracted Out) Payments	13,554,124.00	13,593,666.00	14,671,478.30	-1,077,812.30
Savings to be identified	-176,667.00	251,215.00		251,215.00
<b>Income</b>				
Income - Reimbursements and Contributions	-9,000.00	-123,300.00	-144,628.72	21,328.72
Income - Fees and Charges	-3,861,971.00	-3,571,400.00	-4,033,324.52	461,924.52
Income - Internal Charges (Income)	-30,000.00	-30,000.00	-73,786.48	43,786.48
<b>Capital charges</b>				
Capital charges	3,418,660.00	540,949.00	-66,229.00	607,178.00
<b>Total</b>	<b>34,204,683.00</b>	<b>32,563,145.00</b>	<b>29,560,890.96</b>	<b>3,002,301.40</b>

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## The Budget Equalisation Reserve - balance and breakdown by partner

Local Authority	Amount held in Budget Equalisation Reserve (£) at end of 2015/16	Amount of "top up" at end of 2016/17 (£)	Amount held in Budget Equalisation Reserve after "top up" at end of 2016/17
Dorset County Council	336,587	309,004	645,591
Christchurch BC	20,316	19,169	39,485
East Dorset DC	30,863	28,537	59,400
North Dorset DC	27,382	25,942	53,324
Purbeck DC	20,835	19,553	40,388
West Dorset DC	37,982	43,141	81,123
Weymouth & Portland BC	45,620	35,070	80,690
<b>Total</b>	<b>519,584</b>	<b>480,416</b>	<b>1,000,000</b>

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## **Key risks for the DWP budget 2017/18**

### **1. Recyclate price volatility**

Price volatility for sale of recyclate, driven largely by international market conditions, and to a lesser extent by the quality of the DWP product specifically. Prices currently vary on a monthly basis. Price analysis shows that dramatic and unpredictable changes can occur within a timescale as short as two years. Price swings that affect the DWP by up to £0.5m are considered to be a very realistic possibility.

### **2. Effect of inflation on contracts**

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.

### **3. Vehicle fuel price volatility**

Fuel prices fluctuate constantly, and there are no long term reliable forecasts. 2016/17 has seen steady price increases to date. The price paid by DWP (via DCC fuel contract) in April 2017 was 94p per litre. Work by the DWP finance team gives an indication of potential overspend for 2017/18, at £200k variance for an average price (for the whole year) of £1 per litre. This would rise to £0.5m variance if the average price for the whole year rose to £1.20 per litre.

### **4. Waste disposal – tonnages and disposal routes**

Joint Committee are already aware of the significance of the volume of tonnages, in budget terms. The most significant of these in the 2017/18 budget is a sum of around £8.5m for 75,000 tonnes of black bag/residual waste, at a “typical” charge of £113 per tonne (some facilities are more expensive than this, others are less). The volume of waste tonnages arising cannot be controlled or forecast with complete accuracy. For every 1%, or 750 tonnes, of variance against this budget line, a financial variance of £85k will arise. Perhaps more importantly, the price paid per tonne, whilst being the subject of a contractual agreement between DWP and its suppliers, is sometimes subject to unforeseen circumstances which can come with a big price tag. An example of a “near miss” was the situation that occurred with New Earth Solutions (NES) in summer 2016, when the company went out of business. Fortunately, day to day operations were not significantly affected, a new owner was found, and the situation now appears stable. However, DWP remain dependant on a stable supply chain, and the current wider economic climate means that risk remains, especially in light of Brexit (and the lack of certainty as to the

implications) and also the RDF (Refuse Derived Fuel) market, which is heavily linked to Europe.

5. Liability for closed landfill sites

The DWP has responsibility for a number of closed landfill sites, and budget is provided for the ongoing monitoring of these sites. However, there is no budget provision for an event such as a closed landfill failure. Insurance would cover costs where the insurers would be satisfied that the event was unforeseeable etc. However, there is also risk of a landfill failure which would incur costs to the DWP. There is currently work in progress to provide greater clarification of the risks and potential costs to the DWP, and those costs may be significant.



# DWP Capital programme

as at November 2016

Appendix 7

## Planned capital expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£	£	£	£	£	£
<b>Infrastructure</b>						
New waste facility at Blandford	250,000	2,250,000	3,500,000	500,000	0	<b>6,500,000</b>
Other minor capital works	50,000	50,000	50,000	50,000	50,000	<b>250,000</b>
<b>Equipment</b>						
Vehicle workshop equipment at Crookhill	54,000	0	0	0	0	<b>54,000</b>
<b>Containers</b>						
Containers - r4d service	505,000	505,000	505,000	505,000	505,000	<b>2,525,000</b>
Containers - garden waste service	60,000	60,000	60,000	60,000	60,000	<b>300,000</b>
Containers - commercial waste service	68,000	68,000	68,000	68,000	68,000	<b>340,000</b>
<b>Vehicles</b>						
Vehicle replacement programme - core fleet	645,000	923,000	474,000	6,901,000	1,556,000	<b>10,499,000</b>
Vehicle replacement programme - garden waste service	600,000	0	0	0	0	<b>600,000</b>
Vehicle replacement programme - commercial waste service	450,000	0	0	0	0	<b>450,000</b>
	<b>2,682,000</b>	<b>3,856,000</b>	<b>4,657,000</b>	<b>8,084,000</b>	<b>2,239,000</b>	<b>21,518,000</b>

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**Proposed new Commercial Waste ICT system and in-cab technology**

Financial evaluation of proposal.

**Appendix 8**

	Year 1	Year 2	Year 3	Year 4	Total over 4 years	Notes
	£	£	£	£	£	
<b>Capital Costs</b>						
Capital costs - Year One	36,625	36,625	36,625	36,625	<b>146,500</b>	
Capital costs - Year Two		6,367	6,367	6,367	<b>19,100</b>	
Capital costs - Year Three			37,650	37,650	<b>75,300</b>	
Capital costs - Year Four				46,100	<b>46,100</b>	
	<u>36,625</u>	<u>42,992</u>	<u>80,642</u>	<u>126,742</u>	<b>287,000</b>	
<b>Revenue Costs</b>						
Interest on borrowing	641	752	1,411	2,218	<b>5,023</b>	1
Other revenue costs	78,200	80,080	97,000	83,600	<b>338,880</b>	
	<u>78,841</u>	<u>80,832</u>	<u>98,411</u>	<u>85,818</u>	<b>343,903</b>	
<b>Total costs</b>	115,466	123,824	179,053	212,560	<b>630,903</b>	
<b>Savings</b>						
Additional income generation	100,000	100,000	100,000	100,000	<b>400,000</b>	
Other cashable savings	21,500	21,500	21,500	21,500	<b>86,000</b>	
	<u>121,500</u>	<u>121,500</u>	<u>121,500</u>	<u>121,500</u>	<b>486,000</b>	
<b>Net position</b>	6,034	-2,324	-57,553	-91,060	<b>-144,903</b>	2
Present Value Factor	0.98	0.961	0.942	0.924	<i>n/a</i>	
Present Value	<u>5,913</u>	<u>-2,233</u>	<u>-54,215</u>	<u>-84,139</u>	<b>-134,674</b>	
Other non-cashable savings	<u>77,900</u>	<u>77,900</u>	<u>77,900</u>	<u>77,900</u>	<b>311,600</b>	3

Notes

- 1 Advice from host authority on current borrowing assumptions is to use 1.75%
- 2 A present value of 2% is used here, which is broadly representative of the cost of capital borrowing, which represents the opportunity cost for alternative capital investment.

3 Non-cashable savings as follows:	£
* Remove paper route sheets and associate manual processes	40,000
* Automatic updating of database	8,600
* Reduction in calls and emails as a result of real time feed	28,000
* Quicker feedback to customer as a result of real time feed	1,300
	<u>77,900</u>

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**7**

councils in the partnership

**£153**

annual cost for each household

**202,000**

bins emptied every week

**£**  
34.2million

overall budget

**310**

operational staff

**200**

vehicles owned and maintained

**16<sup>th</sup>**  
best

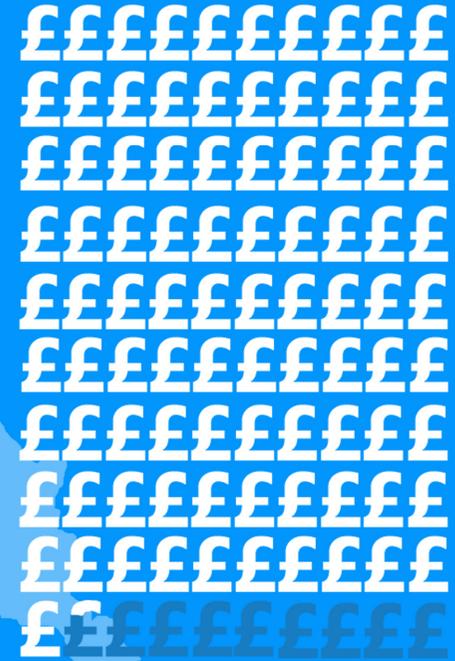
recycling out of 351 authorities

**8.8%**

underspend on 2016/17 budget

How have the DWP performed financially over the last year?

With a budget of £34.2M...



## Dorset Waste Partnership

...we have achieved an 8.8% underspend over the past year - just over £3M

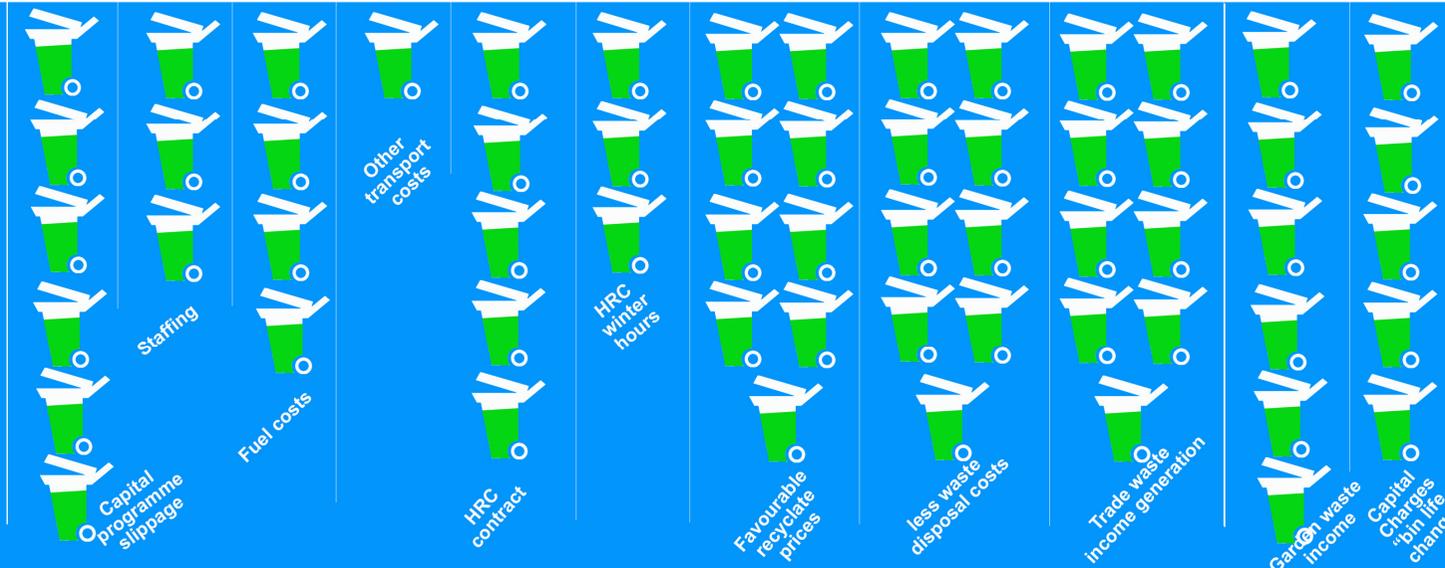
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Budget **overspend**

one bin = £50K approx

Budget **underspend**  
Total underspend **£3.002M**



our performance

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Councils working together

## Dorset Waste Partnership Joint Committee

Date of Meeting	12 June 2017
Officer	Legal Advisor to the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Scheme of Delegation and 2017/18 Schedule of Meetings</b>
Executive Summary	This report recommends a scheme of delegation and a schedule of meetings to the Joint Committee for adoption.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>There are no equalities issues arising from the recommended approval of the proposed Scheme of Delegation and Schedule of Meetings.</p>
	<p>Use of Evidence:</p> <p>The recommended scheme draws upon the arrangements for delegated decision making within each of the Partner Authorities.</p>
	<p>Budget/ Risk Assessment:</p> <p>There is no immediate budget impact arising from this report.</p>
	<p>Risk Assessment:</p> <p>It is important for the successful delivery of services and for accountability that there is a clear scheme identifying those matters that are reserved for decision by the Joint Committee, those delegated to the Director of the Waste Partnership with any sub-</p>

## Scheme of Delegation and 2017/18 Schedule of Meetings

	<p>delegation to appropriate members of staff and those that may be taken by members of staff. Without a clear scheme of delegation there is a risk that decisions might be challenged on the basis that the decision maker had no authority to act.</p> <p>The Inter Authority Agreement requires the approval of the Joint Committee to the yearly schedule of meetings which is important to support effective and efficient decision making.</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk LOW</p>
	<p>Other Implications:</p> <p>No other implications have been identified.</p>
Recommendation	<p>That the Joint Committee:</p> <ul style="list-style-type: none"> <li>• Re-adopts the Scheme of Delegation;</li> <li>• approves the proposed Schedule of Meetings.</li> </ul>
Reason for Recommendation	<p>To support the delivery of effective public services through the Dorset Waste Partnership.</p>
Appendices	<p>Appendix 1 – Dorset County Council Scheme of Delegation Appendix 2 – Scheme of Delegation for people management functions within the Host Authority</p>
Background Papers	<p>Dorset Waste Partnership Inter Authority Agreement</p>
Report Originator and Contact	<p>Name: Grace Evans, Legal Advisor to the Joint Committee Tel: 01305 225021 Email: <a href="mailto:grace.evans@dorsetcc.gov.uk">grace.evans@dorsetcc.gov.uk</a></p>

## **1 Scheme of Delegation**

- 1.1 Through the Dorset Waste Partnership (“DWP”) Inter Authority Agreements (“IAA”) the Partner Authorities have delegated their functions in relation to waste disposal, waste collection, treatment and recycling of household and commercial waste and street cleansing to the Joint Committee.
- 1.2 In addition to the core delegated functions the Joint Committee also undertakes the following activities on behalf of the Partner Authorities:
- a. hold the Director to account for the management the Contracts for the delivery of an integrated waste management service across the County of Dorset in so far as such service relates to all or any of the areas of the Partner Authorities through the Senior Management Team and in accordance with legislation and the terms of the IAA;
  - b. approve and implement the Business Plan;
  - c. ensure that the legal and statutory functions delegated to it by the Partner Authorities are being discharged effectively within a risk management framework;
  - d. assist the Partner Authorities in meeting their respective responsibilities such as, but limited to, emergency planning and responding to civil emergencies and elections;
  - e. monitor, review, agree and recommend to each Partner Authority the Waste Strategy, Business Plan and Medium Term Financial Plan in accordance with the terms of the IAA;
  - f. monitor performance of the DWP including customer satisfaction;
  - g. agree the Capital Programme, to allow the DWP Treasurer to take it through the Host Authority’s capital programme approval process;
  - h. approve Key Decisions, defined in the Dorset Waste Partnership Scheme of delegation as “decisions where the financial implications for the Joint Committee exceed £500,000.”;
  - i. appoint the Director;
  - j. approve the calculation of revenue and financial costs in accordance with the IAA.
- 1.3 The Partner Authorities and Host Authority each have different schemes of delegation.
- 1.4 In 2013 Dorset County Council adopted a new approach to its internal scheme of delegation; a new legal framework to enable the County Council to move away from a very detailed scheme of delegations to one which is much more flexible and gives staff greater freedom to make decisions.
- 1.5 The Standing Orders and Rules of Procedure (which include financial regulations and contract procedure rules) of the Joint Committee are those of the County Council as Host Authority. In its role as Host Authority, the County Council is also employer of Dorset Waste Partnership staff, and so the County Council’s scheme of delegation for people management applies to the DWP and has been adopted by the Joint Committee (attached at Appendix 2).
- 1.6 In line with those other arrangements at its meeting of 12 September 2016 the Joint Committee adopted the Scheme of Delegation of the County Council (“the Scheme”), with modifications to reflect the function, governance and status of the DWP. The Scheme is attached at Appendix 1.
- 1.7 The Scheme makes reference to Senior Managers and for the DWP this is the Director.
- 1.8 In place of the previous scheme of delegation for the DWP, which listed very specific things that the Director was permitted to do and authorise others to do on their behalf, this Scheme takes as its starting point

## Scheme of Delegation and 2017/18 Schedule of Meetings

- A presumption that the Director has delegated authority to exercise functions and make decisions about the service areas for which they are responsible, including financial and other resources within the agreed budgets.
- That the Director will delegate functions and decision making to the most appropriate levels within their services so that staff are free to do their jobs without having to needlessly refer questions through tiers of management.
- A requirement that all staff will operate within the overall policies approved by the Joint Committee, County Council as Host and Partner Authorities, and the limitations described in the Scheme.

1.9 There are a number of other important safeguards in relation to the exercise of delegated authority. Delegation of a function to the Director does not preclude the Joint Committee from requiring a particular issue (which would otherwise have been dealt with under delegated powers) to be referred back to them. Most importantly delegated decisions made by officers must not involve the adoption of any new policy or a major extension of an existing policy of the Joint Committee or a Partner Authority.

1.10 Specific modifications to the Scheme for the Joint Committee include:

- 1.10.1 Section 2 of the Scheme describes decision making within the County Council. The Joint Committee has delegated functions and so it is envisaged that, as now, section 2 will only apply to matters reserved to the County Council outside of those Joint Committee functions.
- 1.10.2 Where the Scheme of Delegation refers to provision of information or registers held by the Democratic Services Manager, for the DWP this is to be held by the Director;
- 1.10.3 Where the Scheme refers to delegated decisions being exercised in accordance with policies, for the purposes of DWP these mean the overall policies approved by the Joint Committee and Partner Authorities (including the County Council as Host Authority);
- 1.10.4 If authority to act has been reserved to the Joint Committee or a Partner Authority(ies) then no member of staff may exercise delegated authority in relation to that matter without the approval of the decision making body.
- 1.10.5 In addition, and in line with the County Council's Standing Orders and Rules of Procedure "key decisions" are reserved to the Joint Committee. For the County Council, key decisions are those where the financial implications exceed £500,000 [or which are likely to have a significant effect on a division or divisions represented by at least two Joint Committee Members]. It is proposed the Joint Committee adopt the first part of this definition of "key decision". The second part would result in most decisions becoming "key" and would be counter-productive.
- 1.10.6 Before exercising any delegated power staff must consider whether the decision to be made is of such a nature that it ought to be referred for a collective decision by the Joint Committee or Partner Authority(ies).
- 1.10.7 Through the Director clear communication must be maintained with the Chairman and Joint Committee Members who may require significant or sensitive issues to be referred to the Joint Committee or Partner Authority(ies) for decision.
- 1.10.8 There may be instances where time pressures are such that decisions which might otherwise be referred to the Joint Committee have to be made by the Director after consulting Joint Committee Members. Such decisions must be reported to the next available Joint Committee meeting.

- 1.10.9 Where the Scheme refers to consultation with a Cabinet Member for the DWP the reference is to the Chairman and Vice-Chairman of the Joint Committee.
- 1.10.10 The Scheme refers to communication and consultation with local members, and for the avoidance of doubt that is a reference to both County and District Councillors as local members and so is in the spirit of DWP and partnership working.

## **2. Specific Delegations**

- 2.1 The Director's duties are set out within s.27 of the Inter Authority Agreement, which include but are not limited to responsibility:
  - 2.1.1 to lead the DWP in the delivery of the Functions. Act as principal advisor to the Joint Committee on all issues relating to the services provided by the DWP. Be accountable for the effective, efficient and economic delivery of all aspects of DWP;
  - 2.1.2 for delivery of decisions of the Joint Committee;
  - 2.1.3 for preparation of reports and recommendations for consideration by the Joint Committee;
  - 2.1.4 to support of the setting of the strategic direction of the Joint Committee and the context within which waste services are developed, managed and operated;
  - 2.1.5 for monitoring and management of the performance of collection, recycling and disposal of household waste; beach, street, resort, highways cleansing; commercial and garden waste services; vehicle management and maintenance; enforcement and any Contracts;
  - 2.1.6 for referral of any requests from contractors for a consent or approval to appropriate officers or the Joint Committee as appropriate and then communicate any decision back to the contractors under the Contracts. Such communications shall be within a timescale which is compatible with any time provisions detailed in the Contracts and in any event as soon as reasonably practicable;
  - 2.1.7 for provision of a full assessment of the short, medium and long term financial, resource, service, legal and contractual implications of waste management services for the Joint Committee, the Host Authority and each Partner Authority;
  - 2.1.8 for preparation and submission for approval by the Joint Committee of an annual internal audit plan.
  - 2.1.9 to regularly report on the findings of any audits undertaken to the Joint Committee and to the section 151 officers of all of the Partner Authorities;
  - 2.1.10 for preparation of a strategic risk register relating to the functions of the Joint Committee and regularly submit this, together with details of any mitigation actions implemented, to the Joint Committee;
  - 2.1.11 for making such arrangements as necessary for the support of Senior Management Team and employees of the Host Authority directly engaged in the delivery of DWP services.
- 2.2 The Director is responsible to the Host Authority for compliance with Host Authority procedures, and any relevant codes of practice, legislation, mandatory guidance and regulation.

## Scheme of Delegation and 2017/18 Schedule of Meetings

- 2.3 The Director is responsible to both the Host Authority and the Joint Committee for carrying out the role and duties of the Director in accordance with this Agreement, the Job Description, Person Specification and Context Statement for the role of the Director.
- 2.4 Dorset Waste Partnership staff when considering the exercise of delegated authority must be alert to this accountability and consult with their Director where decisions are likely to be sensitive or significant, such that the Director needs to consult with relevant Joint Committee Members.
- 2.5 For the avoidance of doubt, delegations to the Director of the Dorset Waste Partnership and officers authorised by him include, but are not limited to:
- 2.5.1 to take appropriate action under Parts II and IV of the Environmental Protection Act 1990 and Parts 2, 3, 4 and 5 of the Clean Neighbourhoods and Environment Act 2005 Anti-Social Behaviour, Crime and Policing Act 2014 and any Regulations and Orders made thereunder;
- 2.5.2 to take all statutory action connected with the removal, storage and disposal of abandoned vehicles and other matters under the Refuse Disposal (Amenity) Act 1978;
- 2.5.3 to undertake all action (including any determinations necessary in respect thereof) in connection with applications in respect of commercial waste (including waste of mixed hereditaments including a private dwelling).

### **3. People Management**

3.1 As the County Council is employer of DWP staff (as Host Authority), its Scheme of Delegation for people management applies to DWP. This reflects that whilst operational delegations might vary from service to service, people management delegations needed to be consistent across the County Council for all staff groups.

3.2 The County Council's Scheme of Delegation for People Management is attached at Appendix 2. The Scheme delegates *all* people management decisions to the lowest possible officer level, usually the line manager. Under the scheme all people management decisions, including those relating to formal action such as written warnings, suspension and dismissal may be made by managers at any tier of the management structure (provided they have received the appropriate training).

### **4. Schedule of Meetings**

4.1 The Inter Authority Agreement requires the Joint Committee to set the number and schedule of meetings for the year, although there must be at least one for budget setting purposes.

4.2 The Joint Committee is recommended to agree a schedule of 5 meetings, which includes budget meetings as follows:

- June
- September
- Mid November – draft budget meeting
- Mid January – budget approval
- March.

## **Scheme of delegation for Dorset County Council – 2013**

### **1. Foreword**

- 1.1 A “peer review” commissioned by the Leader and the Chief Executive and undertaken in July 2013 provided valuable insight and an external view from leading members and officers of other local authorities and the LGA about how Dorset County works. The peer review confirmed our many strengths, in particular our people and our ambition to bring about necessary change. It also identified that we were process heavy and that we did not have the right framework to help ensure that decisions are made at the right level and are not unnecessarily referred through tiers of managers before anything can be done.
- 1.2 The new approach set out in this document is an attempt to tackle one specific problem, the very detailed, restrictive and list based scheme of delegation which has been in place from 2002 until the adoption of this new scheme.
- 1.3 Local authority decision making takes place within a sometimes complex legal framework within which staff are accountable to elected members and those members are accountable to the communities who elect them. This document describes how within a legal framework the Council has been able to move away from a very detailed scheme of delegations to one which is much more flexible and gives staff greater freedom to make decisions.
- 1.4 In place of a scheme of delegation listing very specific things that directors are permitted to do and are permitted to authorise others to do on their behalf this new scheme of delegation takes as its starting point:
  - A presumption that senior managers have delegated authority to exercise functions and make decisions about the service areas for which they are responsible.
  - That senior managers will delegate functions and decision making to the most appropriate levels within their services so that staff are free to do their jobs without having to needlessly refer questions through tiers of management.
  - A requirement that all staff will operate within the overall policies approved by the County Council and the limitations described in the scheme of delegation.
- 1.5 Reviewing the scheme of delegation has also provided an opportunity to be clear about the respective roles of elected members of the Council and the staff. This has included reinforcing the crucial role of local members as the representatives of their communities by including very specific requirements on staff to engage and to consult with local members before exercising any delegated authority which would have a particular local impact.

### **2. How decisions are made**

- 2.1 The County Council operates the Leader and Executive model of decision making under the Local Government Act 2000. Under this approach the County Council’s budget and its overall policy framework are decided by the full County Council. The County Council also elects the Leader (for the four

year life of the Council) and is the forum for debate on the most important issues affecting Dorset. The full County Council is also responsible for agreeing any changes to the Council's constitution, of which this scheme of delegation is a part.

- 2.2 The Leader appoints other members to form a Cabinet (also known as the Executive) and the law requires that the Cabinet must comprise as a minimum the Leader and two other members and as a maximum the Leader and nine other members.
- 2.3 In appointing members of the Cabinet and allocating special areas of responsibility the Leader will be asked to have regard to the Council's directorate and service structure so that where possible individual Cabinet members have responsibility for the following portfolios:-
  - (a) Cabinet member for Adult Social Care
  - (b) Cabinet member for Children's Social Care;
  - (c) Cabinet member for Corporate Resources;
  - (d) Cabinet member for Communications;
  - (e) Cabinet member for Education;
  - (f) Cabinet member for Environment;
  - (g) Cabinet member for Public Health and Community Services.
- 2.4 Within the overall policy framework and budget framework set by the full Council the law provides that most functions are the responsibility of the executive. A list of functions which are not to be the responsibility of the executive (for instance planning decisions which are made by the Planning Committee) and the relevant decision making body in each case is Appendix 1 to this scheme of delegation. Appendix 2 comprises a separate list of functions which may (but need not be) the responsibility of the executive i.e. local choice functions and again the decision making body is listed in each case. Appendix 3 sets out the responsibility for those functions which are not to be the sole responsibility of the executive, mainly the approval of key plans and strategies, which are recommended by the Cabinet to the full Council.
- 2.5 Each Cabinet member with special responsibility for functions of the County Council has responsibility to exercise political leadership in relation to those functions and to be publicly accountable for them. Decisions are made collectively by the Cabinet under the Chairmanship of the Leader and so the Cabinet as a whole have a wider, shared responsibility for all Cabinet decisions.
- 2.6 Decisions are made by the whole Cabinet but recommendations are presented to Cabinet by the relevant portfolio holder. Each portfolio holder is expected to work closely with the relevant Director responsible for his or her portfolio service areas. Individually and collectively portfolio holders should take account of advice from senior managers before reaching their own decision.
- 2.7 Any action by a Cabinet member shall be in accordance with:-
  - (i) the overall policies approved by the County Council and/or the Cabinet;
  - (ii) the County Council's Procedure Rules.

2.8 Cabinet portfolio holders are also expected in appropriate cases to maintain clear communication with the Chairman of the relevant Overview Committee or other Committee.

### **3. Delegations to officers**

3.1 Local authority decisions are made by elected members but in order for the Council to be able to function on a day to day basis the law enables the Leader (in relation to executive functions) and the Council (in relation to other matters) to delegate its functions to officers to exercise on behalf of the Leader and the Council. In addition there are some functions which the law says must be exercised by specific officers.

3.2 The Council's "statutory officers" are the Chief Executive as head of paid service, the Chief Financial Officer and the Monitoring Officer. They and the Council's directors and heads of service are the "senior managers" for the purposes of this scheme and are accountable to elected members for how functions are exercised and how decisions are made within the service areas for which they are responsible.

3.3 The Council's old scheme of delegation was very detailed, listing specific functions delegated to officers, often by reference to individual Acts and regulations. The scheme was difficult to maintain and keep up to date and it was sometimes found that there were gaps meaning that action could not be taken when it needed to be because there was no specific authority.

3.4 The Localism Act 2011 gave local authorities a general power of competence, that is a power to do anything that an ordinary individual may do, unless the law contains some prohibition or limitation on acting. This scheme of delegation is modeled on the general power of competence in the sense that its starting point is a presumption that the senior managers have delegated authority to exercise functions and make decisions in relation to the service areas for which they are responsible. This ability to act now gives staff great freedom and flexibility and is subject only to the requirements, financial thresholds and other limitations set out in section 4 and the remainder of this scheme.

3.5 Any power conferred upon a senior manager may be exercised by any other member of staff authorised by them in writing, the details of all such delegations to be contained in a register maintained by the relevant senior manager up to date copies of which shall be supplied to the Democratic Services Manager annually on 1 April and whenever the register is altered.

3.6 In giving the senior managers a general authority to act and in enabling them to authorise other officers to act on their behalf the intention is that the Council as a whole will become more effective and "fleet of foot", with decisions made at the appropriate level without having to be referred unnecessarily to elected members and through tiers of managers.

3.7 All delegated authority must though be exercised in accordance with the requirements in section 4 of this scheme, below.

#### **4. Conditions and limitations on the exercise of delegated authority by officers**

- 4.1 These conditions and limitations apply not only to senior managers but also to anyone else authorised by them to exercise delegated authority on their behalf. In authorising others to act on their behalf the senior managers must draw attention to the requirements of these conditions and limitations and through line management ensure that they are complied with.
- 4.2 Any action by a senior manager under delegated powers shall be in accordance with:-
- (i) the overall policies approved by the County Council, the Cabinet or a sub-committee of the Cabinet.
  - (ii) the County Council's Procedure Rules.
  - (iii) the principles for decision making in paragraph 4.6, below.
- 4.3 If authority to act has been reserved to the full Council, the Cabinet, a Committee or sub-committee then no member of staff may exercise delegated authority in relation to that matter without the approval of the decision making body.

The authorisations which are reserved are described in the appendices. In addition, and in accordance with Part 2, Article 13 of the Constitution, "key decisions" are executive decisions reserved to the Cabinet, in accordance with the Executive Procedure Rules set out in Part 4 of the Constitution. Key decisions are those where the financial implications for the County Council exceed £500,000 or which are likely to have a significant effect on a division or divisions represented by at least two members. Exceptionally the Chief Executive has delegated authority to act in cases of urgency, including making key decisions.

- 4.4 Regulations now require that where officers exercise delegated authority and make executive decisions then the reasons must be recorded and published online. The County Council takes a proportionate approach to these requirements and only requires the recording of specific decisions under delegated powers and not routine activity where staff are simply doing their jobs. A record form and guidance are available from Democratic Services
- 4.5 Before exercising any delegated power staff must consider whether the decision to be made is of such a nature that it ought to be referred for a collective decision by the Cabinet. Through the Director clear communication must be maintained with the Cabinet member so that the Cabinet member may provide a "political steer" and if necessary require significant or sensitive issues to be referred to the Cabinet for decision. Similarly consideration must be given to the need in appropriate cases to consult the relevant overview committee or regulatory committee chairman. There may be instances where time pressures are such that decisions which might otherwise be referred to the Cabinet have to be made by Senior Managers after consulting a cabinet member. Such decisions must be reported to the next available Cabinet meeting.
- 4.6 Directors have responsibility for advising elected members and the Chief Executive on the strategic direction of the Council and they have an overall responsibility for groups of services and are accountable to elected members

for the performance of those services. Heads of service and their staff when considering the exercise of delegated authority must be alert to this accountability and consult with their director where decisions are likely to be sensitive or significant, such that the Director needs to consult with the relevant Cabinet member.

- 4.7 Before exercising any delegated power staff must also consider whether the decision to be made will have a particular local impact such that the local member should be consulted prior to any decision being made. The requirements in the County Council's scheme for engaging and consulting with local members must be complied with. If the local member consulted in this way so requires it then the matter must be referred to the Cabinet or appropriate Committee for decision.
- 4.8 Delegated decisions must not involve the adoption of a new policy or a major extension of an existing policy of the County Council and shall exclude any case where the magnitude or controversial nature of a proposal is such that responsibility for a decision should be taken by the County Council, the Cabinet or a subcommittee of the Cabinet. In particular key decisions are to be referred to the Cabinet.
- 4.9 All decisions made by Officers under delegated powers shall be in accordance with the County Council's principles of decision making, as follows:-
- (i) proportionality ie the action should be proportionate to the desired outcome.
  - (ii) due consultation and the taking of appropriate professional advice
  - (iii) respect for human rights and equalities law
  - (iv) presumption in favour of openness
  - (v) clarity of aims and desired outcomes
  - (vi) the decision reflects the balance of evidence or legal or financial position
  - (vii) the requirement to be able to provide reasons for decisions.
- 4.10 There are circumstances where the County Council may enter into partnership arrangements with other local authorities and with health bodies for the shared delivery of services. These arrangements may involve pooled budgets, delegations of the lead commissioning role and shared staffing and management structures. Under these arrangements it may be necessary for a senior manager to give delegated authority to act to someone employed by the partner body and not by the County Council. In such cases particular care must be taken to describe in writing the limits of the extent of delegated authority to act on behalf of the County Council and the details must be included in the register maintained by the relevant senior manager.
- 4.11 The County Council acts as lead authority or host for a number of partnerships involving the joint exercise of executive functions. Before exercising any delegated power to act in relation to partnership activity staff

must consider the appropriate consultation to be undertaken with elected members, including consultation with district local members. If necessary, this will involve consulting with the appropriate Chairman or lead member for the partnership in place of, or in addition to, consultation with the appropriate member of the County Council's Cabinet.

- 4.12 Where a proposed exercise of delegated authority is such that the Leader should be consulted and the Leader is absent or otherwise unavailable then the Deputy Leader is to be consulted. Similarly, in the absence of the Chairman of an Overview Committee or the Chairman of one of the regulatory committees the Vice-Chairman is to be consulted. In the absence of an individual portfolio holder the Leader should be consulted.

## **5. Delegations to fulfill the County Council's duties in the Civil Contingencies legislation**

- 5.1 In order to comply with the statutory requirements of the Civil Contingencies Act which identifies the County Council as a category 1 responder in a declared emergency or major incident, the senior managers (when acting in a decision making capacity at the Local Resilience Forum Strategic Command Group or at Dorset County Council's own Gold emergency group) are authorised for the purposes of the declared emergency to commit the appropriate resources (regardless of whether the value would equate to a key decision) and to suspend aspects of business as usual to comply with the County Council's duties in the Act.
- 5.2 Owing to the nature of such decision making at a time of a declared emergency or major incident, all decisions will be made on best advice available to the decision maker at the time and on the basis that the decision is a reasonable one in the circumstances. Notification to the Chairman and Vice Chairman of the Cabinet, the portfolio holder for Corporate Resources, the relevant service portfolio holder and senior manager will be given as soon as is practicably possible in the context of the emergency or major incident. A schedule of decisions taken under the delegation will be reported to the next meeting of the Cabinet as is appropriate in the circumstances of the emergency.

## **6. General Indemnity**

All elected members and staff involved in decision making on behalf of the County Council are protected by a "general indemnity" which protects each of them from personal liability for the consequences of action taken in good faith on behalf of the Council. The detail of this indemnity is set out in appendix 4, below.

## **7. Specific delegations**

- 7.1 The starting point for the delegated authority to staff to act is the general authorisation in section 3, above given to the senior managers and other staff authorised by them in writing. There are though instances where the statutory officers and some other senior managers retain very specific powers to act. These are listed in Appendix 4, below.

## **8. Regulation of Investigatory Powers Act 2000(RIPA)**

- 8.1 The power to authorise surveillance under RIPA is an instance where the law imposes very strict limitations on which senior managers are permitted to act. These are listed in Appendix 5.

## **9. Delegations of people management matters under Manager Self Service**

- 9.1 The Scheme of Delegation operates on the basis that a post at a particular management level has delegated power for all matters which can be decided by any post at a more junior management level within line management to the post e.g. management level 1 posts also have delegated power within their line management structures for all matters delegated to managers at levels 2 through to 5.
- 9.2 Details of the people management delegations given to particular levels of managers are listed in Appendix 6.
- 9.3 There has been a tendency in the past for higher level managers to expect matters to be referred to them for decision even though others had delegated authority to act on their behalf. The clear expectation now is that decisions must be made at the appropriate level, as set out in the table in Appendix 6.

## **10. Delegations of decisions with financial implications**

- 10.1 Delegations are to be exercised within the framework of financial regulations and contract procedure rules currently in operation.
- 10.2 As with the scheme of delegation for people management matters under manager self service, this scheme operates on the basis that a post at a particular management level has delegated power for all matters which can be decided by any post at a more junior management level within line management to the post. However, as with people management matters, the expectation is that decisions are made at the appropriate level in accordance with the table set out in Appendix 7 and that decisions should not be referred unnecessarily up the "chain of command".

## **11. Advice and interpretation**

- 11.1 The intention is that this scheme of delegation should be readily understood by all. It is though a legal document and any questions about its interpretation should be referred to the County Council's legal service.
- 11.2 Where necessary a final decision on the meaning and interpretation of this document (which is part of the County Council's Constitution) will be made by the Monitoring Officer.

## Appendix 1

Responsibility for functions which are not to be the responsibility of the executive.

<b>Function</b>	<b>Decision-making Body</b>
1. Functions relating to town and country planning and development control as specified in Section A, Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 As Amended by the Amendment Regulations 2001 (SI 2001 No. 2212) (together known as the Functions Regulations).	Planning Committee
2. All functions of the County Council relating to licensing and registration as set out in Section B, Schedule 1 to the Functions Regulations.	Licensing and Registration Committee
3. Functions relating to health and safety under any 'relevant statutory provision' within the meaning of Part 1 of the Health and Safety at Work Act 1971, to the extent that those functions are discharged otherwise than in the Council capacity as employer as specified in section C to Schedule 1 of the Functions Regulations.	Licensing and Registration Committee
4. All the functions of the County Council in relation to elections in Section D of Schedule 1 to the Functions Regulations.	Licensing and Registration Committee (other than powers delegated under the Scheme of Delegation to the Chief Executive)
5. All the functions of the County Council specified in Sections E, F and G to Schedule 1 to the Functions Regulations in relation to:-  (a) the names and status of areas and individuals; (b) the making, amending, revoking or re-enacting of by-laws; (c) the promotion of or opposition to local personal Bills.	County Council

6. All the functions of the County Council in relation to pensions in Section H of Schedule 1 to the Functions Regulations.	Personnel Appeals Committee (other than the powers delegated under the Scheme of Delegation to the Chief Financial Officer on the advice of the Investment Advisory Panel). Staffing Committee for the Chief Executive and Directors.
7. All functions of the County Council relating to public rights of way and to applications for modification of the definitive Map (including creating rights of way, bridleways etc. and re-classifying roads as public paths) in Section I of Schedule 1 of the Functions Regulations.	Roads and Rights of Way Committee
8. The registration of common land or town and village greens and to register the variation of rights of common as set out in Schedule 1 to the Functions Regulations.	Roads and Rights of Way Committee
9. The exercise of powers relating to the regulation of the use of highways as set out in Schedule 1 to the Functions Regulations.	Roads and Rights of Way Committee
10. All functions of the County Council relating to Sea Fisheries under Sea Fisheries legislation.	County Council
11. Power to make Standing Orders and Standing orders as to contracts.	County Council (on recommendation from the Standards Committee)
12. The duty to approve the County Council's statement of accounts, income and expenditure and balance sheets.	County Council
13. Power to make payments or provide other benefits in cases of maladministration.	Standards Committee
14. The functions of the County Council to make limestone pavement orders.	Planning Committee
15. The functions of the County Council relating to the preservation of trees and protection of hedgerows.	Planning Committee

<p>16. (a) Determination of terms and conditions on which staff hold office (including procedures for dismissal)</p> <p>(b) Appointment of Directors and Deputy Chief Executive and recommendation of appointment of Chief Executive.</p>	<p>Staffing Committee</p> <p>Staffing Committee</p>
<p>17. Confirmation of appointment of Chief Executive.</p>	<p>County Council</p>
<p>18. Appointment of all staff not covered by paragraphs 16 and 17 above.</p>	<p>Appropriate Director or his/her nominees under powers delegated under the Scheme of Delegation</p>
<p>19. Establishment of an Independent Remuneration Panel and approval of the Scheme for Members' Allowances upon recommendation of the Independent Panel.</p>	<p>County Council</p>
<p>20. Power to appoint officers for particular purposes (appointment of 'proper officer').</p>	<p>County Council</p>
<p>21. Duty to designate officer as the Head of the authority's Paid Service, and to provide staff etc.</p>	<p>County Council</p>
<p>22. Duty to designate officer as the Monitoring Officer, and to provide staff etc.</p>	<p>County Council</p>
<p>23. Duty to designate officer as the Chief Financial Officer and to provide staff etc.</p>	<p>Staffing Committee</p>

## Appendix 2

Responsibility for functions which may (but need not be) the responsibility of the executive, i.e. local choice functions

<u>Function</u>	<u>Decision-making Body</u>
1. Any function under a local Act other than a function specified or referred to in Regulation 2 or Schedule 1 to the Functions Regulations.	Cabinet
2. The determination of an appeal against any decision made by or on behalf of the County Council in respect of:-  Personnel matters  Children's and Adult Services matters	Personnel Appeals Committee  Children's and Adult Services Appeals Committee
3. Any function relating to contaminated land.	Cabinet
4. The making of arrangements pursuant to sub-section (1) of Section 67 of, and Schedule 18 to, the 1998 Education Act (appeals against exclusion of pupils).	Cabinet
5. The making of arrangements pursuant to Section 94(1) and (4) of, and Schedule 24 to, the 1998 Education Act (admission appeals).	Cabinet
6. The making of arrangements pursuant to Section 95(2) of, and Schedule 25 to, the 1998 Education Act (children to whom section 87 applies: appeals by governing bodies).	Cabinet
7. The making of arrangements under Section 20 (questions on police matters at Council meetings) of the Police Act 1996 (b) for enabling questions to be put on the discharge of the functions of a police authority.	Cabinet

<p>8. The making of appointments under paragraphs 2 to 4 (appointment of members by relevant councils) of Schedule 2 (police authorities established under Section 3) to the Police Act 1996.</p>	<p>County Council</p>
<p>9. Leading the County Council's search for efficiency.</p>	<p>Cabinet supported by the Overview Committees</p>
<p>10. Making arrangements for the execution of Highways work.</p>	<p>Director for Environment in accordance with the Scheme of Delegation</p>
<p>11. Appointment of any individual:-</p> <p>(a) to any office other than an office in which he is employed by the authority;</p> <p>(b) to any body other than:-</p> <p>(i) the authority;</p> <p>(ii) a joint committee of two or more authorities; or</p> <p>(c) to any committee or sub committee of such a body;</p> <p>and the revocation of any such appointment.</p>	<p>Cabinet in respect of bodies with Executive functions save that the County Council will reserve to itself the appointments to the following bodies:-</p> <p>(a) LGA;</p> <p>(b) South West Regional Assembly</p> <p>The County Council in respect of other outside bodies.</p>
<p>12. Making agreements with other local authorities for placing staff at the disposal of those other authorities.</p>	<p>Staffing Committee</p>

### Appendix 3

Responsibility for functions, not to be the sole responsibility of the executive

<b>FUNCTION APPROVAL OF THE FOLLOWING PLANS AND STRATEGIES</b>	<b>DECISION-MAKING BODY</b>
1. Corporate Plan (Our Role in Dorset)	County Council
2. Children and Young People's Plan	County Council
3. Community Strategy	County Council
4. Crime and Disorder Reduction Strategy	County Council
5. Plans and strategies which together comprise the Development Plan including the Bournemouth, Dorset and Poole Waste Local Plan and the Bournemouth, Dorset and Poole Minerals Local Plan	County Council
6. Youth Justice Plan	County Council
7. Economic Development Plan	County Council
8. Lifelong Learning Development Plan (Adult Learning Plan)	County Council
9. The Dorset Waste Strategy	County Council
10. Food Law Enforcement Service Plan	County Council
11. Local Cultural Strategy	County Council
12. Local Transport Plan	County Council
13. Budget	County Council
14. Asset Management Plan	County Council
15. Treasury Policy Management Statement	County Council
16. Capital Programme	County Council
17. Approval for the purposes of public consultation in accordance with Regulation 10 or 22 of the Town and Country Planning (Development Plans) (England) Regulations 1999 of draft proposals associated with the preparation of alterations to, or the replacement of, a development plan	Planning Committee
18. Arrangements for school provision in Dorset	County Council

## Appendix 4

### 1. General Indemnity

1.1 The County Council gave a general indemnity in 1992 to any member of staff acting in good faith in the course of their employment, in the following form. This indemnity was modified in 2005 to extend to members as well as employees of the Council. At the same time it was also extended to provide financial support for members and officers to enable them to:-

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

### 2. Exceptions

2.1 The indemnity will not extend to loss or damage directly or indirectly caused by or arising from:-

fraud, dishonesty or criminal offence committed by the member or employee;

any neglect, act, error or omission by the member or employee otherwise than in the course of his/her employment; and

2.2 The indemnity will not apply if a member or employee without the express permission of the authority, admits liability or negotiates or attempts to negotiate a settlement of any claim falling within the scope of this resolution.

2.3 In pursuance of the above indemnity, the Council undertake not to sue (or joint others in an action as co-defendant versus) a member or an officer of the Council in respect of any neglect, error or omission by him/her in the course of his/her role as a member or as an employee, but subject to the same exceptions as in 2 above.

2.4 The above indemnity and undertaking shall be without prejudice to the right of the Council: -

- (1) through the Standards and Governance Committee to take action in respect of a locally referred allegation of a breach of the Code of Conduct for Members or the breach of a local protocol, or
- (2) to take disciplinary action against an employee in respect of any neglect, act, error or omission.

The above indemnity and undertaking apply:

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

## **Appendix 5**

### **1. Powers to be delegated to the senior managers**

- 1.1 To make applications for planning permission, after consultation with the Director for Corporate Resources as Chief Financial Officer, the Monitoring Officer and the Director for Environment, through the Asset Management Group.
- 1.2 To appoint private consultants of any profession within his or her own service areas where the senior manager has insufficient staff or there is a need for particular specialist assistance. In making any such appointments the senior manager must comply with contract procedure rules and may not engage professional services where that discipline or profession is the responsibility of another senior manager.
- 1.3 To make decisions about making individual posts redundant, or agreeing to an individual's early retirement, subject to the approval of the Personnel Appeals Committee in respect of the award of discretionary payments in cases which involve the early introduction of pension benefit.
- 1.4 To submit applications for external funding in support of County Council priorities subject to the County Council's contribution being less than the threshold for a key decision (£500,000) and funding being included within an approved budget and where a change of the County Council's policy is not required.

### **2. Powers to be delegated to the Chief Executive**

- 2.1 To be Head of Paid Service for the purposes of Section 4(1) of the Local Government and Housing Act 1989.
- 2.2 To be Proper Officer in relation to the following provisions in the Local Government Act 1972:
  - (a) Section 83(1)(2) and (3) - the officer to whom a person elected to the office of Chairman, Vice-Chairman or Councillor of the Council shall deliver a declaration of office.
  - (b) Section 84 - the officer to whom a person elected to any office under the Act may give written notice of resignation.
  - (c) Section 88(2) - the officer who may convene a meeting for the election of Chairman of the Council following a casual vacancy in that office.
  - (d) Section 89(1)(b) - the officer who receives notice of casual vacancies from two local government electors.
  - (e) Schedule 12, Part 1 Paragraph 4(2)(b) - the officer who shall sign a summons to attend a Council Meeting.
  - (f) Schedule 12, Part 1 Paragraph 4(3) - the officer to receive notices from members regarding the address to which summonses to meetings are to be sent.

- 2.3 To be **Proper Officer** in relation to the provisions of the Regulations under Sections 15 to 17 of the Local Government and Housing Act 1989 regarding:
- (a) the receipt of Notices from Members concerning:
    - (i) the constitution of political groups;
    - (ii) the membership of political groups;
    - (iii) the wishes of political groups;
    - (iv) the review of the allocation of seats to political groups;
  - (b) the notification to political groups of:
    - (i) the allocation of seats to political groups;
    - (ii) the vacation of a seat allocated to a political group.
- 2.4 To authorise in cases of urgency the acquisition or disposal of land or any other step or transaction (not limited to land and property matters) which she considers to be in the best interests of the County Council, (which shall include making “key decisions”) after consultation with the Chairman and Vice-Chairman of the Cabinet and after having taken advice from the Chief Financial Officer and the Monitoring Officer.
- 2.5 To act as County Returning Officer for County Council elections.
- 2.6 To decide requests from members for dispensations to speak and vote at meetings in accordance with the County Council’s procedure approved by the County Council on 19 July 2012 to meet the requirements of the Localism Act 2011.
- 2.7 To decide on individual cases for exemptions from political restriction to meet the requirements of the Localism Act 2011.
- 3. Powers delegated to the Chief Financial Officer**
- 3.1 To be Proper Officer in relation to the following provisions of the Local Government Act 1972:-
- Section 115(2) - the officer who shall receive all money due from every officer employed by the Council.
  - Section 146(1) - the officer in relation to transfers of securities on alteration of area, etc.
- 3.2 To be Proper Officer under Section 151 of the Local Government Act 1972 responsible for the proper administration of the County Council's financial affairs.
- 3.3 To be Chief Financial Officer for the purposes of Section 6 of the Local Government and Housing Act 1989.
- 3.4 To incur overdraft on the Council's bank accounts, the net pooled balance

not to exceed £10M overdrawn at any one time.

- 3.5 To be responsible for Internal Audit under the Accounts and Audit Regulations 1996.
- 3.6 To make investment decisions for the Dorset County Pension Fund in accordance with a strategy agreed by the Pension Fund Investment Committee.
- 3.7 To remit income in the following classes:-
- (a) arrears of contributions in respect of children and young persons in care;
  - (b) charges to residents in homes, hostels and boarding establishments.
- 3.8 Superannuation
- admission to the Scheme
  - application of interchange rules
  - surrender of allowances
  - re-introduction of child's pension
- 3.9 To agree to grant terms and conditions under Section 31 of the Local Government Act 2003 for and on behalf of the County Council.
- 3.10 To authorise sponsorship and advertisement arrangements for any County Council property.
- 3.11 (a) To make awards in accordance with the Superannuation Regulations (Injury Allowances) equal of 50% of:-
- (i) the pension the employee would have received but lost completely because at the time of their enforced early retirement they did not have sufficient qualifying service for a pension;
  - (ii) the additional pension the employee would have received but for the enforced early retirement;
  - (iii) the additional pension the employee would have earned had they not had to take lower paid employment (involving a lower rate of pay and/or reduced hours) because of the injury.

In all cases such allowances, together with any State Injury Award, must not exceed the total pension the employee could have earned.

Where in any particular case and for whatever reasons, an allowance within these guidelines is considered inappropriate then the Director shall consult with the Cabinet Member for Corporate Resources before making a determination.

- 3.12 To approve applications under Regulation E5(6)(b) of the Superannuation Regulations 1986 where the second marriage is dissolved or the husband dies subject to the wife not being materially better off by reason of her second marriage.

#### **4. Powers to be delegated to the Monitoring Officer**

- 4.1 To act as the person specified by the County Council as administering authority, to consider disputes in respect of the Local Government Pension Scheme referred under the Local Government Pension Scheme (Amendment) Regulations 2004, for Stage two reconsideration (deputising to be undertaken by the Deputy Monitoring Officer).

#### To be 'proper officer'

- 4.2 In relation to the following provisions:-
- (i) The Local Government Act 1972:-
    - (a) Section 225(1) - the officer with whom documents shall be deposited.
    - (b) Section 229(5) - the officer who shall certify a photographic copy of a document in the custody of the Council or of a document which has been destroyed while in the custody of the Council, or of any part of such document.
    - (c) Section 234 - the officer who may authenticate documents on behalf of the Council.
    - (d) Section 236(10) - the officer who shall send copies of bylaws to district councils and receive the same from district councils.
    - (e) Section 238 - the officer who shall certify a printed copy of a bylaw of the Council.
  - (ii) The Local Government (Access to Information) Act 1985 and the Local Government Act 2000 and associated regulations.
- 4.3 To act as "Monitoring Officer" under Section 5 of the Local Government and Housing Act 1989, and the Local Government Act 2000.
- 4.4 To institute, defend or settle legal proceedings or disputes in contemplation of legal proceedings on behalf of the County Council, to appear on behalf of the County Council, at public inquiries and at any other tribunal, to engage Counsel, and to take all necessary action in connection with such proceedings or contemplated proceedings.
- 4.5 To authorise the sealing or signature of any order, deed or other document necessary to give effect to a decision of the Council, or a committee, sub-committee or officer acting under delegated powers.
- 4.6 To authorise Trading Standards Officers within the Adult and Community Services Directorate to institute legal proceedings, lay informations and make complaints, and appear on behalf of the County Council before any Court of Summary Jurisdiction.
- 4.7 To issue on behalf of the County Council certificates under the provisions of the Local Government (Contracts) Act 1997 with the issue of any such certificate to be reported to the next following meeting of the Cabinet.
- 4.8 To determine applications to amend the register of common land and town and village greens (except applications to register or de-register land as common land and town and village greens).

- 4.9 After consultations with the Chairman of the Roads and Rights of Way Committee, to make public path diversion, extinguishment and creation orders where pre-order consultations relating to proposals give rise to no indication of opposition (in cases not involving County Council properties)
- 4.10 To confirm published public path orders to which no objections have been received (in cases not involving County Council properties).
- 5. Powers delegated to the Director for Children's Services and Chief Financial Officer**
- 5.1 To authorise any arrangements concerning a licensed deficit for a school exceeding £50,000 or any extension of the period of three years within which a school must set a recovery plan to overcome a significant budget deficit.
- 6. Powers delegated to the Director for Environment and Chief Financial Officer**
- 6.1 In exceptional cases of urgency, to modify the Capital Programme to incorporate:-
- (i) any significant change in the specification or scope of a capital scheme at any time;
  - (ii) any significant change in the estimated cost of a project prior to contract letting;
- after consultation with the Cabinet member for Environment, and subject to the changes being reported to the next meeting of the Cabinet.
- 7. Powers delegated to the Head of Human Resources and Exchequer Services**
- 7.1 To act as the person specified by the County Council as a scheme employer under the Local Government Pension Scheme (Amendment) Regulations 2004 to consider disputes about first instance decisions on pension matters.
- 8. Powers delegated to the Head of Community Services**
- 8.1 Proper Officer for Registration matters
- 8.2 Authorised to make arrangements for the implementation of Civil Partnership legislation under the Civil Partnership Act
- 9. Powers delegated to the Head of Planning**
- 9.1 To make all development control decisions, subject to the following exceptions which would require the decision of the Planning Committee:-
- (i) Applications where the officers are recommending consent but the District Planning Authority has expressed a view that the application should be refused;

- (ii) Applications where the officers are recommending consent but the development does not accord with the Development Plan and/or the relevant Government policy;
- (iii) Applications where the applicant is the County Council and the application is for a major development as defined by the Town and Country Planning (Development Management Procedure) (England) Order 2010;
- (iv) Application which requires an Environmental Impact Assessment;
- (v) All applications to which there is an objection from the local County Council member(s) be referred to the Planning Committee and not dealt with under delegated powers;
- (vi) Any application from which compensation is likely to arise from the determination of a review of the Mineral Planning Permissions (ROMPS) Application;
- (vii) Applications recommended for consent but where the Appropriate Assessment does not accord with the advice of Natural England;
- (viii) Where a material objection has been raised against the application and the planning issues raised in that objection cannot be resolved through a planning condition or legal agreement but officers are nevertheless recommending consent.

9.2 The Head of Planning will retain the discretion to bring any other matter he deems appropriate before the Planning Committee.

## Appendix 6

### Regulation of Investigatory Powers Act 2000 (RIPA)

The officers listed below are authorised under the Regulation of Investigatory Powers Act to permit surveillance for the purposes listed. The authorising officer must satisfy him or herself that the statutory tests for the authorisation of directed surveillance, the acquisition of communications data or the use of a covert human intelligence source have been met and that the use of the technique is necessary and proportionate. However, no such techniques may be used without the additional authorisation of a Justice of the Peace. The Director for Corporate Resources has delegated authority in relation to legal proceedings and has authorised certain officers in legal services and the trading standards service to make applications to a Justice of the Peace where one of the authorising officers listed below has permitted this.

**Note: the Authority of the senior managers to authorise surveillance is legislative and cannot be delegated to other officers to exercise on their behalf.**

<u>Post</u>	<u>Purpose of Authorisation</u>
Chief Executive	All purposes (including where there is a likelihood of acquiring confidential information)
Monitoring Officer	All purposes (including but only in the absence of the Chief Executive where there is a likelihood of acquiring confidential information)
Director for Corporate Resources (Chief Financial Officer)	All purposes for Corporate Resources Services (and including where there is a likelihood of acquiring confidential information but only in the absence of both the Chief Executive and the Monitoring Officer)
Director for Adult and Community Services	All purposes for Adult and Community Services (but excluding where there is a likelihood of acquiring confidential information)
Director for Children's Services	All purposes for Children's Services (but excluding where there is a likelihood of acquiring confidential information)
Director for Environment	All purposes for Environment Services (but excluding where there is a likelihood of acquiring confidential information)
Head of Planning	All purposes for Development Control (but excluding where there is a likelihood of acquiring confidential information)



		<p>management responsibility for.</p> <ul style="list-style-type: none"> <li>(c) Granting of special leave of absence with/without pay.</li> <li>(d) Granting of approval for employees to undertake private work (outside of office hours).</li> <li>(e) Ex gratia payments.</li> <li>(f) Acting up arrangements.</li> <li>(g) Move to a different position within the establishment.</li> <li>(h) Review of discrete post of job evaluation request.</li> <li>(i) Labour market increments request.</li> <li>(j) Annual Leave carry forward.</li> <li>(k) Occupational Health referral.</li> <li>(l) Travel status authorisation.</li> <li>(m) Maternity leave approval.</li> <li>(n) Paternity leave approval.</li> </ul> <p style="text-align: center;">and</p>
5	Officers reporting to Level 4 (typically team leaders)	<ul style="list-style-type: none"> <li>(a) Incremental progression - approval of competency increments through the salary grade.</li> <li>(b) Approval to attend training courses (external courses are subject to Procurement approval at the appropriate level).</li> <li>(c) Sick leave (including return to work and trigger point interviews etc.)</li> <li>(d) Annual leave approval.</li> <li>(e) Change to employment within current position.</li> <li>(f) Performance and Development Review completion.</li> <li>(g) Notification of staff leaving.</li> <li>(h) Exit interviews.</li> <li>(i) Probation sign off.</li> <li>(j) Flexible working – approval of change to working patterns.</li> <li>(k) Travel expenses claim authorisation.</li> </ul>
<p><b>Specific delegations to the Head of Human Resources and Exchequer Services</b></p> <ul style="list-style-type: none"> <li>(a) Extension to full and half sick pay</li> <li>(b) Approval of injury allowance payments</li> <li>(c) Redundancy payments for teachers</li> </ul>		

## Appendix 8

Officer Role	Management Level	Proposed Delegation (to be used in accordance with Contract Procedure Rules and Financial Regulations and relevant Guidance)
<b>Signing contract documents</b>		
Head of Legal and Democratic Services as Monitoring Officer		<ul style="list-style-type: none"> <li>(a) Signing of contracts under seal of any value.</li> <li>(b) Signing of contracts valued in excess of £500,000.</li> <li>(c) Signing of inter authority, collaboration, partnering and framework agreements.</li> <li>(d) Approval to terminate contracts early with a value in excess of £500,000.</li> <li>(e) Approval to extend contracts where the original contract value exceeds £500,000 and within the original terms and advertised scope of the contract.</li> <li>(f) Authorisation and signing of letters of intent committing the County Council to expenditure in excess of £500,000.</li> </ul>
Chief Executive, Directors and Statutory Chief Officers	0	<ul style="list-style-type: none"> <li>(a) Signing of contracts (not under seal) up to but not exceeding £500,000 and signing of contracts for urgent special educational needs or urgent social care.</li> <li>(b) Approval to terminate contracts early with a value not exceeding £500,000.</li> <li>(c) Approval to extend contracts where the original contract value does not exceed £500,000 and within the original terms and advertised scope of the contract.</li> <li>(d) Authorisation and signing of letters of intent committing the County Council to expenditure not in excess of £500,000.</li> </ul>
Senior managers reporting direct to Level 0 (normally Heads of Service)	1	<ul style="list-style-type: none"> <li>(a) Signing of contracts (not under seal) up to but not exceeding £500,000 and signing of contracts for urgent special educational needs or urgent social care.</li> <li>(b) Approval to terminate contracts early with a value not exceeding £500,000.</li> <li>(c) Approval to extend contracts where the original contract value does not exceed £500,000 and within the original terms and advertised scope of the contract.</li> <li>(d) Authorisation and signing of letters of intent committing the County Council to expenditure not in excess of £500,000.</li> </ul>

<b>Expenditure</b>		
Director for Corporate Resources as s.151 Officer		Authorisation of expenditure over £500,000 in conjunction only with the exercise of the Chief Executive's delegated authority in Appendix 5 paragraph 2.4 in cases of urgency.
Senior managers reporting direct to Level 0 (normally Heads of Service)	1	Approval of expenditure over £100,000 and not exceeding £500,000.
Officers reporting to Level 1 (typically service managers)	2	Approval of expenditure over £50,000 and not exceeding £100,000.
Officers reporting to Level 2 (typically team managers)	3	Approval of expenditure over £1,000 and not exceeding £50,000.
Officers reporting to Level 3 & 4 (typically assistant team managers)	4 & 5	Approval of expenditure not exceeding £1,000.
<b>Exemptions</b>		
Head of Legal and Democratic Services as Monitoring Officer And Director for Corporate Resources as s.151 Officer		Approval of requests for exemption to the Contract Procedure Rules for contracts valued over £100,000 but not exceeding EU procurement thresholds.
Senior managers reporting direct to Level 0 (normally Heads of Service)	1	Approval of requests for exemptions to the Contract Procedure Rules for contracts with a value not in excess of £100,000.
<b>Procurement Tender Evaluation Models</b>		
Head of Dorset Procurement		Authorisation of procurement tender evaluation models for contracts with a value in excess of £100,000.
Senior managers reporting direct to Level 0 (normally Heads of Service)	1	Authorisation of procurement tender evaluation models for contracts with a value not exceeding £100,000.

<b>Specific Officer Delegations</b>
<b>Director for Corporate Resources as Section 151 Officer</b>
Approval of finance appraisals for all supplier tenders for procurements contracts valued over £150,000.
Approval of financing routes.
Approval of finance lease agreements.
Approval of disposal of assets not otherwise covered in the scheme not exceeding £500,000 in value.
<b>Delegations to the Head of Legal and Democratic Services as Monitoring Officers</b>
Responsibility for safe custody of the County Council's seal and the execution of documents under seal.
<b>Delegations to the Head of Procurement</b>
Approval of EU procurement routes for over EU threshold procurement.
<b>Delegated to the Corporate Fleet Manager</b>
Approval of acquisition and disposal of all vehicles with a value not exceeding £500,000.
<b>Delegated to the Head of Property Management</b>
Approval for the acquisition and disposal of interests in land and buildings with a value not exceeding £500,000.

**Note**

All staff must respect the lead advisor role of any senior manager responsible for a particular service area and must not commission advice or services other than through the service in question. By way of illustration legal advice and support is only to be provided by or commissioned through the Head of Legal and Democratic Services and the same applies to other professional disciplines.

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

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

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

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

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

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Councils working together

## Dorset Waste Partnership Joint Committee

Date of Meeting	12 June 2017
Officer	Gemma Clinton, Head of Service (Strategy)
<b>Subject of Report</b>	<b>Revised “Recycle for Dorset” Service Policy</b>
Executive Summary	<p>The Recycle for Dorset (R4D) Service Policy needs to be updated to reflect the fact that the DWP have finished rolling out the R4D Service to all properties and are now in a business as usual state.</p> <p>The proposed draft policy is contained in Appendix 1 of this report. It reflects the policy objectives of the Revised Dorset Waste Strategy and also delivers the needs of the DWP 2017/18 Business Plan.</p> <p>The key changes to the policy are:</p> <ul style="list-style-type: none"> <li>• The additional section about Gull Proof Sacks</li> <li>• The omission of the free collection of Christmas trees at the kerbside with rubbish bins</li> <li>• Other minor typographical and updating revisions</li> </ul> <p>This draft policy was taken to the DWP Joint Scrutiny Group on 03 April this year and the group made the following recommendation:</p> <p>That in reviewing the draft proposed R4D Service Policy, the Joint Committee be asked to endorse the revised Policy, as set out in the Head of Service’s report.</p>

## Revised “Recycle for Dorset” Service Policy

Impact Assessment:	Equalities Impact Assessment: EqIA for Recycle for Dorset Service 2011
	Use of Evidence: DWP KPI’s 2015/16
	Budget: The adoption of the draft policy should produce annual savings in the region of £10k
	Risk Assessment: N/A
	Other Implications: None
Recommendation	That the Joint Committee review the draft proposed R4D Service Policy and approve this revised policy.
Reason for Recommendation	To help the DWP meet it’s 2017/18 Business Plan objectives
Appendices	Appendix 1: Draft Recycle for Dorset Service Policy Review Appendix 2: Current Recycle for Dorset Service Policy
Background Papers	Revised Joint Municipal Dorset Waste Management Strategy, 2008-2033 DWP Business Plan 2017/18
Report Originator and Contact	Name: Gemma Clinton Tel: 01305 224716 Email: g.clinton@dorsetwastepartnership.gov.uk

### 1. Background

- 1.1 The Recycle for Dorset Service (R4D) Policy is the detailed policy that has been adopted and used by the Dorset Waste Partnership (DWP) to deliver a uniform kerbside collection service across Dorset.
- 1.2 The Service Policy contains the detail around the R4D service and any variations residents are entitled to. The policy fully supports the aims and objectives of the Dorset Waste Partnership, as set out in its Business Plan and the Revised Joint Municipal Waste Management Strategy for Dorset. They are:
- 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. Revisions to the Current Policy**

- 2.1 Since the DWP's formation in 2011, the DWP have been focussed on rolling out the Recycle for Dorset Service to all properties in Dorset. The roll out was completed in 2015 and we are in the process of driving further efficiencies from the uniform collection service.
- 2.2 In September 2016, Members of the DWP Joint Committee gave officers a clear steer to focus on making the existing R4D service work well and perform at a high level prior to any other cost savings proposals, such as any change in collection frequencies.
- 2.3 The review of the R4D Service Policy has mainly focussed on making the policy more relevant to the current business as usual service, as opposed to the existing policy which is more focussed on the roll out of R4D. There are, however, two areas of the policy that we are proposing to change.

## **3. Gull Proof Sacks**

- 3.1 Under the existing Recycle for Dorset policy (Appendix 2), households unable to use wheeled bins due to the property type and/or lack of sufficient storage space are given an alternative to wheeled bins which is a bag and box service.
- 3.2 In some areas of the County the blue sacks are vulnerable to being attacked by seagulls and vermin, causing significant littering problems. This problem is predominantly in Weymouth & Portland and coastal areas of West Dorset. Prior to the DWP, the partners in these areas provided their bag and box residents with a gull proof bag (either free of charge or charged) in which to present their blue sacks for collection. A gull proof bag is a reusable polypropylene bag with a lid and velcro closure.
- 3.3 These historic arrangements were harmonized in February 2015 in agreement with the Management Board (now Commissioning Group). They proposed that the sacks should be made available to all blue sack residents across Dorset and the estimated additional costs associated with this change of £5,311 would be absorbed by the current budget.
- 3.4 Section 4.4 of the draft revised Recycle for Dorset policy (Appendix 1) is a new section that describes the service we now provide in relation to Gull Proof Sacks – shown in bold italic typeface.

## **4. Christmas Trees**

- 4.1 Christmas trees are classified as Schedule 2 waste under the Controlled Waste Regulations 1992. This means there is no obligation on councils to collect Christmas trees and should they do so they have the discretion to charge householders a reasonable amount for this service.
- 4.2 The DWP's current policy states that we will collect Christmas trees with residual waste (rubbish bins) after Christmas and they will be disposed of with the rubbish in landfill or treatment. This contradicts the waste hierarchy and doesn't comply with the DWP's objectives in our business plan or waste strategy.
- 4.3 The waste hierarchy promotes the reduction and reuse of waste, then the recycling of it and as a last resort treatment and disposal to landfill should be considered. Last Christmas we received complaints from residents that Christmas trees were being collected for landfill or treatment (and not composted).

## Revised "Recycle for Dorset" Service Policy

- 4.4 For or this reason, along with making cashable savings in the region of £10k it is proposed to stop collecting Christmas trees with the rubbish bins in the 2 to 3 weeks after Christmas. Residents will instead be encouraged to use their garden waste service, take their real Christmas tree to a HRC, or use charitable Christmas tree collections. This revised policy can be seen in section 8.2 of Appendix 1, shown in bold italic typeface.

**Gemma Clinton**  
**Head of Service (Strategy)**  
June 2017



## Recycle for Dorset Service Policy

Updated: March 2017

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2. About the service
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## Appendix 1: Revised “Recycle for Dorset” Service Policy

11. Missed bins and containers
  - 11.1. Genuine missed bins
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**Appendix 2 – Recycling**

**Appendix 3 – Residual waste**

## 1 | Introduction

This document details the service policies for Recycle for Dorset, the uniform recycling and residual waste service for Dorset. The Recycle for Dorset service is provided by the Dorset Waste Partnership (DWP) on behalf of its partner authorities.

The implementation of Recycle for Dorset has contributed to the DWP delivering over £4.5 million in savings since its formation in 2011 to 2016. Furthermore the service has increased the kerbside recycling rate from 29% in 2011 to 57% in 2015/16.

This service policy fully supports the aims and objectives of the Dorset Waste Partnership, as set out in its Business Plan and the Revised Joint Municipal Waste Management Strategy for Dorset. They are:

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

This is the third version of the policy following implementation of the scheme to all properties in Dorset and transition to a ‘business as usual’ position in 2015/16. The policy will continue to be kept under review.

## 2 | About the service

### 2.1 Frequency and materials collected

The Recycle for Dorset service comprises:

- a weekly collection of food waste (cooked and uncooked)
- a fortnightly mixed recycling collection (paper, card, plastic bottles, plastic pots, plastic tubs and plastic trays, tins/cans and aerosols)
- a fortnightly glass collection
- a fortnightly rubbish collection of non-recyclable waste

\*please note an optional fortnightly charged garden waste service is also available to Dorset residents.

Please see the appendices for further definition and expanded lists of what can and cannot be put into each container.

### 2.2 Opting out of the service

If a resident decides they do not want to participate in the service they may decide not to use the service. However, they would then be required to dispose of their own waste and in a legal and safe manner.

### 2.3 Appeals

Where a resident wishes to apply for non-standard arrangements for waste and recycling collections they must make an application to the DWP. Officers will make decisions in line with this policy in the first instance. Appeals against refusal decisions should be made in writing to DWP Appeals. Appeals will be considered by a senior officer of minimum Manager level.

## 3 | Standard service – provision of wheeled bins

All households are required to present their rubbish and recycling in containers issued by the DWP. The only exception to this is where a property meets one or more of the criteria listed in Section 4 below and following an assessment by a DWP officer may be offered an alternative service.

### 3.1 The standard provision of containers

- 240 litre grey wheeled bin with a green lid for mixed recycling
- 40 litre green kerbside recycling box for glass bottles. (Batteries placed in a small recycling bag, to be presented on the top of the contents of the recycling box)
- 23 litre lockable brown caddy for food waste (with a 7 litre caddy to use in the kitchen)
- 140 litre grey wheeled bin with a grey lid for non-recyclable, residual waste.

The standard residual waste bin will provide sufficient capacity for the majority of households provided appropriate use is made of the other containers supplied. There are certain circumstances where additional capacity may be provided. These are identified in **Section 7**.

## 4 | Non-standard service – authorised sack scheme

Some properties may not be suitable for the range of containers provided as standard. If a property meets one or more of the following criteria, it will be deemed unsuitable for wheeled bins and an alternative service will be provided. However, householders may still wish to use the wheeled containers even if their property meets one or more of these criteria.

### 4.1 Criteria

- The property is physically incapable of storing wheeled bins **anywhere** within its boundary
- There is no alternative but to wheel the bins through the property **and** no alternative access or storage point
- Where the wheeled bin must be brought up or down a series of steps that would present a safety risk or unreasonable difficulty **and** there is no alternative access or storage point
- Where there is no suitable point outside or near to the property to present the wheeled bin for collection
- Any other exceptional circumstances as requested by residents and agreed by the DWP

If householders notify the DWP that their property meets one or more of the above criteria DWP officers will assess each application and advise accordingly.

#### 4.2 Authorised sack scheme

If a property meets at least one of the criteria above, the DWP may provide the following alternative to the standard wheeled bins:

- authorised sacks for residual waste to be collected every fortnight (table 1 indicates the number of authorised sacks which may be provided);
- 23 litre container (and kitchen caddy) for food waste to be collected every week; and
- up to three boxes or bags (or a mixture of both) for recycling to be collected every fortnight. One to be used for glass, the others for paper, plastic bottles, cans and tins, and cardboard. In addition, a small reusable bag for batteries.

**Table 1 | Alternative collection arrangements**

Household Occupancy	Number of Authorised Sacks/Containers (1 year supply)	
	Residual waste (grey)	Recycling
Up to 4	2 sacks per fortnight	Up to 3 boxes / bags
5	3 sacks per fortnight	Up to 3 boxes / bags
6+	4 sacks per fortnight	Up to 3 boxes / bags

The recycling containers in Table 1 are those to be provided by the DWP. There is no restriction on recycling capacity and other suitable containers may be presented.

With effect from 2017/18 where a household meets the criteria for additional capacity for a large family of five or more an administration and delivery charge will be levied on the first application. Please refer to Section 7 for more information on tailoring capacity.

#### 4.3 Annual deliveries

Residents will only receive their entitlement of authorised sacks once each year and this is the household’s annual allowance. The expectation is that residents will split this equally throughout the year and the DWP reserves the right to only collect the authorised number of sacks per property per collection. We will not collect waste contained in non-authorised DWP sacks, boxes or other loose rubbish.

#### 4.4 Gull Proof Sacks

***It is the resident’s responsibility to keep their waste contained securely between collections. In areas where authorised blue rubbish sacks are vulnerable to attack by gulls and/or vermin causing littering, residents may request a gull proof bag in which to protect their blue sacks on collection day.***

***Gull proof bags must not be left out on the highway between collections and once emptied should be returned to the property as soon as possible.***

***Only waste contained in authorised blue rubbish sacks will be collected from gull proof bags. No black sacks, loose waste or small carrier bags will be taken.***

Gull proof bags are provided free of charge. Where a gull proof bag is lost or damaged; only one free of charge replacement will be granted within any two year period. Additional requests for replacement gull sacks will be subject to a charge.

Where a property is eligible for additional capacity due to medical waste or a larger family the appropriate number of gull proof bags will be provided on request.

## **5 | Collection policies**

### **5.1 Day of Collection**

The DWP will aim to make all collections, apart from garden waste, on the same day of the week in each area, with recycling and food collected one week and residual waste and food collected on the alternate week. There may be occasions where residual collections will have to take place on a different weekday to recycling, however these will be regarded as exceptions to the normal service, where there are local operational difficulties.

### **5.2 Bank holidays and Christmas collections**

Collection days change over the Christmas and New Year period. Collections on all other public holidays operate as normal.

On the first collection after the Christmas period a maximum of an additional two sacks of residual waste will be collected if left next to the residual waste bin or authorised sacks. Residents would be required to use their own sacks for this purpose

### **5.3 Collection calendars**

The DWP does not provide paper copy collection calendars. Details of collection arrangements including a collection day finder is available on the Dorset for you website at: [www.dorsetforyou.com/recycle](http://www.dorsetforyou.com/recycle)

## **6 | Presentation of waste containers**

### **6.1 Collection point**

Containers should be placed on the kerbside at the boundary/edge of curtilage of the property adjacent to the publicly maintained road, unless otherwise agreed by the DWP. Wheeled bins and containers must be clearly visible with no restrictions to access.

Where a household is on a private street (which includes standard and narrow access) and council collection vehicles have historically accessed this road, the DWP will endeavour to continue to do so. Where the collection is from a private road then permission will be required from the owner. Both for private streets and for private roads DWP will not accept liability for damage caused to the private road/street surface (including verges) where DWP are acting reasonably.

Where it is not possible to access the private road or street (which includes standard and narrow access) or permission is not received, the normal collection point will be at a suitable position on the nearest publicly maintained road or at another point agreed between the household and the DWP. Where the DWP cannot collect from a private road or a private street householders will be contacted concerning the revised collection point.

### **6.2 Isolated or inaccessible properties (restricted access)**

Wherever possible, the DWP will endeavour to provide the full standard waste and recycling collection service. In some exceptional circumstances, alternative collection arrangements may have to be made and operational managers will make best endeavours to offer a form of recycling.

### **6.3 Presentation of containers**

Wheeled bins and containers must be clearly visible with no restrictions to access. It is the householders’ responsibility to ensure, where possible, containers are not placed in such a way that they will cause an obstruction to pedestrians and road users.

All wheeled bins and food waste containers must be presented with closed lids. For residual waste, no extra bags, boxes or loose residual waste (side waste) will be collected. It is the householders’ responsibility to return uncollected side waste back to their property. Further policy on side waste (rubbish) is included in Section 8.

Additional recycling will be collected, provided it is in a suitable container, please refer to Section 9.

Containers should not be put out for collection earlier than 6pm on the day before collection, or later than 7am on the day of collection (if your property is in Weymouth, Portland, Chickerell or the surrounding area containers need to be put out no later than 6am on the day of collection). Ideally, wheeled bin handles should be facing towards the road and the food waste container should be left next to the wheeled bin, box or sack.

After the containers are emptied, the collection crew will return them to the position from which they were collected, providing this is suitable and safe. It is the householders’ responsibility to return the containers to within the boundary of their property as soon as possible after they have been emptied and no later than the evening of the day of collection.

## **7 | Tailoring residual waste capacity**

The standard residual waste bin will provide sufficient capacity for the majority of households provided appropriate use is made of the other containers supplied. However, in certain circumstances, some residents may not have sufficient capacity for their residual waste.

Only households conforming to the circumstances detailed in this section can be considered for extra capacity. To be considered for additional capacity, householders must apply to the DWP and may be asked to provide supporting evidence or accept a visit from a DWP officer.

The householder will be required to inform the DWP of any changes in circumstances that mean they no longer meet the requirements of the policy and are no longer entitled to additional capacity. Regular reviews will be conducted to ensure that those who are granted additional capacity still require this and still meet the criteria.

If a new resident moves into a household with a non-standard residual bin, they will be entitled to the standard sized containers.

Identified below are the circumstances where residents can apply for additional residual waste capacity should they meet the criteria.

### **7.1 Larger families**

Families of five or more can apply for a larger bin for residual waste. The DWP will only supply a larger bin for residual waste once satisfied that the household has made every reasonable effort to divert waste through recycling, and that the household requirement for extra capacity is genuine. Extra capacity will be provided as follows:

- Up to four permanent occupants in the household – standard 140-litre residual waste bin
- Five or more permanent occupants in household – 240-litre residual waste bin

With effect from 2017/18 where a household meets the criteria for additional capacity for a large family, an administration and delivery charge will be levied to make this change. Additionally, properties with a larger bin for a larger family are not entitled to apply for additional sacks for disposable nappies. See 7.2.

### **7.2 Children in disposable nappies**

The DWP encourages the use of modern washable nappies (real nappies) as an alternative to disposables. Real nappies are widely available and the DWP operates an incentive scheme to help with the financial cost of buying real nappies. However, some families with young children who use disposable nappies may have additional residual waste needs. As a result, the DWP will offer families with small children additional residual waste capacity.

Families with one or more children in disposable nappies under three years of age can apply to the DWP for additional residual waste capacity.

- With effect from 2017/18 only households that are not eligible for additional capacity for a larger family are able to apply for additional sacks for disposable nappies.
- With effect from 2017/18 each application for additional sacks due to disposable nappies will be subject to payment of an administration and delivery charge.

Where applications are approved, the DWP will issue two packs of thirteen authorised sacks to the household. This equates to one additional waste sack per residual waste collection. The purpose of the sack is to increase capacity, not act as a receptacle for used nappies. The householder may place other residual waste within the sack and place used nappies within the wheeled bin. The authorised sack may be presented beside the residual waste wheeled bin. Applications for authorised sacks must be made on an annual basis.

### **7.3 Medical conditions**

The DWP recognises that some residents may have additional waste requirements for medical reasons. Where additional residual waste is generated and the capacity of the standard residual waste bin is not sufficient, householders (or carers on behalf of householders) can apply for additional residual waste capacity. DWP officers may assess each application and work with householders and carers to find an appropriate solution. The DWP will seek to provide householders with additional capacity suitable to the householders needs; this could be additional sacks or bigger containers.

Where additional capacity is no longer required due to a change in circumstances, e.g. a person is admitted to a nursing home, the DWP should be informed.

## 8 | Presentation of side waste (rubbish)

### 8.1 Side waste (rubbish)

The standard residual waste capacity that the DWP provides will be sufficient to hold all household waste that householders produce between collections, provided that appropriate use is made of all the containers supplied. Extra bags, boxes and loose residual waste left next to residual waste bins can attract vermin and create litter. Additional residual waste presented alongside the residual waste bin or authorised sacks will be deemed as ‘side waste’ and will not be collected.

The exceptions to this policy are:

- When collections have been delayed or cancelled (e.g. suspension of service due to severe weather conditions);
- On the first collection after the Christmas period a maximum of an additional two sacks of residual waste will be collected if left next to the residual waste bin or authorised sacks. Residents would be required to use their own sacks for this purpose.

When side waste is not collected, the crew will leave information explaining why it has not been collected. The collection crew will not return to collect side waste. It is the householders’ responsibility to take back uncollected side waste onto their property. Side waste left on the highway will be deemed to be fly tipping.

Additional recycling will be collected. Please refer to Section 9.

Garden waste will not be collected through the standard scheme. Householders may wish to subscribe to the charged fortnightly garden waste collection service.

### 8.2 Collection of Christmas trees

***Residents who subscribe to the optional garden waste collection service can cut up their real Christmas tree and place it in their garden waste bin for collection. Logs or large branches (more than six inches in diameter) cannot be collected.***

***Residents who do not subscribe to the garden waste service but would like their real tree to be composted can take it to their local household recycling centre. Christmas Trees should not be placed in rubbish or recycling bins, or left next to them.***

***The DWP will promote kerbside charity collections of Christmas Trees for those residents willing to pay for a kerbside collection.***

## 9 | Presentation of additional recyclables

### 9.1 Additional recycling

There are no restrictions on the quantity of recyclable materials that households can recycle providing they store and present the materials appropriately. If a resident has additional recycling that will not fit in the recycling bin or box, the DWP will collect this provided it is presented in a suitable container comparable in size, capacity and dimensions to your recycling box. It is the householders’ responsibility to return uncollected side waste back to their property.

If a resident presents additional recycling, paper and card should be kept dry and stored in the wheeled bin. Tins, cans and plastic bottles can be collected from an extra container or recycling box. Glass bottles and jars must be separated from other recycling materials when presented for collection. Glass must not be put in the wheeled bin, as it will contaminate the other materials. The DWP is unable to collect any large pieces of cardboard and this should be taken directly to a Household Recycle Centre by the resident. If this is not possible large cardboard boxes should be broken down and placed loosely in the recycling bin.

If required, householders will be able to purchase additional 'DWP' recycling wheeled bins or boxes from the partnership. We will only empty wheeled bins that are provided by the DWP. We cannot accept any liability for loss or damage to any container the householder provides for storage and collection of recyclables. If a replacement recycling box, lid or food caddy is required, residents will be advised to collect these from a network of local collection points wherever possible.

### **9.2 Smaller recycling wheeled bins**

Smaller recycling bins are no longer available as an option for recycle for Dorset. The only exception to this is where there is a clear operational justification for a smaller bin and this is at the discretion of an Operations Manager.

If a new resident moves into a household with a smaller (non-standard) recycling bin they will be entitled to the standard service at no extra cost.

If a householder requests to change from a smaller recycling bin to a standard sized container, and they originally requested a smaller recycling bin, then an administration and delivery fee will be levied to make this change.

## **10 | Assisted collections**

### **10.1 Assisted collection provision**

Inevitably there will be people within the community who require an enhanced level of service with the waste management process due to a number of conditions either on a permanent or temporary basis. It is essential that provision is made to assist these residents.

### **10.2 Applications**

The DWP therefore offers an enhanced level of service in circumstances where all members of the household are genuinely incapacitated either temporarily or permanently or has a physical disability which makes it difficult or impossible to present waste and recycling at the kerbside and either:

- a) there is no other able-bodied person living in the same property over 14 years of age or
- b) no family member, friend or neighbour is available to help wheel the bin to the collection point each week.

As part of these arrangements the applicant will have to:

- i) agree to a permanent alternative collection point and
- ii) if requested to do so, provide proof of incapacity (doctor's note) and
- iii) allow access to containers for the collection crew from 7am onwards. If your property is in Weymouth, Portland, Chickerell or the surrounding

area containers need to be put out no later than 6am on the day of collection.

To carry out an assisted collection the collection crew will have to enter private property and the DWP is not liable for any damage caused, unless operatives can be shown to have acted in an unreasonable manner. DWP collection staff are not authorised to enter the residents home.

To apply for an assisted collection residents must make an application using the online form on dorsetforyou.com or if they do not have internet access by calling 01305 221040 who will complete the form on their behalf. A home visit may be required.

An annual re-application process for assisted collection applicants will be carried out by the DWP to ensure that support is still needed.

In cases where applications for assisted collections are received from residents living in locations which would require the DWP to access long drives or lanes or move containers extended distances it is possible that the DWP will be unable to comply with that request, or an alternative service or location may be offered. In these cases, the final decision on what service can be provided will be made by the Head of Operations.

## **11 | Missed bins and containers**

### **11.1 Genuine missed bins**

All bins and containers must be presented for collection by 7am on the day of collection, as the DWP is unable to guarantee what time collection crews will arrive to empty them. If your property is in Weymouth, Portland, Chickereil or the surrounding area containers need to be put out no later than 6am on the day of collection.

Where a bin is presented correctly (correct materials, time, day, place etc.) in accordance with this policy document but has been genuinely missed, the DWP will return to empty it. The DWP will endeavour to collect it within no more than three working days of being notified by the householder. Please do not report a missed bin until after the end of the working day.

### **11.2 Contaminated bins and containers**

Where the collection crew is unable to empty a container because it has not been presented correctly (e.g. contains contaminating material), they will leave information indicating why it has not been emptied. In this case, the DWP will not return to empty the bin or container prior to the next scheduled collection. The householders will need to remove all contamination from the bin or container before the next scheduled collection or it will not be emptied. Where a genuine mistake has occurred, additional material may be collected at the next planned collection.

Further information regarding the use of each containers, materials that can and cannot be put into each container and contaminants is included in the appendices at the end of this policy.

### **11.3 Overfilled or overweight bins**

Bins should not be overfilled or too heavy for the collection vehicles and crew to move and lift safely. If waste is too compacted, it may not come out of the bin when it is tipped into the collection vehicle. In this case, it will be left in the bin and it will be the

householders' responsibility to remove this before the next collection. The householders will be expected to remove items that are too heavy to empty.

The householders should make sure that the bin is not overfilled so that the lid can close completely. The DWP will only empty bins that have the lid closed; a part open lid can obstruct the vehicle's lifting equipment and is a health and safety risk.

#### **11.4 Cold weather – materials freezing inside containers**

During very cold weather, materials can freeze inside containers, and on occasion this means they cannot be emptied. This particularly affects organic materials such as food waste. In exceptional weather conditions, particularly snow and ice, collections may be suspended. The DWP will make best endeavours to return as soon as conditions have improved and access is possible. Information about alternative collection arrangements will be kept up to date on [www.dorsetforyou.com](http://www.dorsetforyou.com) and local media where possible.

#### **11.5 Crew unable to access containers**

There are occasions where collection crews are prevented from accessing bins for collection due to poorly parked vehicles, roadworks, etc. Where this is the case, the DWP will make every effort to return once access becomes available and communicate with householders in affected areas. In exceptional circumstances, if a collection vehicle is repeatedly restricted from accessing bins, residents may be requested to take wheeled bins, containers or sacks to an agreed alternative collection point. Collection crews will not normally wheel out several containers from roads to an access point for emptying.

Where there are persistent problems with access, and there is no reasonable expectation of accessing a road or area, the DWP may not return to empty missed bins. In this case, the DWP will seek to resolve the access issues with individuals and agencies such as the police and highways authority. A possible solution may be to agree a designated collection point.

The DWP reserves the right to alter collection schedules if required, e.g. public holidays. Information about alternative collection arrangements will be kept up to date on [www.dorsetforyou.com](http://www.dorsetforyou.com) and in council newsletters.

## **12| Responsibility and ownership of bins and containers**

### **12.1 Ownership of containers**

All bins and other containers supplied by the DWP remain the property of the DWP. All two wheeled bins provided by the DWP will be fitted with an electronic identification tag.

### **12.2 Householder responsibilities**

Householders are responsible for keeping the bins and containers safe, clean and reporting any bins that are damaged, lost or stolen.

### **12.3 DWP responsibilities**

We will replace any containers that become faulty through fair wear and tear. The DWP reserves the right to make a charge to replace any containers damaged because of misuse by the householder. On occasion, wheeled bins are damaged during the collection process. Where this occurs the DWP will replace the wheeled bin as soon as is reasonably practicable, free of charge.

The DWP will remove any containers that are identified as unauthorised or that have previously been reported as lost or stolen from another address.

#### **12.4 Keeping bins clean**

The DWP is not responsible for cleaning bins, residents have the responsibility of keeping their bins clean. There are professional cleaning companies that provide a wheeled bin cleaning services.

### **13 | Moving home**

#### **13.1 Leaving**

If a resident moves house they must leave all bins, boxes, containers and authorised sacks behind in a clean condition ready for the next occupant.

#### **13.2 Moving In**

Residents who have recently moved into a property are entitled to the standard service and they should contact the DWP if they have non-standard sized containers at the property. If the previous occupant has left behind a contaminated bin, the DWP will empty it on the first occasion when notified.

### **14 | Communal properties**

The DWP will seek to provide a service to residents of flats and other communal properties that is equivalent to the standard service. This may include shared bins for recycling, residual waste and food waste. Due to variances in layout of communal properties, each will be assessed by the DWP to agree the collection service to be provided to that location.

In some circumstances, such as large blocks of flats, the DWP will require the name of a contact person for the site and it will be that person’s responsibility to notify the DWP of any changes in circumstances or issues that may occur.

Where shared bins are used and the DWP experiences problems of persistent contamination, recycling facilities may be restricted, changed or withdrawn. The DWP reserves the right to charge to clear bins of contaminants.

With effect from 2017/18 there will be a charge for replacement of lost or damaged communal wheeled bins (770l and 1100l bins).

### **15 | New developments**

#### **15.1 Charges for containers for new domestic properties**

With effect from 2017/18 there will be a charge for the provision, administration and delivery of a full set of ‘recycle for Dorset’ containers where requested for a new build or new domestic rate paying property. The DWP would encourage the developer to fund the provision of containers however where they are not willing to do so the householder will ultimately be required to cover this cost.

#### **15.2 Collections from new developments**

Fewer and fewer new roads are being adopted by the Highways Authority (Dorset County Council) and where they are this can take as long as 24 months after completion. Whilst building is ongoing, the DWP will make every effort to collect from properties where possible. However, each new development will be assessed individually and the following requirements must be met:

- Where a road is to be adopted, has been completed, and can be safely accessed by collection vehicles, collections will commence. However, collections can only start once a suitable risk assessment has been completed
- For new un-adopted roads, the DWP would provide a service if the landowner offers an indemnity against damage and where there is no significant operational difficulty
- For larger developments, the site will be risk assessed in stages and the DWP will liaise with the developer/site agents to agree suitable collection points to which access can be gained. This may require a number of risk assessments over a period of time
- Any properties that are occupied but cannot be provided with kerbside collections will be required to present their containers at an agreed point
- Adjustments to the service may need to be considered during the interim stages as there may not be any suitable collection points for multiple wheeled bins/boxes etc.

Additional information is available in a separate document ‘recycle for Dorset Guidance for Developers’ regarding the service.

## **16 | Commercial Waste**

Businesses are required to pay for their waste to be collected and disposed of and must not use the household waste service which is funded by council tax. This includes using public litter bins, recycling banks or taking materials to Household Recycling Centres. Regular duty of care checks are carried out by DWP Enforcement Officers to ensure Dorset businesses are legally disposing of their waste.

Businesses run from home (for example B&B’s, holiday lets and childminders) must ensure they make separate provision for their business waste and must not use their household waste containers. The Controlled Waste Regulations 2012 classify waste from different types of premises.

## Appendix 1 - Food Containers

Only food waste may be placed in the food waste container. Ideally, food waste should be put straight into the container, and the container washed out periodically. The DWP understand that some residents would prefer to wrap food before placing it into the container and in this instance the following advice should be adhered to prevent contamination:

- A sheet or two of newspaper can be used to wrap food waste. Other types of paper such as magazines or cardboard are not acceptable;
- Starch or paper compostable liners are available from many supermarkets and local shops. The DWP will only collect food waste containers with liners if they have the following logo;



- No other liners should be used, e.g. plastic bags (including carrier bags marked as biodegradable) as this would contaminate the bin and the DWP will not empty it.

Food waste incorporates all cooked and uncooked food waste including:

- |                                       |                                |
|---------------------------------------|--------------------------------|
| ▪ Meat, fish and bones                | ▪ Cakes, bread and pastries    |
| ▪ Leftovers including plate scrapings | ▪ Tea bags and coffee grounds  |
| ▪ Pasta and rice                      | ▪ Fruit and vegetable peelings |
| ▪ Eggshells                           | ▪ Cheese and dairy produce     |

If any other materials apart from 'food' are found in the food waste container information will be left and the container will not be collected. Oil and other liquids are not permitted in the food waste container.

## Appendix 2 - Recycling Containers

Householders must only put the recycling material as detailed below in their recycling bin and container. Any other material found in the bin and containers will be deemed as contamination and the container may not be collected.

Material collected for recycling will be:

### 240-litre Wheeled Bin

- Paper and light card
- Corrugated cardboard
- Tins, cans and aerosols
- Plastic bottles and food containers, e.g.:
  - Fizzy drink bottles and squash bottles
  - Milk bottles
  - Detergent bottles
  - Shampoo and shower gel bottles
  - Yoghurt pots
  - Margarine tubs
  - Ice cream containers
  - Non-polystyrene meat trays

### Kerbside Recycling Box

- Glass bottles and jars
- Batteries (in a plastic battery bag)

If any other materials apart from those listed are found in the recycling bin or container, information will be left and the bin or container will not be collected. Plastic collection does not include:

- Plant pots
- Plastic garden furniture
- Carrier bags
- Expanded polystyrene
- Plastic films
- Crisp packets and sweet wrappers
- CD cases

The DWP reserves the right to charge for emptying of contaminated recycling bins if requested to do so.

### Appendix 3 - Residual Waste Containers

Residual waste (rubbish) is the waste that cannot be recycled or composted as part of the standard service. However, some materials cannot be disposed of in the residual waste bin. Residents should not put the following items into the residual waste bin:

- Broken glass unless safely wrapped or contained within a wheeled bin;
- Syringes / clinical waste;
- Garden waste;
- Liquid paint and oil;
- Gas canisters
- Rubble, stone, soil and gravel;
- Commercial waste;
- Hot ashes;
- Hazardous waste.

Separate arrangements may be made for the collection of most of these materials, although a charge may be made. Alternatively, most of these materials may be taken to a local household recycling centre.

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## **'recycle for Dorset' Service Policy**

**Updated: January 2017**

This document details the service policies of the new uniform recycling and residual waste service for Dorset, 'recycle for Dorset', that will be provided by the Dorset Waste Partnership (DWP) on behalf of its partner authorities.

This service policy fully supports the aims and objectives of the Dorset Waste Partnership, as set out in its Business Plan and the Joint Municipal Waste Management Strategy for Dorset. They are:

- Reduction in waste collected and landfilled;
- Improvement in customer satisfaction rates; and
- Achievement of a minimum of £1.3m per annum efficiencies and savings.

The policy has been kept under review and this is the second version of the policy following the introduction of the 'recycle for Dorset' for the Tranche One area. The policy will continue to be kept under review as implementation continues.

### **1 | Containers, frequency and materials**

#### **Day of Collection**

The DWP will aim to make all collections, apart from garden waste, on the same day of the week in each area, with recycling and food collected one week and residual waste and food collected on the alternate week. There may be occasions where residual collections will have to take place on a different weekday to recycling, however these will be regarded as exceptions to the normal service, where there are local operational difficulties.

#### **Recycling**

The standard service for recycling at each property will be a fortnightly collection using a grey 240-litre wheeled bin with a green lid for mixed recycling and green kerbside recycling box for glass. Batteries will be placed in a small recycling bag, which will be presented in the top of the contents of the recycling box. Material collected for recycling will be:

- |   |   |
|---|---|
| <b>240-litre wheeled bin</b>  | <b>Kerbside recycling box</b>   |
| <ul style="list-style-type: none"><li>▪ Paper and light card</li><li>▪ Corrugated cardboard</li><li>▪ Tins, cans and aerosols</li><li>▪ Plastic bottles and food containers (e.g. fizzy drink bottles and squash bottles)</li><li>▪ Milk containers</li><li>▪ Detergent bottles</li></ul> | <ul style="list-style-type: none"><li>▪ Glass bottles and jars</li><li>▪ Batteries (in a plastic battery bag)</li></ul> |

## Appendix 2: Current Recycle for Dorset Service Policy

- Shampoo and shower gel bottles
- Yoghurt pots
- Margarine tubs
- Ice cream containers
- Non-polystyrene meat trays

### **Food Waste**

Each household will receive a weekly collection of food waste from a brown lockable 23-litre container (with a 7-litre brown caddy to use in the kitchen). Food waste incorporates all cooked and uncooked food waste including:

- Meat, fish and bones
- Leftovers, including plate scrapings
- Pasta and rice
- Eggshells
- Cakes, bread and pastries
- Tea bags and coffee grounds
- Fruit and vegetable peelings
- Cheese and dairy produce

### **Residual Waste**

Residual waste (or rubbish) is the waste that cannot be recycled or composted as part of the standard service. The standard service for residual waste will be a fortnightly collection using a grey 140-litre wheeled bin with a grey lid. Residual waste is further defined in section 10.

### **General Container Policy**

The DWP will supply containers as set out in section 1 of this policy. Additional recycling may be presented in other suitable containers comparable in size and capacity to the recycling box, and the DWP will collect such materials. For residual waste, only containers/bins that have been supplied by the DWP will be emptied.

If a resident decides they do not want to participate in the service they may decide not to use the service. However, they would then be required to dispose of their own waste and in a safe and suitable manner.

All wheeled bins and food waste containers must be presented with closed lids. For residual waste, no extra bags, boxes or loose residual waste will be collected.

### **Appeals**

Where a resident wishes to apply for non-standard arrangements for waste and recycling collections they must make an application to the DWP. Officers will make decisions in line with this policy in the first instance. Appeals against refusal decisions should be made in writing to DWP Appeals. Appeals will be considered by a senior officer of minimum of Manager level.

## **2 | Tailoring residual waste capacity**

The standard residual waste bin will provide sufficient capacity for the majority of households provided appropriate use is made of the other containers supplied. However, in certain circumstances, some residents may not have sufficient capacity for their residual waste.

Only households conforming to the circumstances detailed in this section can be considered for extra capacity. To be considered for additional capacity, householders

## Appendix 2: Current Recycle for Dorset Service Policy

must apply to the DWP and may be asked to provide supporting evidence or accept a visit from a DWP officer.

The householder will be required to inform the DWP of any changes in circumstances that mean they no longer meet the requirements of the policy and are no longer entitled to additional capacity. Regular reviews will be conducted to ensure that those who are granted additional capacity still require this and still meet the criteria.

If a new resident moves into a household with a non-standard residual bin, they will be entitled to the standard sized containers.

Identified below are the circumstances where residents can apply for additional residual waste capacity should they meet the criteria.

### **Larger Families**

Families of five or more can apply for a larger bin for residual waste. The DWP will only supply a larger bin for residual waste once satisfied that the household has made every reasonable effort to divert waste through recycling, and that the household requirement for extra capacity is genuine. Extra capacity will be provided as follows:

- Up to four permanent occupants in the household – standard 140-litre residual waste bin
- Five or more permanent occupants in household – 240-litre residual waste bin

With effect from 2017/18 where a household meets the criteria for additional capacity for a large family an administration and delivery charge will be levied to make this change.

### **Children in Disposable Nappies**

The DWP encourages the use of modern washable nappies (real nappies) as an alternative to disposables. Real nappies are widely available and the DWP operates an incentive scheme to help with the financial cost of buying real nappies. However, some families with young children who use disposable nappies may have additional residual waste needs. As a result, the DWP will offer families with small children additional residual waste capacity.

Families with one or more children in disposable nappies under three years of age can apply to the DWP for additional residual waste capacity. With effect from 2017/18 only households that are not eligible for additional capacity for a larger family are able to apply for additional sacks for disposable nappies. Additionally, from 2017/18 each application for additional sacks due to disposable nappies will be subject to payment of an administration and delivery charge.

Where applications are approved, the DWP will issue a pack of 26 authorised sacks to the household. This equates to one additional waste sack per residual waste collection. The purpose of the sack is to increase capacity, not act as a receptacle for used nappies. The householder may place other residual waste within the sack and place used nappies within the wheeled bin. The authorised sack may be presented beside the residual waste wheeled bin. Applications for authorised sacks must be made on an annual basis.

### **Medical Conditions**

The DWP recognises that some residents may have additional waste requirements for medical reasons. Where additional residual waste is generated and the capacity of the standard residual waste bin is not sufficient, householders (or carers on behalf of householders) can apply for additional residual waste capacity. DWP officers may

assess each application and work with householders and carers to find an appropriate solution. The DWP will seek to provide householders with additional capacity suitable to the householders needs; this could be additional sacks or bigger containers.

Where additional capacity is no longer required due to a change in circumstances, e.g. a person is admitted to a nursing home, the DWP should be informed.

### 3 | Tailoring recycling capacity

#### **Additional Recycling Material**

There are no restrictions on the quantity of recyclable materials that households can recycle providing they store and present the materials appropriately. If a resident has additional recycling that will not fit in the recycling bin or box, the DWP will collect this provided it is presented in a suitable container comparable in size, capacity and dimensions to your recycling box.

If a resident presents additional recycling, paper and card should be kept dry and stored in the wheeled bin. Tins, cans and plastic bottles can be collected from an extra container or recycling box. **Glass bottles and jars must be separated from other recycling materials when presented for collection.** Glass must not be put in the wheeled bin, as it will contaminate the other materials. The DWP is unable to collect any large pieces of cardboard. Large cardboard boxes should be broken down and placed loosely in the recycling bin.

If required, householders will be able to purchase additional 'DWP' recycling wheeled bins or boxes from the partnership. We will only empty wheeled bins that are provided by the DWP. We cannot accept any liability for loss or damage to any container the householder provides for storage and collection of recyclables. If a replacement recycling box, lid or food caddy is required, residents will be advised to collect these from a network of local collection points wherever possible.

#### **Smaller Recycling Wheeled Bins**

If a new resident moves into a household with a non-standard recycling bin they will be entitled to the standard service at no extra cost.

If a householder requests to change from a smaller recycling bin to a standard sized container, and they originally requested a smaller recycling bin, then an administration and delivery fee will be levied to make this change.

Following implementation, smaller recycling bins will not be available for householders to request.

### 4 | Properties unsuitable for wheeled bins

Some properties may not be suitable for the range of containers being provided as standard. If a property meets one or more of the following criteria, it will be deemed unsuitable for wheeled bins and alternatives will be provided. However, householders may still wish to use the containers supplied even if their property meets one or more of these criteria.

- The property is physically incapable of storing wheeled
- Where there is no suitable point outside or near to the property to

## Appendix 2: Current Recycle for Dorset Service Policy

- bins **anywhere** within its boundary
- There is no alternative but to wheel the bins through the property **and** no alternative access or storage point
- Where the wheeled bin must be brought up or down a series of steps that would present a safety risk or unreasonable difficulty **and** there is no alternative access or storage point
- present the wheeled bin for collection
- Any other exceptional circumstances as requested by residents and agreed by the DWP

If householders notify the DWP that their property meets one or more of the above criteria DWP officers will assess each application and advise accordingly.

### **Collection Arrangements for Properties Unsuitable for Use of Wheeled Bins**

If a property meets at least one of the criteria above, the DWP may provide the following alternative to the standard wheeled bins:

- authorised sacks for residual waste to be collected every fortnight (table 1 indicates the number of authorised sacks which may be provided);
- 23-litre container and kitchen caddy for food waste to be collected every week; and
- up to three boxes or bags (or a mixture of both) for recycling to be collected every fortnight. One to be used for glass, the others for paper, plastic bottles, cans and tins, and cardboard. An additional, reusable small bag for batteries.

**Table 1 | Alternative collection arrangements**

Household Occupancy	Number Authorised Sacks/Containers (1 year supply)	
	Residual waste (grey)	Recycling
Up to 4	2 sacks per fortnight	Up to 3 boxes / bags
5	3 sacks per fortnight	Up to 3 boxes / bags
6+	4 sacks per fortnight	Up to 3 boxes / bags

The recycling containers in Table 1 are those to be provided by the DWP. There is no restriction on recycling capacity and other suitable containers may be presented.

With effect from 2017/18 where a household meets the criteria for additional capacity for a large family of five or more an administration and delivery charge will be levied on the first application.

Residents will only receive their entitlement of authorised sacks each year and this is the household's annual allowance. The expectation is that residents will split this equally throughout the year and the DWP reserves the right to only collect the authorised number of sacks per property per collection. We will not collect waste contained in non-authorised DWP sacks, boxes or other loose rubbish.

## **5 | Assisted collections**

Inevitably there will be people within the community who require an enhanced level of service with the waste management process due to a number of conditions either on

## Appendix 2: Current Recycle for Dorset Service Policy

a permanent or temporary basis. It is essential that provision is made to assist such people.

The Dorset Waste Partnership therefore offers an enhanced level of service in circumstances where the applicant is genuinely incapacitated either temporarily or permanently or has a physical disability which makes it difficult or impossible to present waste and recycling at the kerbside and either:

- a) there is no other able-bodied person living in the same property over 14 years of age or
- b) no family member or neighbour is available to help wheel the bin to the collection point.

As part of these arrangements the applicant will have to:

- i) agree to a permanent alternative collection point and
- ii) if requested to do so, provide proof of incapacity (doctor's note) and
- iii) allow access to containers for the collection crew from 7am onwards. If your property is in Weymouth, Portland, Chickerell or the surrounding area containers need to be put out no later than 6am on the day of collection.

To carry out an assisted collection the collection crew will have to enter private property and the DWP is not liable for any damage caused, unless operatives can be shown to have acted in an unreasonable manner. DWP collection staff are not authorised to enter the residents home.

In order to qualify for this service, residents must request a dispensation by calling Dorset Direct. A home visit may be required but the completion of a simple questionnaire would commence the service. The following questions will be asked as part of the questionnaire:

- Does the applicant have a permanent physical disability, illness or condition which has been diagnosed by a GP?
- Does the applicant have a temporary physical disability, illness or condition which has been diagnosed by a GP?
- Does the applicant have difficulty putting waste out due to age?
- Are there any able bodied persons living in the property aged over 14 years?
- Are there any other members of the family or neighbours who can assist the applicant?

A regular review of all assisted collection applicants will be carried out by the DWP to ensure that support is still needed. Enforcement action will be considered if there is regular and recorded misuse of this system.

In cases where applications for assisted collection are received from residents living in locations which would require the DWP to access long drives or lanes or move containers extended distances it is possible that the DWP will be unable to comply with that request, or an alternative service or location may be offered. In these cases, the final decision on what service can be provided will be made by the Head of Operations.

### **6 | Collection point for emptying wheeled bins and boxes**

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Where a household is on a private street (which includes standard and narrow access) and council collection vehicles have historically accessed this road, the DWP will endeavour to continue to do so. Where the collection is from a private road then permission will be required from the owner. Both for private streets and for private roads DWP will not accept liability for damage caused to the private road/street surface (including verges) where DWP are acting reasonably.

Where it is not possible to access the private road or street (which includes standard and narrow access) or permission is not received, the normal collection point will be at a suitable position on the nearest publicly maintained road or at another point agreed between the household and the DWP. Where the DWP cannot collect from a private road or a private street householders will be contacted concerning the revised collection point.

It is the householders' responsibility to ensure, where possible, containers are not placed in such a way that they will cause an obstruction to pedestrians and road users. Containers should not be put out for collection earlier than 6pm on the day before collection, or later than 7am on the day of collection (If your property is in Weymouth, Portland, Chickerell or the surrounding area containers need to be put out no later than 6am on the day of collection). Ideally, wheeled bin handles should be facing towards the road and the food waste container should be left next to the wheeled bin, box or sack.

After the containers are emptied, the collection crew will return them to the position from which they were collected, providing this is suitable and safe. It is the householders' responsibility to return the containers to within the boundary of their property as soon as possible after they have been emptied and no later than the evening of the day of collection.

Bin lids must be closed and no extra bags or loose residual waste will be collected. Additional recycling will be collected, provided it is in a suitable container, please refer to section 3. It is the householders' responsibility to return uncollected side waste back to their property.

### **7 | Missed bins and containers**

All bins and containers must be presented for collection by 7am on the day of collection, as the DWP is unable to guarantee what time collection crews will arrive to empty them. If your property is in Weymouth, Portland, Chickerell or the surrounding area containers need to be put out no later than 6am on the day of collection.

Where a bin is presented correctly (manner, time, day, place, etc) in accordance with this policy document but has been genuinely missed, the DWP will return to empty it. The DWP will endeavour to collect it within no more than three working days of being notified by the householder.

Where the collection crew is unable to empty a container because it has not been presented correctly (e.g. contains contaminating material), they will leave information indicating why it has not been emptied. In this case, the DWP will not return to empty the bin or container prior to the next scheduled collection. Where a genuine mistake has occurred, additional material may be collected at the next planned collection.

During very cold weather, the food waste in containers can freeze, and on occasion this means they cannot be emptied. In exceptional weather conditions, particularly

snow and ice, collections may be suspended. The DWP will make best endeavours to return as soon as conditions have improved and access is possible. Information about alternative collection arrangements will be kept up to date on [www.dorsetforyou.com](http://www.dorsetforyou.com) and local media where possible.

There are occasions where collection crews are prevented from accessing bins for collection due to poorly parked vehicles, roadworks, etc. Where this is the case, the DWP will make every effort to return once access becomes available and communicate with householders in affected areas. In exceptional circumstances, if a collection vehicle is repeatedly restricted from accessing bins, residents may be requested to take wheeled bins, containers or sacks to an agreed alternative collection point. Collection crews will not normally wheel out several containers from roads to an access point for emptying.

Where there are persistent problems with access, and there is no reasonable expectation of accessing a road or area, the DWP may not return to empty missed bins. In this case, the DWP will seek to resolve the access issues with individuals and agencies such as the police and highways authority. A possible solution may be to agree a designated collection point.

The DWP reserves the right to alter collection schedules if required, e.g. public holidays. Information about alternative collection arrangements will be kept up to date on [www.dorsetforyou.com](http://www.dorsetforyou.com) and in council newsletters.

### **8 | Side waste**

The standard residual waste capacity that the DWP provides will be sufficient to hold all household waste that householders produce between collections, provided that appropriate use is made of all the containers supplied. Extra bags, boxes and loose residual waste left next to residual waste bins can attract vermin and create litter. Additional residual waste presented alongside the residual waste bin or authorised sacks will be deemed as 'side waste' and will not be collected.

The exceptions to this policy are:

- When collections have been delayed or cancelled (e.g. suspension of service due to severe weather conditions);
- On the first collection after the Christmas period a maximum of an additional two sacks of residual waste will be collected if left next to the residual waste bin or authorised sacks. Residents would be required to use their own sacks for this purpose.

When side waste is not collected, the crew will leave information explaining why it has not been collected. The collection crew will not return to collect side waste. It is the householders' responsibility to take back uncollected side waste onto their property. Side waste left on the highway will be deemed to be fly tipping.

Additional recycling will be collected. Please refer to section 3.

Garden waste will not be collected through the standard scheme. Householders may wish to subscribe to the charged fortnightly garden waste collection service.

#### **Collection of Christmas trees**

Arrangements will be made each year during January to allow residents who do not subscribe to the garden waste service to put out their Christmas tree alongside their rubbish bin for collection. The dates from which this service will be available may alter each year due to Christmas collection arrangements, however the DWP will issue press releases and make this information available on [www.dorsetforyou.com](http://www.dorsetforyou.com). Christmas trees collected with the residual waste will be taken for treatment or to landfill.

Residents who subscribe to the optional garden waste collection service can cut up their Christmas tree and place it in their garden waste bin for collection. Logs or large branches (more than six inches in diameter) cannot be collected.

Residents who do not subscribe to the garden waste service but would like their tree to be composted can take it to their local household recycling centre.

## **9 | Overfilled or overweight bins**

Bins should not be overfilled or too heavy for the collection vehicles and crew to move and lift safely. If waste is too compacted, it may not come out of the bin when it is tipped into the collection vehicle. In this case, it will be left in the bin and it will be the householders' responsibility to remove this before the next collection. The householders will be expected to remove items that are too heavy to empty.

The householders should make sure that the bin is not overfilled so that the lid can close completely. The DWP will only empty bins that have the lid closed; a part open lid can obstruct the vehicle's lifting equipment and is a health and safety risk.

## **10 | Contaminated bins and containers**

The DWP will provide communication and information material to ensure householders are aware of what materials to place in containers and will offer help and support where genuine mistakes have been made. Householders must put the correct materials in the correct bin or container to ensure that they are emptied. The DWP is unable to empty bins or containers that are contaminated and in this event will leave information on the bin advising why. The householders will need to remove all contamination from the bin or container before the next scheduled collection or it will not be emptied.

### **Food Containers**

Only food waste may be placed in the food waste container. Ideally, food waste should be put straight into the container, and the container washed out periodically. The DWP understand that some residents would prefer to wrap food before placing it into the container and in this instance the following advice should be adhered to prevent contamination:

- A sheet or two of newspaper can be used to wrap food waste. Other types of paper such as magazines or cardboard are not acceptable;
- Starch or paper compostable liners are available from many supermarkets and local shops. The DWP will only collect food waste containers with liners if they have the following logo;



- No other liners should be used, e.g. plastic bags (including carrier bags marked as biodegradable) as this would contaminate the bin and the DWP will not empty it.

Food waste incorporates all cooked and uncooked food waste including:

- Meat, fish and bones
- Leftovers including plate scrapings
- Pasta and rice
- Eggshells
- Cakes, bread and pastries
- Tea bags and coffee grounds
- Fruit and vegetable peelings
- Cheese and dairy produce

If any other materials apart from 'food' are found in the food waste container information will be left and the container will not be collected. Oil and other liquids are not permitted in the food waste container.

### **Recycling Containers**

Householders must only put the recycling material as detailed below in their recycling bin and container. Any other material found in the bin and containers will be deemed as contamination and the container may not be collected.

Material collected for recycling will be:

#### **240-litre Wheeled Bin**

- Paper and light card
- Corrugated cardboard
- Tins, cans and aerosols
- Plastic bottles and food containers, e.g.:
  - Fizzy drink bottles and squash bottles
  - Milk bottles
  - Detergent bottles
  - Shampoo and shower gel bottles
  - Yoghurt pots
  - Margarine tubs
  - Ice cream containers
  - Non-polystyrene meat trays

#### **Kerbside Recycling Box**

- Glass bottles and jars
- Batteries (in a plastic battery bag)

If any other materials apart from those listed are found in the recycling bin or container, information will be left and the bin or container will not be collected. Plastic collection does not include:

- Plant pots

## Appendix 2: Current Recycle for Dorset Service Policy

- Plastic garden furniture
- Carrier bags
- Expanded polystyrene
- Plastic films
- Crisp packets and sweet wrappers
- CD cases

The DWP reserves the right to charge for emptying of contaminated recycling bins if requested to do so.

### **Residual Waste Containers**

Residual waste (rubbish) is the waste that cannot be recycled or composted as part of the standard service. However, some materials cannot be disposed of in the residual waste bin. Residents should not put the following items into the residual waste bin:

- Broken glass unless safely wrapped or contained within a wheeled bin;
- Syringes / clinical waste;
- Garden waste;
- Liquid paint and oil;
- Gas canisters
- Rubble, stone, soil and gravel;
- Commercial waste;
- Hot ashes;
- Hazardous waste.

Separate arrangements may be made for the collection of most of these materials, although a charge may be made. Alternatively, most of these materials may be taken to a local household recycling centre.

## **11| Responsibility and ownership of bins and containers**

All bins and other containers supplied free of charge by the DWP remain the property of the DWP. Householders are responsible for keeping the bins and containers safe, clean and reporting any bins that are damaged, lost or stolen. We will replace any containers that become faulty through fair wear and tear. The DWP reserves the right to make a charge to replace any containers damaged because of misuse by the householder.

All new wheeled bins provided by the DWP will be fitted with an electronic identification tag. This will enable us to trace bins that have been stolen or lost.

The DWP will remove any containers that are identified as unauthorised or that have previously been reported as lost or stolen from another address.

The DWP is not responsible for cleaning bins. There are companies that provide a wheeled bin cleaning services.

### **Wheeled Bin Damaged During the Collection Process**

On occasion, wheeled bins are damaged during the collection process. Where this occurs the DWP will replace the wheeled bin as soon as is reasonably practicable, free of charge.

### **Stolen Wheeled Bin**

If a householder suspects that their bin has been stolen, they should contact the DWP in the first instance. If it is believed the bin has genuinely been stolen the householder will be required to report this to the police and obtain a police reference number. Once the DWP receives this information from the householder and is satisfied it is a genuine case of theft, the bin will be replaced free of charge.

#### **Antisocial Behaviour**

If a resident has been subject to antisocial behaviour and their containers have been damaged through no fault of their own the DWP will replace the containers free of charge provided the DWP have been advised of the incident and a police reference number can be provided.

## **12 | Moving home**

#### **Leaving**

If a resident moves house they must leave all bins, boxes, containers and authorised sacks behind in a clean condition ready for the next occupant.

#### **Moving In**

Residents who have recently moved into a property are entitled to the standard service and they should contact the DWP if they have non-standard sized containers at the property. If the previous occupant has left behind a contaminated bin, the DWP will empty it on the first occasion when notified.

## **13 | Isolated or inaccessible properties (restricted access)**

Wherever possible, the DWP will endeavour to provide the full standard waste and recycling collection service. In some exceptional circumstances, alternative collection arrangements may have to be made and operational managers will make best endeavours to offer a form of recycling.

## **14 | Communal properties**

The DWP will seek to provide a service to residents of flats and other communal properties that is equivalent to the standard service. This may include shared bins for recycling, residual waste and food waste. Due to variances in layout of communal properties, each will be assessed by the DWP to agree the collection service to be provided to that location.

In some circumstances, such as large blocks of flats, the DWP will require the name of a contact person for the site and it will be that person's responsibility to notify the DWP of any changes in circumstances or issues that may occur.

Where shared bins are used and the DWP experiences problems of persistent contamination, recycling facilities may be restricted, changed or withdrawn. The DWP reserves the right to charge to clear bins of contaminants.

With effect from 2017/18 there will be a charge for replacement of lost or damaged communal wheeled bins (770l and 1100l bins).

## **15 | New developments**

## Appendix 2: Current Recycle for Dorset Service Policy

With effect from 2017/18 there will be a charge for the provision, administration and delivery of a full set of 'recycle for Dorset' containers where requested for a new build or new domestic rate paying property. The DWP would encourage the developer to fund the provision of containers however where they are not willing to do so the householder will ultimately be required to cover this cost.

New roads are often not adopted by the highway authority (Dorset County Council) until 12-24 months after completion. Whilst building is ongoing, the DWP will make every effort to collect from properties where possible. However, each new development will be assessed individually and the following requirements must be met:

- Where a road is to be adopted, has been completed, and can be safely accessed by collection vehicles, collections will commence. However, collections can only start once a suitable risk assessment has been completed
- For new unadopted roads, the DWP would provide a service if the landowner offers an indemnity against damage and where there is no significant operational difficulty.
- For larger developments, the site will be risk assessed in stages and the DWP will liaise with the developer/site agents to agree suitable collection points to which access can be gained. This may require a number of risk assessments over a period of time
- Any properties that are occupied but cannot be provided with kerbside collections will be required to present their containers at an agreed point
- Adjustments to the service may need to be considered during the interim stages as there may not be any suitable collection points for multiple wheeled bins/boxes etc

Additional information is available in a separate document 'recycle for Dorset Guidance for Developers' regarding the 'recycle for Dorset' service.

## **16 | Controlled Waste Regulations 2012**

In April 2012, the new Controlled Waste Regulations 2012 came into force. The new regulations reclassify waste from some types of premises as chargeable commercial waste, whereas under the previous legislation it was collected free of charge. Key businesses this affects includes providers of self-catering accommodation, B&Bs, camping and caravan sites. Full details of the agreed DWP policy implementing these new regulations can be made available by contacting the DWP commercial waste team.

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## Dorset Waste Partnership Joint Committee

Date of Meeting	12 June 2017
Officer	Director of the Dorset Waste Partnership
<b>Subject of Report</b>	<b>Infrastructure Review</b>
Executive Summary	This report details the current infrastructure used by the Dorset Waste Partnership, the ongoing anticipated costs and risks of using third party sites.
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>An assessment of the HRC service was carried out in 2006 and reproduced for the Joint Committee 25 September 2014 report Review of Household Recycling Centres. The provision of a split level HRC to replace a site where steps are required to access waste containers complies with the action plan of this EQIA.</p>
	<p>Use of Evidence:</p> <p>Internal meetings, liaison with neighbouring local authorities and waste contractors.</p>
	<p>Budget:</p> <p>The Medium Term Financial plan for budgeted spend in infrastructure has been previously established. Any additional</p>

	<p>budget required or further projects not yet budgeted will be presented in future reports.</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 of relying on access to infrastructure outside Dorset has been identified as:                  Current Risk: HIGH                  Residual Risk HIGH</p>
	<p>Other Implications: None</p>
Recommendation	<p>It is recommended that Joint Committee notes the findings of the Strategic Outline Programme and actions contained therein.</p>
Reason for Recommendation	<p>The partner authorities of the DWP have a statutory duty to collect / dispose of waste and provide sites where residents may deposit their household wastes. The infrastructure to support these services needs to be fit for purpose.</p>
Appendices	<p>Appendix A – Strategic Outline Programme, Dorset Waste Partnership Infrastructure</p>
Background Papers	<p>Joint Committee 23 March 2017 – Revised Dorset Waste Strategy</p> <p>Joint Committee 13 June 2016 – Strategic Waste Transfer Facility for Central Dorset</p>
Report Originator and Contact	<p>Name: Jason Jones, Group Manager (Commissioning)                  Tel: 01305 225180                  Email: <a href="mailto:j.jones@dorsetwastepartnership.gov.uk">j.jones@dorsetwastepartnership.gov.uk</a></p>

1. Background

- 1.1 The Dorset Waste Partnership was formed in 2011 and inherited infrastructure from each partner from which waste services are provided to the residents and businesses of Dorset. In addition, there is infrastructure provided under contract for the transfer and disposal of waste and Household Recycling Centres in other Authority areas used by Dorset residents.
- 1.2 A Strategic Outline Programme (SOP) has been developed as the first strategic analysis of the combined infrastructure used for the management of waste since the formation of the DWP. The SOP will be used as the basis of further business cases for specific projects.

## Infrastructure Review

1.3 It is important that infrastructure is considered on a wide geographical basis, including joint use with Bournemouth and Poole, to make the best use of limited public funds. It is recognised that Local Government Review (LGR) may impact on administrative boundaries and control of assets. In addition, LGR may offer opportunities to integrate assets with other local authority service areas. There may be a need to review the SOP when the outcome of LGR is understood.

## 2. Identified Actions

2.1 The SOP contains a number of actions. These are shown, in the order of the structure of the report and not in priority, in the table below.

Action	Reason
1. Align future growth of garden and commercial waste with depot requirements and agree appropriate funding levy for any required development	To accommodate future growth and ensure total costs of these services are covered
2. Consider joint use of depots, workshops and transfer facilities with other local authority services	To make best use of limited local authority sites, premises and resources
3. Further develop proposals to improve waste transfer reliability at Crookhill	To improve reliability of waste transfer to maintain frontline services
4. Continue with proposals to develop new waste management facility in Central Dorset	To provide transfer capacity, operational efficiency and resilience in this area of Dorset
5. Progress with soft market testing for residual waste contracts while building on contingencies with current contractors	To ensure resilience of waste collection service
6. Consideration should be given for a waste transfer facility to serve the East of the County; should this be necessary to include discussion with neighbouring authorities for possible shared facilities	To provide transfer capacity and resilience in this area of Dorset
7. Ensure that any new HRC built incorporates a split-level approach	To separate public from plant and ensures HRC to remain available when containers are being serviced
8. Secure agreements with neighbouring authorities for access to HRCs by Dorset residents	To maintain access for Dorset residents
9. Consideration should be given for a replacement to Wimborne HRC, possibly as a development alongside a waste transfer station in this area should this be necessary	To replace this site which is inadequate for current usage and would be unable to cope with any increase in usage
10. Continue discussion with Wessex Water regarding the relocation of the HRC for the Dorchester area	To ensure provision of the HRC service in this area of Dorset
11. Continue to pursue funding for waste infrastructure from developer contributions	To unlock funding where development is taking place

**Karyn Punchard**  
**Director**  
 May 2017

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**DORSET WASTE PARTNERSHIP INFRASTRUCTURE REVIEW**  
**Strategic Outline Programme (SOP)**

Version No: 5

Issue Date: 31 May 2017

**Purpose of this document**

SOPs have been devised to support the development and agreement of programmes in support of an agreed strategy/ strategies. The content of this SOP is scoped on the current functions and geography covered by the Dorset Waste Partnership. Following agreement to the SOP, the projects comprising the programme must be subject to individual business cases.

**VERSION HISTORY**

<b>Version</b>	<b>Date Issued</b>	<b>Brief Summary of Change</b>	<b>Owner's Name</b>
Draft	28 April 2017	First Draft Version	Jason Jones
2 <sup>nd</sup> Draft	11 May 2017	Version 2 following internal circulation. Statistics updated to 2016/17	Jason Jones
3 <sup>rd</sup> Draft	24 May 2017	Version 3 following edits	Jason Jones
4 <sup>th</sup> Draft	31 May 2017	Version 4 following edits	Jason Jones
5 <sup>th</sup> Final	31 May 2017	Version 5 final edits	Karyn Punchard

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- 6. Financial case**
  - 6.1 Indicative cost
  - 6.2 Funding arrangements
  - 6.3 Affordability
- 7. Management case**
  - 7.1 Programme management arrangements
  - 7.2 Programme milestones
  - 7.3 Programme assurance

Appendix 1 Map of DWP depots

Appendix 2 Map of Residual / Recyclate Delivery Points

Appendix 3 Map of Garden / Food Waste Delivery Points

Appendix 4 Map of HRCs

Appendix 5 Asset Condition Reports for DWP Depots, Transfer Stations and HRCs

Appendix 6 Asset Condition Reports for Actively Monitored Closed Landfills

Appendix 7 Indicative Travel Times to Dorset HRCs

Appendix 8 Risk Assessment Third Party Infrastructure

Appendix 9 Depot Optimisation Study

## 1. Executive Summary

This report details the current infrastructure used by the Dorset Waste Partnership, the ongoing anticipated costs and risks of using third party sites. There is a high risk of relying on the use of the diminishing options for waste disposal and on neighbouring local authority Household Recycling Centres (HRCs) in the East of the County.

A broad brush assessment of the potential for efficiencies for combining depot and transfer infrastructure shows that there is little benefit from a radical amalgamation or re-siting of the depots compared to the current arrangements.

The following have been identified as action points

- align future growth of garden and commercial waste with depot requirements and agree appropriate funding levy for any required development
- consider joint use of depots, workshops and transfer facilities with other local authority services
- further develop proposals to improve waste transfer reliability at Crookhill
- continue with proposals to develop new waste management facility in Central Dorset
- progress with soft market testing for residual waste contracts while building on contingencies with current contractors
- consideration should be given for a waste transfer facility to serve the East of the County; should this be necessary to include discussion with neighbouring authorities for possible shared facilities
- ensure that any new HRC built incorporates a split-level approach
- secure agreements with neighbouring authorities for access to HRCs by Dorset residents
- consideration should be given for a replacement to Wimborne HRC, possibly as a development alongside a waste transfer station in this area should this be necessary
- continue discussion with Wessex Water regarding the relocation of the HRC for the Dorchester area
- continue to pursue funding for waste infrastructure from developer contributions

Further action points and proposals will be investigated through the establishment of a working group on infrastructure.

## 2. Purpose

This report is the first study of the combined infrastructure used for the management of waste since the formation of the DWP. As well as sites under DWP control it identifies infrastructure provided by other parties and associated risks.

The condition of the infrastructure under DWP control and details of planned works required to maintain these sites is provided.

The strategic context is outlined and future requirements are identified. Opportunities for efficiencies and service improvements are discussed and scenario modelling is included. This provides the basis for the development of subsequent business cases for related investment.

### **3. Strategic case**

#### **3.1 Organisation overview**

The Dorset Waste Partnership (DWP) was launched in April 2011, bringing together seven Dorset councils in an equal partnership to provide waste, recycling and street cleaning services on the partners' behalf.

The partner councils of the DWP are:

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

The DWP provides waste services behalf of its partners including:

- Recycling and rubbish collections and disposal
- Street and resort cleaning
- Household recycling centres (HRCs)
- Mini recycling centres (bring banks)
- Commercial waste and recycling services

##### **3.1.1 Local Government Reorganisation**

At the time of writing a proposal has been put to the Secretary of State for Communities and Local Government for to the introduction of two unitary authorities in Dorset in 2019 (which would include the areas of Poole and Bournemouth). See: <https://futuresdorset.co.uk/>

This Strategic Outline Programme, and the actions and projects contained within it take no account of the possible unitary authorities within Dorset in the longer term, and instead focuses on delivering the agreed strategy to the residents of Dorset in its current geography. Once a decision has been made, further work may be necessary.

It is worth noting that the DWP are working closely with Bournemouth and Poole already, however their infrastructure has not been included in this review.

#### **3.2 Strategy and programme investment aims**

The Strategy for DWP is determined by the Joint Municipal Waste Management Strategy for Dorset 2008 – 2033. This was formally adopted by all 7 seven partner councils and has the vision of 'a Dorset wide partnership to provide a quality, efficient and value for money waste service'.

An update to the Strategy was presented to and approved at the DWP Joint Committee in March 2017. This update recognised that 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 policy objective regarding infrastructure is:

“Enhancing and developing a network of local waste facilities that enable the DWP to deliver, store, transport and treat waste efficiently”

The following needs were agreed by the March Joint Committee as part of the update to the Strategy:

- A cross organisation subgroup will be set up to review all the infrastructure requirements of the DWP and the links to the contract strategy. This will include depots, transfer stations, HRCs, treatment facilities and any other infrastructure requirements
- 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
- The ability to deliver, store and transport materials from facilities wholly managed by the DWP will enable a wider, & more flexible choice of treatment options.

### 3.3 Existing arrangements

The services are provided via a number of premises throughout and outside the County. With the exception of the move of the Christchurch depot functions to a shared site in Bournemouth, these sites have been inherited from the partners of the Dorset Waste Partnership and developed and located to suit the needs of the individual partner.

The management of waste collected from householders and commercial premises is dependent on the provision of depots and waste delivery points. The waste delivery points may be transfer stations or treatment / disposal sites. There are currently 9 depots and 5 waste transfer stations (2 of these are for recycle only). The locations of the depots is shown in Appendix 1, delivery points for residual / recyclables in Appendix 2 and delivery points for food / garden waste in Appendix 3.

There are 11 Household Recycling Centres (HRCs) within Dorset and further HRCs in neighbouring authority areas which may be used by Dorset residents. A map of the locations of the HRCs is shown in Appendix 4.

An asset report (in alphabetical order) including aerial photograph, description, planned works and issues for each of the DWP sites is shown in Appendix 5. A summary for each of the sites is shown in the sections below.

#### 3.3.1 Depots

The following table provides a brief description of each site. The MTFP costs for Crookhill is for the whole site which includes a waste transfer facility

Depot	Ownership	MTFP Revenue and estimated Capital requirement 2017 to 2022 (Total)		Comment
		Revenue (£000)	Capital (£000)	
Blandford	Dorset County Council	10	102	Site partly derelict and in need of new accommodation for staff. Short-term arrangement as functions will be

				relocated to new waste management centre for central Dorset
Southcote Road, Bournemouth	Bournemouth Borough Council	134	3	New (2015) office accommodation and depot parking to accommodate move from Christchurch depot
Bridec	West Dorset District Council	81	190	Good condition but in need of improved mess facilities
Crookhill	Weymouth & Portland Borough Council	330	84	Includes shared office accommodation and depot parking. The waste transfer area is in need of improvement. 2017 vehicle workshop included in leased area.
Ferndown	Private ownership (leasehold)	388	135	Modular accommodation in need of improvement. Lease expires December 2019
Poundbury	West Dorset District Council	573	21	Good condition, includes vehicle maintenance
Shaftesbury	North Dorset District Council	115	37	Reasonable condition, includes vehicle maintenance. Functions will be relocated to new waste management centre for central Dorset
Sherborne	West Dorset District Council	7	0	Small hard for vehicle parking and shed. No mess or other facilities.
Wareham	Purbeck District Council	219	104	Major works funded by Purbeck anticipated 2017/18 which will create room for additional vehicles

In addition to the depots there has been a requirement of storage areas for bins during the rollout of the Recycle for Dorset service and a continuing need for business as usual;

- Frampton (cost £500 per week)
- Damers Road, Dorchester (nil cost at present)

These arrangements are currently under review with a view of utilising the Blandford depot and other local authority sites.

There are vehicle workshops at Crookhill, Poundbury and Shaftesbury depots. In the East of the County arrangements are in place to use the Bournemouth Borough Council, Ferndown Commercials and Dorset County Council facilities under vehicle maintenance contracts. In addition, there is joint use of DCC workshops at Nimrod Way Ferndown, and Charminster Depot near Dorchester.

### 3.3.2 Waste Transfer

DWP have waste transfer facilities at:

- Sherborne
- Blandford
- Bridport
- Crookhill, Weymouth (residual and inert waste only)

- Hybris, near Dorchester (dry mixed recyclate only)
- Hurn, near Bournemouth Airport (dry mixed recyclate and food only)

Waste Transfer Site	Ownership	MTFP Revenue and estimated Capital requirement 2017 to 2022 (Total)		Comments
		Revenue (£000)	Capital (£000)	
Sherborne	Sherborne Castle Estates	539	145	Adjacent to HRC, open barn transfer area, additional covered area added to accommodate recycle for Dorset
Blandford	SUEZ	491	17	Adjacent to HRC, single entrance / exit former grain store building. Subject to a separate Business Justification Case and is due to be replaced.
Bridport	DCC	491	17	Modern purpose built building
Crookhill, Weymouth	W&PBC	(see depot)	(see depot)	Transfer area consists of ramp for vehicles which feed bulker in covered area. No storage of waste and only one bulker loaded at a time.
Hybris	DCC	674	80	Two purpose built buildings
Hurn	DCC and Bournemouth Borough Council	821	19	Large building previously occupies as material recycling facility

In addition, Poundbury depot has a small area for waste transfer.

### 3.3.3 Third Party Sites - Disposal

Third party transfer and disposal is provided by the waste industry under various contract. These arrangements are mainly direct with the contractor and any issues are dealt with by the DWP Commissioning team. The award criteria have included the cost of the DWP transporting the waste to these sites, either directly or via DWP transfer stations. The location of delivery sites may change over time resulting from:

- breakdown or emergency at a site
- additional (and more advantageous to the DWP) sites being provided by the contractor over the term of the contract
- retendering
- failure of contractor

While the DWP has moved away from landfill disposal to waste treatment solutions, landfill has proved an invaluable solution to peaks of waste collected as the treatment options require a greater consistency of input. Landfill can also accommodate wastes that may not be suited to treatment and when treatment facilities are temporarily unavailable for maintenance.

With the recent closures of both Trigon (near Wareham) and Beacon Hill (near Corfe Mullen) landfills there are no active landfill sites left within Dorset. It is understood that the decision to close these sites was due to reducing inputs into the landfills making them commercially unviable. The nearest sites being used are near Ringwood and Castle Cary. The site at Castle Cary is due to close within the next two years, following which waste will be transported to a landfill near Bridgwater. The contract to use the landfill near Ringwood has been extended for a limited tonnage until August 2020.

There are two waste treatment facilities contracted to accept residual waste:

- New Earth Solutions at Canford (mechanical biological treatment with the production of refuse derived fuel) taking direct delivery of residual waste from Purbeck and parts of East Dorset as well as waste from the transfer stations.
- Veolia at Southampton via the transfer station near Ringwood (energy from waste) taking direct delivery of residual waste from Christchurch and parts of East Dorset.

New Earth Solutions has taken increasing amounts of DWP waste, currently accepting 45,000 tonnes per annum. The New Earth Group, the parent company for the Canford facility, went into administration in 2016. The Canford facility is now under a new parent company, Panda, and appears to be in a much better financial position. However recently there have been several incidences where mechanical breakdowns and issues relating to stockpiled refuse derived fuel have caused transfer station waste to be diverted to landfill as the Canford facility has little storage or contingency. Such diversions are increasingly problematic with the closure of the Dorset landfills and this is not considered a viable long term arrangement without further contingencies.

The Veolia site has been provided to serve Hampshire County Council's waste contract, and as such DWP is using spare capacity in the plant of up to 10,000 tonnes per annum. This arrangement has recently been extended to August 2018. Further extensions to the arrangement maybe problematic as it is understood that anticipated increases in Hampshire's waste may require this capacity. If this site becomes unavailable the refuse collection vehicles from Christchurch would need to be diverted to New Earth Solutions, which may not be desirable due to the issues outlined above.

The responsibility for the disposal of residual waste from HRCs has now been transferred to the HRC contractor. This material is now transferred through a transfer station in Poole, with the majority currently destined to landfill. The contractor is currently building a facility to process this material.

The residual waste infrastructure has therefore recently changed from a buoyant and competitive market to a more limited situation with fewer local suppliers and outlets. Soft market testing will commence in the summer of 2017 for residual waste disposal / treatment. This will include both Bournemouth and Poole Councils and investigate short, medium and longer term solutions, all of which will require tendering.

### **3.3.4 Food, Garden Waste and Street Sweepings**

One contractor, Eco Sustainable Solutions, has exclusivity for the treatment of food and garden waste until August 2020. Food waste collected through recycle for Dorset is treated at the Piddlehinton anaerobic digester plant and delivered direct or through transfer stations. This facility was introduced during the current contract, previously the food waste treated at the contractor's in-vessel composting facility near Bournemouth airport.

Garden waste collected through the HRCs and recycle for Dorset is composted at a facility near Bournemouth airport and at smaller facility near Stourpaine, Blandford. It is delivered to these sites direct or via transfer stations including a transfer station at Lodmoor, Weymouth provided by the Contractor.

The majority of street sweepings have now been diverted from landfill and are treated at the Eco Sustainable Solutions facility near Bournemouth Airport, and a transfer facility for this material has been provided at Lodmoor, Weymouth and under a sub-contractor arrangement at Holton Heath.

There have been no issues with the current arrangements which have proved flexible following the increase in food waste collected by the introduction of recycle for Dorset and the garden waste scheme. However, delivery and treatment sites may change as the contract for these waste streams is due to expire in August 2020.

### **3.3.5 Dry Mixed Recyclate (DMR)**

DMR is delivered to DWP transfer stations where it is bulked and delivered to a material recycling facility (MRF) for sorting. The current MRF used in UPM Shotton in North Wales under short term arrangements through Weymouth and Sherborne Recycling who are contracted to maximise the value of the DMR. There are other MRFs which may accommodate the DMR, for example a recent incident at Shotton saw some DMR delivered to the SUEZ MRF at Avonmouth, but UPM Shotton has proved the most cost effective solution for now.

The recent project with Bournemouth Borough Council to establish a MRF within the Dorset area, supported by a government grant, was suspended as the resulting tenders proved unaffordable compared with the current arrangements. The use of a third party MRF may not always be the best solution. UPM is a newsprint manufacturer and established the MRF in 2011 to supply feedstock for the mill. The paper industry in the UK has seen a major player shut recently (Aylesford Newsprint in 2015), and UPM and Palm (Kent) are the only two remaining newsprint mills in the UK. UPM have also suffered from a downturn, closing one of the two newsprint machines in 2014. While the arrangements with UPM Shotton currently appear sound the DWP has little influence on the wider international market for paper which ultimately may affect UK newsprint industry. The DWP continue to work with Bournemouth Borough Council, who remain holding the government grant money, on an alternative cost effective solution.

### **3.3.6 Household Recycling Centres (HRCs)**

There are currently 11 HRCs within Dorset. In addition, residents are able to use HRCs in neighbouring authorities with non-business vehicles (see map Appendix 4 for locations). This has not always been the case – In January 2003 Poole Borough Council stopped Dorset residents using the Nuffield HRC, followed by Bournemouth Borough Council stopping the use of Millhams HRC in in September 2004. This caused great inconvenience to Dorset residents and greatly

increased congestion at the Wimborne HRC. Following lengthy negotiations arrangements have been made with both authorities to allow access by Dorset residents on the following basis.

- agreement to pay Bournemouth should the number of Dorset residents using Millhams exceed Bournemouth residents using Christchurch HRC
- direct payment to Poole Council per Dorset resident using the site

A survey in 2011/12 showed that 50% of the use of Hampshire’s Somerley HRC is by Dorset residents. Hampshire have taken the decision to start charging non-residents to use their sites and this was due to start by September 2017 however it is understood that this is delayed. Discussions to reach a financial agreement with Hampshire without direct charging of Dorset residents is ongoing.

There are no formal agreements with Somerset County Council for Dorset residents to use their sites.

The HRCs in Dorset vary considerably in terms of footprint, throughput and ease of use. Routine maintenance is carried out by the site contractor. Major maintenance is the responsibility of the DWP. Currently there are no plans for any major maintenance.

An aerial photograph and description summary of each HRC / transfer station and anticipated works is shown in Appendix 5.

The following table provides a brief description of each site. The MTPF costs for waste management centres (WMC) (which combine waste transfer / HRC sites) is for the whole site, not just the HRC element and is shown in the waste transfer table

HRC	Ownership	MTPF Revenue and estimated Capital requirement 2017 to 2022 (Total)		Comments
		Revenue (£000)	Capital (£000)	
Blandford WMC	SUEZ	(see waste transfer)	(see waste transfer)	Part split-level purpose built facility constructed in 2002. The HRC closes for some container movements. Adjacent to waste transfer station. Lease expires August 2021. This site will be relocated to a new central Dorset waste management centre in the near future.
Bridport WMC	Dorset County Council	(see waste transfer)	(see waste transfer)	Modern split level purpose built facility constructed in 2015. Adjacent to waste transfer station.
Christchurch HRC	Christchurch Borough Council	145	23	Partial separation single-level purpose built facility constructed in 1989 and extended in 2000. Lease expires September 2029.
Dorchester HRC	Wessex Water	103	36	‘Open plan’ single level purpose built facility constructed around 1980. Small

				footprint (0.17 ha) means site often congested. The HRC closes for container movements. Long queues often form on access road. Lease has expired. Wessex Water have indicated plans to improve the treatment processes on site which may require the HRC to be moved to the east. This area has been included in the Waste Local Plan consultation.
Portland HRC	Crown Estates	220	39	Modern split level purpose built facility constructed in 2005. Lease expires July 2025.
Shaftesbury HRC	Dorset County Council	52	7	'Open plan' single level purpose built facility constructed around 1995. Small footprint (0.18 ha) means site often congested. The HRC closes for container movements. Queues often form on access road. A replacement site in the Gillingham area has been identified in the Waste Plan consultation.
Sherborne WMC	Sherborne Castle Estates	(see waste transfer)	(see waste transfer)	Part split-level purpose built facility constructed in 2002. The HRC closes for some container movements. Adjacent to waste transfer station. Lease expires August 2023.
Swanage HRC	Purbeck District Council	228	8	Modern split level purpose built facility constructed in 2011. Lease expires November 2135.
Wareham HRC	Dorset County Council	96	5	Partial separation single-level purpose built facility constructed in 1997.
Weymouth HRC	Weymouth and Portland Borough Council	108	8	Partial separation single-level purpose built facility constructed in 2000. Lease expires January 2026.
Wimborne HRC	East Dorset District Council	94	14	'Open plan' single level purpose built facility constructed around 1984. Small footprint (0.12 ha) means site often congested. The HRC closes for container movements. Queues often form on access road. An "area of search" for a site to include a replacement HRC in the Ferndown area has been put forward in the Waste Plan consultation.

### 3.3.7 Closed Landfills

The DWP is responsible for the aftercare of sites landfilled by the County Council. Landfill monitoring is a long term commitment that accompanies the operation and post-closure

management of all landfill sites. Landfill sites that contain biodegradable or other polluting waters may need to be monitored for periods of up to 50 years or more after the completion of landfilling during the aftercare period.

There are currently four landfill sites actively managed and monitored for signs of pollution:

- Stourpaine near Blandford
- Sherborne, adjacent to the Waste Management centre
- Conyger Coppice, Okeford Fitzpaine
- Holt Heath, near Wimborne

An asset report for each of these sites is shown in Appendix 6. The DWP is in discussions with the County Council Highways department for the handover of the Lodmoor North closed landfill, Weymouth which was recently re-engineered as a Park and Ride facility.

There are further sites which are inspected periodically but currently do not involved any pollution control or environmental monitoring.

The closed landfills may require engineering works and other intervention when issues are identified. Recent works have required diversion of a culvert running under a landfill site and bank stabilisation works. Though no major works are currently planned it is likely that they will be necessary in the future. The management of these sites is under review which will include an assessment of opportunities for alternative uses / development.

### **3.4 Business needs**

The revision to the Joint Municipal Waste Management Strategy (2017) identified that 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:

- 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.
- 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.).
- 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.

- 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

There is also a need to:

- Secure tenure through lease agreements or contracts to avoid disruption in service delivery and enable longer term planning
- Bring condition of all properties up to an acceptable standard in terms of H&S and staff / visitor welfare
- Provide HRC facilities which provide a safe and efficient delivery of waste and maximises separation of materials
- Ensure long term environmental protection from infrastructure activities including closed landfill sites

### **3.5 Potential scope and service requirements**

#### **3.5.1 Depots**

There are a limited number of vehicles that can be accommodated at the depots. These facilities are under pressure from:

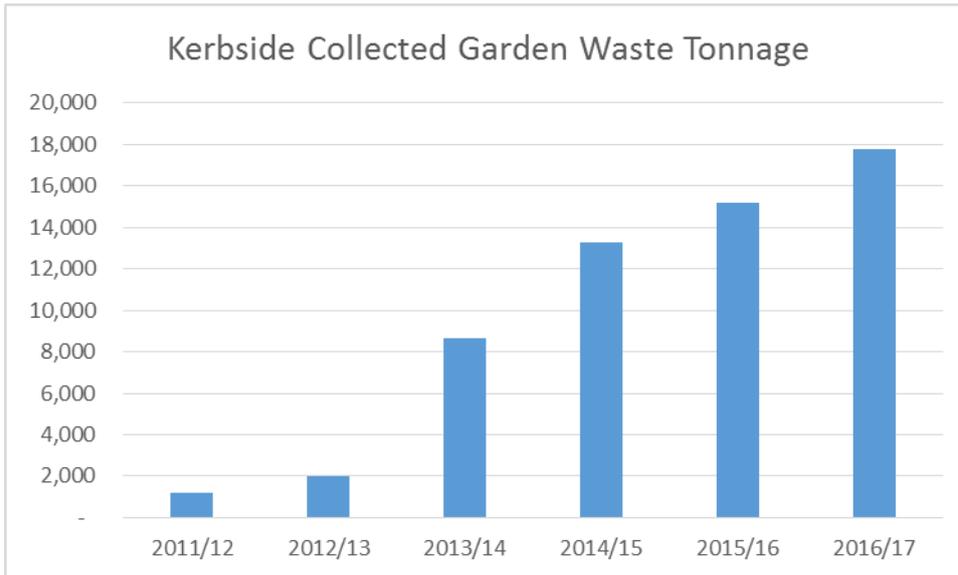
- predicted growth in household waste
- growth in garden waste collections
- growth in commercial waste collections

The Dorset, Bournemouth and Poole Draft Waste Plan (2015) predicts a growth of waste collected of 1.66% per annum, which is considered a medium level of growth:

[https://www.dorsetforyou.gov.uk/media/206556/Background-Paper-1\\_Waste-Arisings-and-Projections/pdf/Background\\_Paper\\_1\\_Waste\\_Arisings\\_and\\_Projections\\_with\\_cover.pdf](https://www.dorsetforyou.gov.uk/media/206556/Background-Paper-1_Waste-Arisings-and-Projections/pdf/Background_Paper_1_Waste_Arisings_and_Projections_with_cover.pdf)

As well as a growth in the numbers of households and the amount each household produces, there has been an increase in garden waste collected at the kerbside following the introduction of the charged for garden waste service and there are dedicated vehicles to collect this material.

The graph below shows the growth in kerbside garden waste collection:



In addition, there are aspirations to continue to expand commercial customers.

The main constraint on the expansion of these services is the footprint required at depots to accommodate additional vehicles. Whilst this will be elevated somewhat with the improvements at Wareham Depot and with a new waste management centre to replace Blandford depot, there remains no room for vehicles at the Bournemouth, Ferndown, Weymouth or Bridport depots, which leads to inefficiencies in collections. Future growth in these areas will need to be considered when assessing the need to develop the depot infrastructure and an appropriate contribution from the income from these services will need to be agreed.

**ACTION: Align future growth of garden and commercial waste with depot requirements and agree appropriate funding levy for any required development**

**ACTION: Consider joint use of depots, workshops and transfer facilities with other local authority services**

### 3.5.2 Transfer Stations

With the opening of Bridport transfer station, and the presence of Crookhill and Sherborne facilities it is considered that there is good provision and contingency for the west of the County for residual waste. The Crookhill site now takes waste from a much wider area and the method of transfer, tipping directly into a bulker which must be removed from site before another bulker can be loaded, is reliant on a predictable delivery of material. Recent issues with repairs to the transfer building has highlighted vulnerability and though short term diversion maintained the front line waste collection service it is unlikely that this contingency would be sustainable. It is therefore considered that the transfer area at Crookhill requires investment to improve reliability.

**ACTION: further develop proposals to improve waste transfer reliability at Crookhill**

The provision of the new waste management facility for Central Dorset replacing the inadequate Blandford transfer station has been the subject of a separate Business Justification will address waste transfer and depot provision in this area.

**ACTION: continue with proposals to develop new waste management facility in Central Dorset**

Purbeck, East Dorset and Christchurch areas all rely on the availability of direct delivery third party infrastructure (NES Canford and Veolia's transfer station near Ringwood) for day to day deliveries, which would be affected if these facilities were no longer available. Whilst the new waste management facility for Central Dorset and will serve as a contingency for the wider area, this would not be viable long term. An assessment of the risks are included in the risk assessment for third party infrastructure Appendix 8.

Recent discussions with officers at Bournemouth Council has indicated that a coordinated approach may be beneficial, with potential costs benefits of sharing a transfer facility. It is intended to pursue this avenue and investigate potential with other neighbouring authorities.

**ACTION: progress with soft market testing for residual waste contracts while building on contingencies with current contractors**

**ACTION: Consideration should be given for a waste transfer facility to serve the East of the County should this be necessary to include discussion with neighbouring authorities for possible shared facilities**

### 3.5.3 Household Recycling Centres

A review of the HRC service was presented to the DWP Joint Committee in September 2014:

<http://dorset.moderngov.co.uk/Data/Dorset%20Waste%20Partnership%20Joint%20Committee/20140925/Agenda/19%20Agenda%20Item%2009%20File%20-%2009.%20Review%20of%20Household%20Recycling%20Centres.pdf>

The review and subsequent re-tendering of the service led to a reduction in the winter operational hours and charging for "non-household" wastes. There was an indication that further reductions to the service may be considered in the future due to increased financial constraints. An assessment of the impacts of the recent changes at the sites and future options for the service of HRCs will be the subject of a future report to Joint Committee.

The number of HRCs provided by a local authority is not prescribed in legislation. The Waste and Resources Action Partnership (WRAP) published an HWRC Guide in 2012, which contains guidance for a reasonable minimal level of provision of HWRCs (with some exceptions for very rural or very urban areas). This includes a maximum catchment radii for a large proportion of the population of 3 to 5 miles (very rural areas of 7 miles). Currently 86% of residents live within a 5-mile radius of a Dorset HRC. Further, and possibly more relevant guidance is the maximum driving times for the great majority of residents in good traffic conditions of 20 minutes (very rural areas of 30 minutes).

Appendix 7 shows an indicative map of the catchment for a 10, 20 and 30-minute drive from each Dorset HRC. Note that this is based on road speeds for different road types and does not take into consideration levels of traffic, road-works or time of day. This indicates that with the

current HRC provision 64% of residents are within a 10-minute drive of an HRC, 97% are within a 20-minute drive and 99.5% are within a 30-minute drive (based on 2015 Census Output Area from the Office of National Statistics – Dorset residents only). There is currently no policy of HRC provision in Dorset and this will be the subject of a future review.

There are three HRCs, Dorchester, Shaftesbury and Wimborne which cannot separate site users from vehicles servicing the waste containers. These have to shut temporarily during opening hours while servicing. While this causes delays and disruption to residents it is likely that, due to financial constraints, until the site has to relocate or faces other pressures such as a large increase in users this situation will need to be tolerated. However, any new HRC built should, wherever possible, incorporate a split level approach.

**ACTION: ensure that any new HRC built incorporates a split-level approach**

Some years ago a feasibility was undertaken to convert the large single level sites at Christchurch, Wareham and Weymouth using modular pre-cast concrete blocks. This has the advantage of not relying on steps to access the waste containers and provides a permanent physical separation of site users and servicing vehicles. It is considered that costs of these schemes would be circa £1m. Due to current financial constraints it is not considered that this area of service improvement is a priority.

There are parts of Purbeck and part of East Dorset that are reliant on neighbouring authorities allowing access to their HRCs. The alternative for the East Dorset residents, Wimborne HRC, is considered inadequate for the current usage and would not be able to cope should any of these agreements end. It should be noted that cross-border usage may not just be an issue of finance, but also at busy sites banning, or introducing a high charge, for non-residents may be popular with residents as it is likely to reduce queuing and site congestion. Some leverage for gaining agreement can be due to reciprocal cross border usage – Hampshire and Bournemouth residents use Christchurch HRC for example which has allowed East Dorset residents to use sites in these local authority areas (NB this leverage would not exist if Christchurch joins a new urban Dorset unitary authority).

Whilst the DWP are seeking an agreement with Hampshire, this cannot be guaranteed and will remain a risk of future change. The risk associated with the continued reliance of HRCs outside Dorset is included in the risk assessment for third party infrastructure Appendix 8.

**ACTION: secure agreements with neighbouring authorities for access to HRCs by Dorset residents**

**ACTION: Consideration should be given for a replacement to Wimborne HRC, possibly as a development alongside a waste transfer station in this area should this be necessary.**

The Dorchester HRC lease agreement with Wessex has expired and whilst rent on the property continues to be paid several attempts to agree a new lease have failed. Wessex Water have indicated that they have plans to improve the water treatment processes at the site in order to deal with population growth and consent conditions. This will involve an extension of the footprint they occupy which is likely to involve the area currently occupied by the HRC. There have been discussions with Wessex Water about the potential to relocate the HRC to the rear of the site which is considered a secure long term solution and would enable the development of a

modern split-level site and alleviate the traffic congestion currently experienced. This potential new location has been included in the consultation process for the new Waste Plan.

**ACTION: continue discussion with Wessex Water regarding the relocation of the HRC for the Dorchester area**

There may be the opportunity to unlock funding for HRC facilities through developer contribution where new developments are planned, such as in the Gillingham area. DWP officers will continue to explore this area of funding and develop further business cases.

**ACTION: continue to pursue funding for waste infrastructure from developer contributions**

### **3.6 Benefits, risks, dependencies and constraints**

Lack of suitable sites and the planning process can create major constraints to develop additional infrastructure in a timely way. The current Waste Local Plan for Bournemouth, Dorset and Poole, adopted in 2006 is currently being reviewed. A new Waste Plan which will identify sites for new waste management facilities to meet the county's needs up to 2030, has consulted on new sites and site allocations. Once adopted (anticipated 2018), it will provide the policy framework for determining planning applications for waste management facilities.

Several sites have been identified

## **4. Economic case**

### **4.1 Critical success factors**

Successful delivery of the programme will be evaluated against the following criteria as stated in the revised Waste Strategy:

- Generating competition in future procurements
- The ability to adapt and be flexible in a highly volatile industry
- The ability to provide contingency
- The ability to accommodate future growth and different services

In addition, there is a need to:

- Operate within good practice
- Provide value for money

### **4.2 Main options**

There are a number of general options for the provision of infrastructure:

“Do nothing” is not an option – infrastructure requires maintenance in order to function as a waste facility and maintain a basic standard of welfare. Some sites have been identified as currently below this basic standard.

“Do minimum” is the works identified and costed for the MTFP. This will ensure that current issues are dealt with to enable the site to function and ensure a basic standard of welfare.

Rationalise depots and waste transfer - there may be potential to reducing costs of the service by looking at areas where service could be combined (and therefore the number of assets could be reduced) and where possible relocation of infrastructure could make the collection of waste more efficient. This is aligned to the Eunomia study of 2009 which suggested the possibility of “super-depots”, which would reduce the number of depots and combine with waste transfer facilities. However, Appendix 9 shows that a broad brush exercise using route optimisation software showed little potential in this approach. The limitations of this broad brush approach is recognised and this approach should be refined for future business cases.

#### **4.3 Preferred way forward**

It is intended to initiate a cross organisational sub-group to review all infrastructure requirements. This is outlined in paragraph 7.1 below.

Maintaining access to third party infrastructure has been identified as a risk. To reduce this risk there is a need to

- Establish access to disposal sites through the tendering process
- Pursue agreements with neighbouring authorities to retain access to HRCs
- Maintain the option to develop additional infrastructure should agreement / tendering fail
- Provide adequate bulking and transfer facilities across Dorset to maintain business continuity and flexibility with the service

### **5. Commercial case**

#### **5.1 Commercial strategy**

The commercial strategy will be included in future infrastructure business cases

#### **5.2 Procurement strategy**

Soft market testing for waste disposal is due to commence in the summer of 2017 and the results of this will be the subject of a future paper to the DWP Joint Committee.

### **6. Financial case**

#### **6.1 Indicative cost**

To be included in future infrastructure business cases

#### **6.2 Funding arrangements**

To be included in future infrastructure business cases

#### **6.3 Affordability**

To be included in future infrastructure business cases

## **7. Management case**

### **7.1 Programme management arrangements**

In accordance with the revised Waste Strategy a cross organisation subgroup will be set up to review all the infrastructure requirements of the DWP and the links to the contract strategy. The proposed arrangements are shown in the table below.

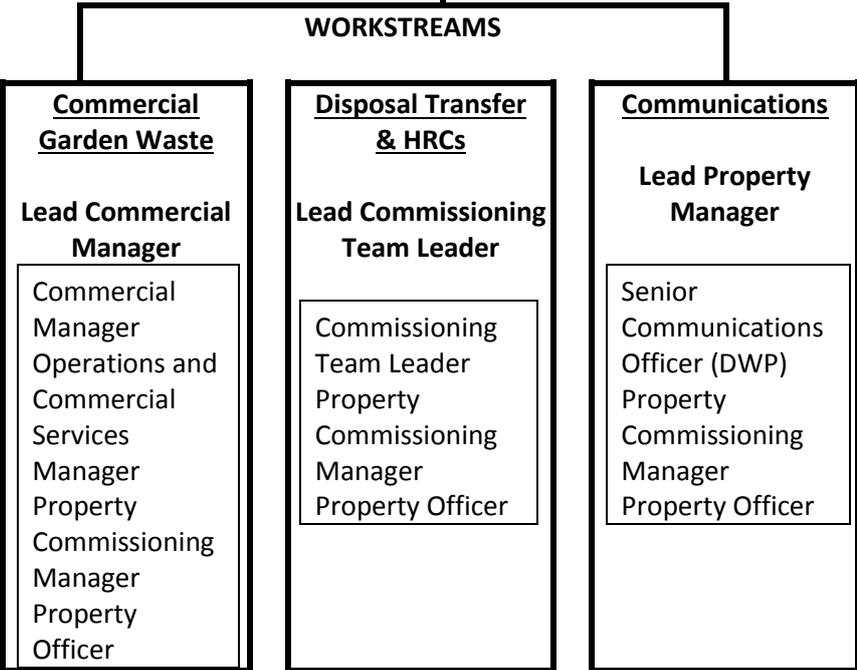
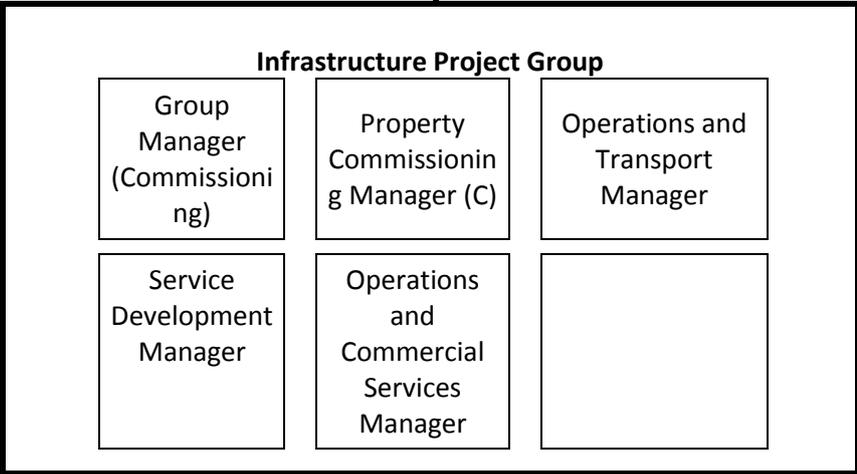
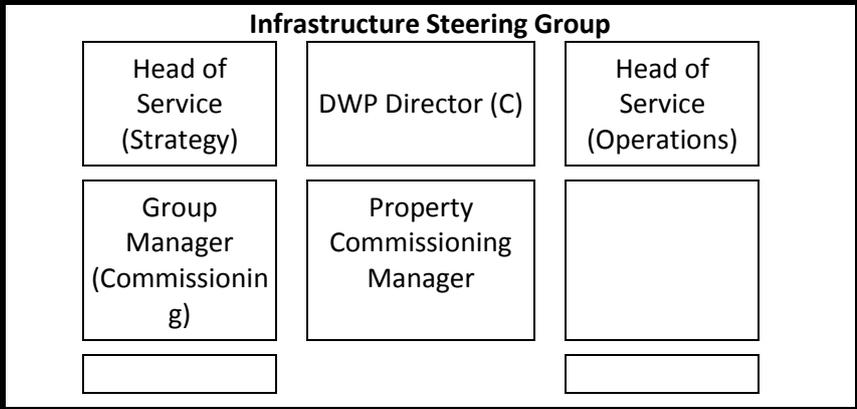
### **7.2 Programme milestones**

Programme milestones will be included in a further report.

### **7.3 Programme assurance**

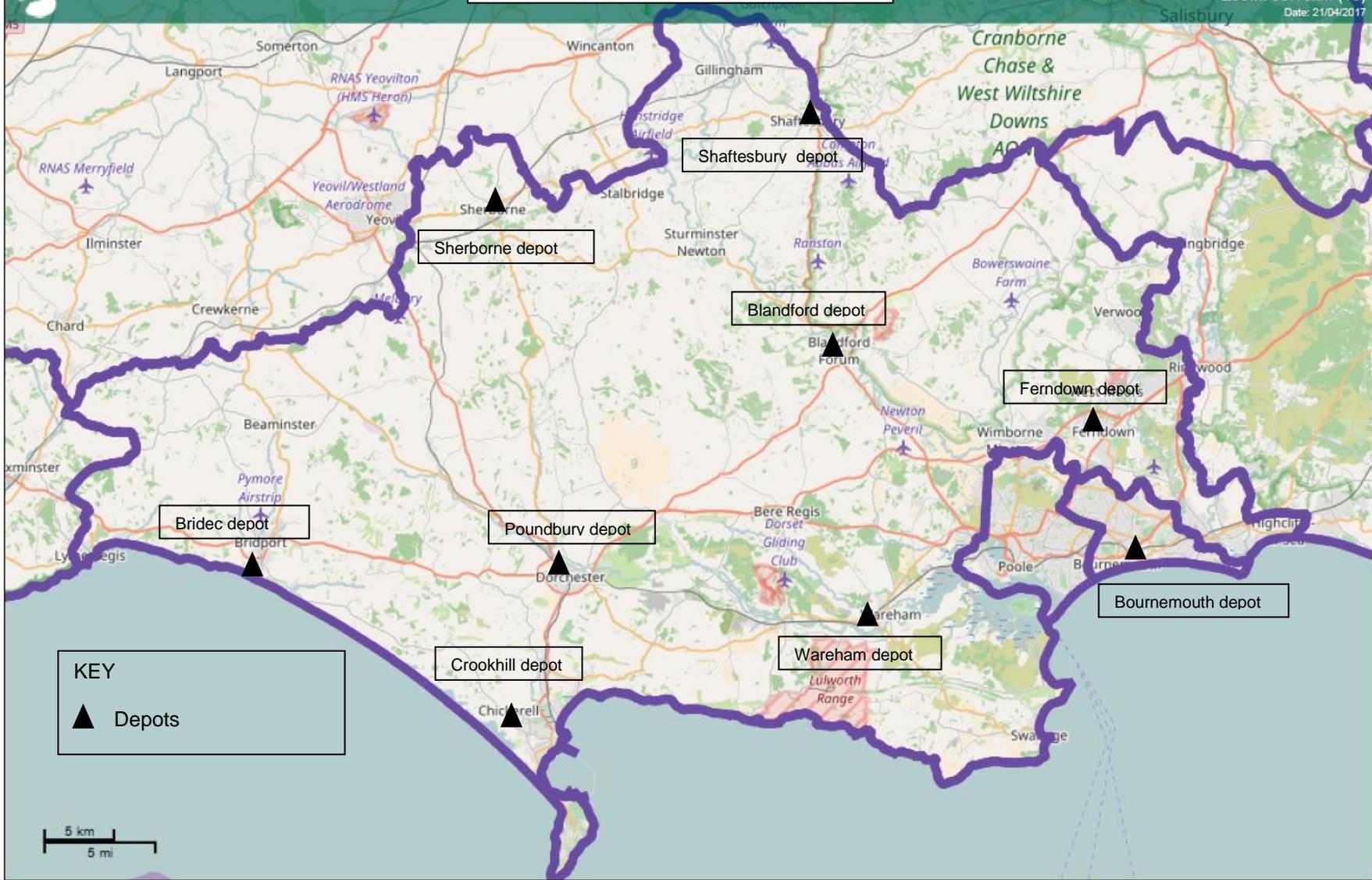
It is anticipated that gateway reviews to ensure strategic fit are undertaken annually (or whenever there is a significant change of strategy or circumstance) and reported to Joint Committee

**Dorset Waste Partnership Joint Committee  
DWP Senior Management Team**





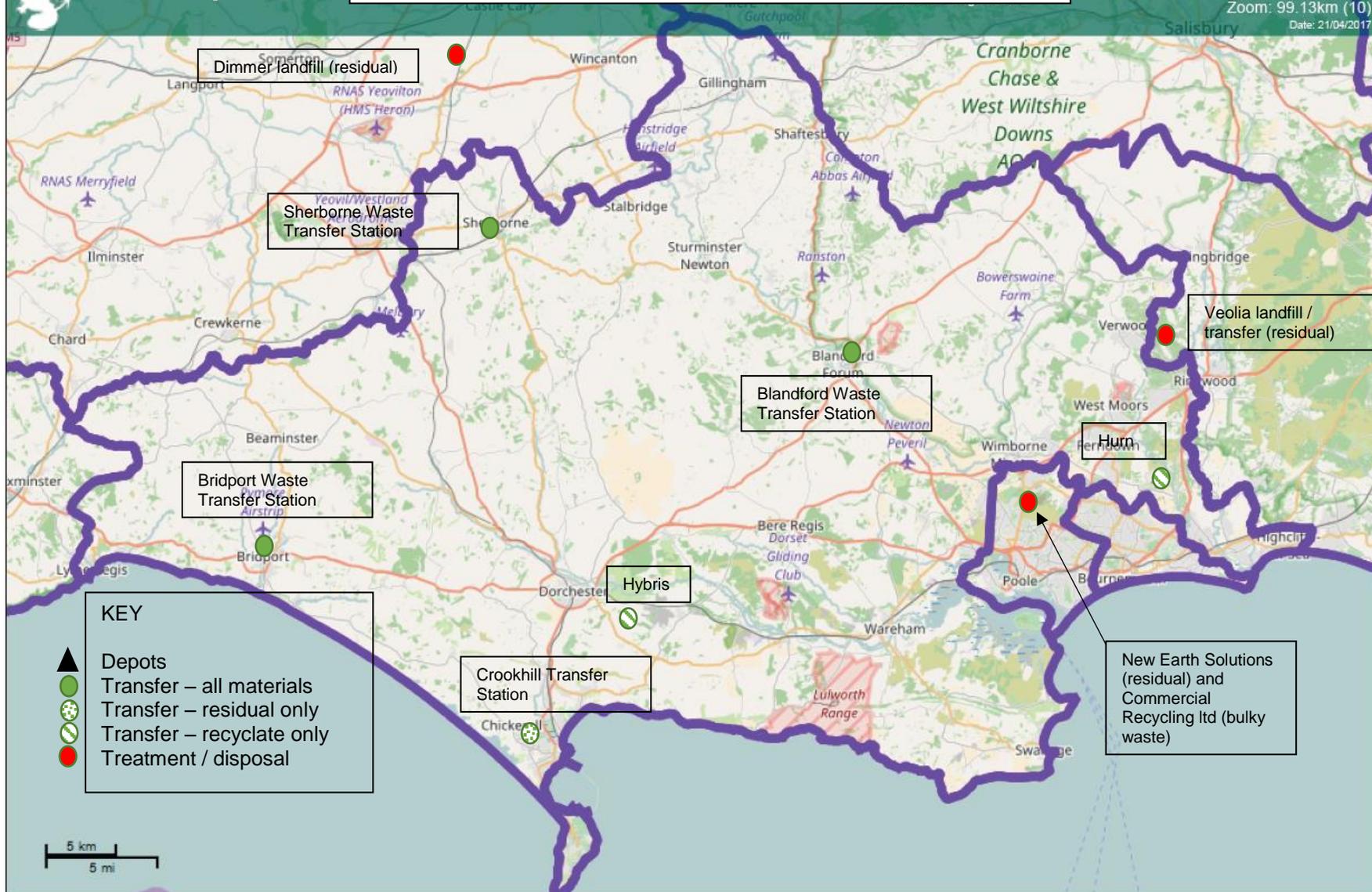
Appendix 1 – Map of DWP depots



**Appendix 2 – Map of Residual / Recyclate Delivery Points**

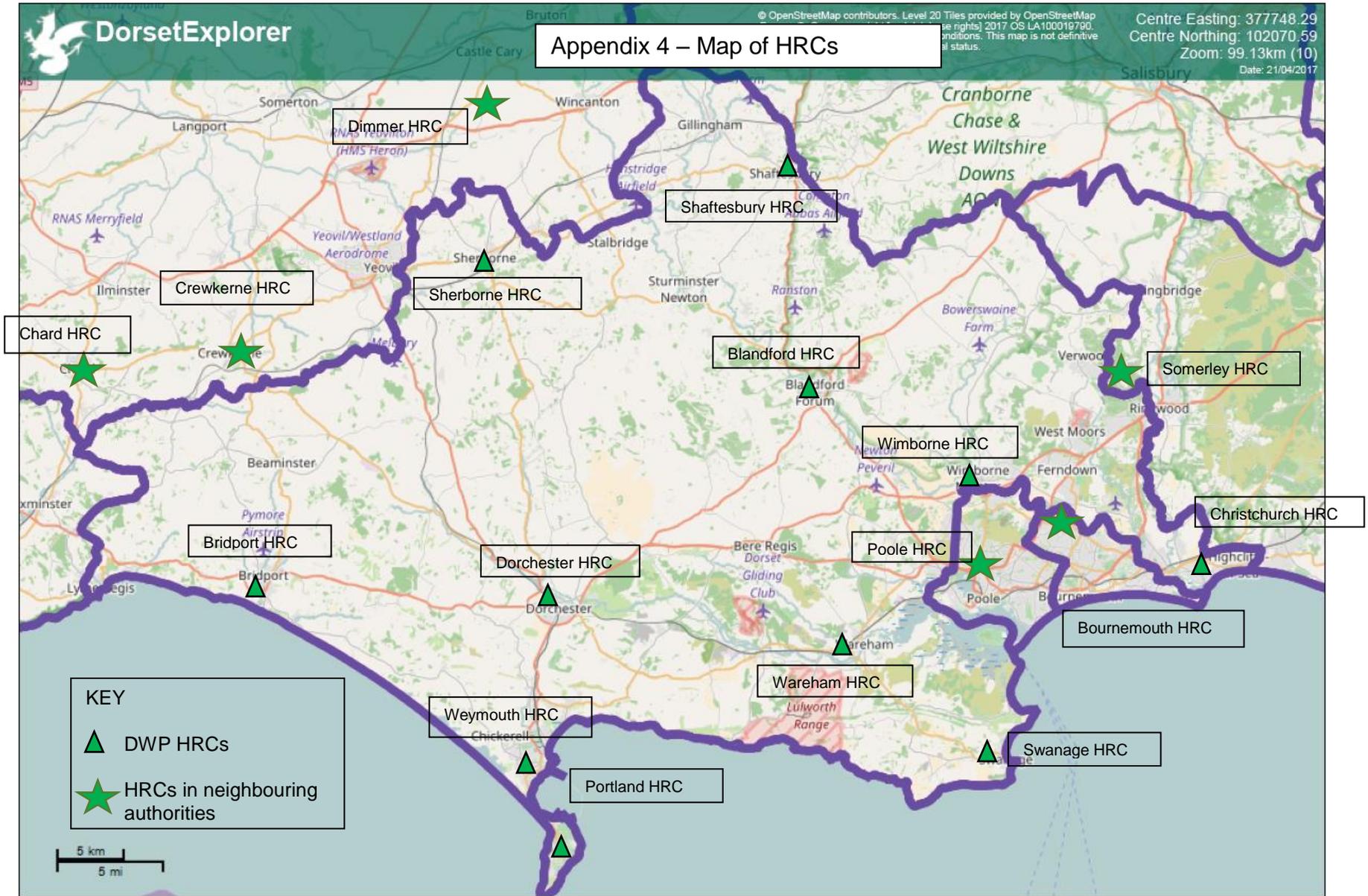
OpenStreetMap  
A100018790  
is not definitive

Centre Easting: 377748.29  
Centre Northing: 102070.59  
Zoom: 99.13km (10)  
Date: 21/04/2017





Appendix 4 – Map of HRCs



Appendix 5 – Asset Condition Reports for DWP Depots, Transfer Stations and HRCs



Property Name:	<b>Blandford Depot</b>	Address:	Wimborne Road, Blandford Dorset DT11 7AS
Facility Description:	Operational depot servicing Blandford area	Premises Responsible Person:	Ian Brewer Operations Manager
Site Owner:	Dorset County Council		
Site Tenure:	Freehold	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£0
Condition Report	Following approval from DCC to operate from this site for a 5-year period to coincide with the completion of a new purpose built facility, new modular building is required to provide mess/office/toilet facilities for staff operating from the depot. When the new facility is complete the building will be relocated to alternative sites.		
Property Description	Access to the site is from Oak View a residential road. The site is used as a sub-depot for the DWP and other DCC services. No public access is available at the site as it is normally unmanned. The general state of the site is derelict. The accommodation used by the DWP is at the lower end of the site and is barely adequate for its purpose. A rest room that has been formed in one end of a partially disused and derelict building, a store in a concrete sectional building which has an Asbestos cement roof with damage above the used area at the gable, a portable building providing WC facilities and further storage in a large dilapidated sectional concrete garage building. This derelict site has been marketed for sale for many years without success.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Provide modular building, demolish storage shed, make repairs to car park surfacing	Minimal essential maintenance	Relocate to new depot and relocate modular building to alternative site	
£101,000	£1,000	£5,000	
Asset Recommendations			

**Short Term Occupation. (5 years)**

The site is temporary pending construction of a new purpose built centre. As owners, DCC has actively marketed the site for sale for many years and will be sold at some stage. Following approval from DCC to operate from this site for a 5-year period to coincide with the completion of a new purpose built facility, a new modular building is required to provide mess/office/toilet facilities for staff operating from the depot. When the new facility is complete the building will be relocated to alternative sites.



Property Name:	<b>Blandford Waste Transfer Station &amp; Household Recycling Centre</b>	Address:	Shaftesbury Lane, Blandford DT11 7EG
Facility Description:	HRC for Blandford and nearby villages and WTS for North Dorset area	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	SUEZ		
Site Tenure:	Lease	Lease Ref:	09918
Lease Terms:	Full repairing lease		
Lease Start:	31/08/2016	Lease finish:	31/08/2026
Rent:	£108,000	Rates	£22,534
Condition Report	<p>The waste transfer barn remains in poor condition and not suitable for the separated waste streams. The service provided at this site is inflexible with tipping windows for DWP collection service and contractors bulkers. Food waste tipped on the floor is hazardous and damaging the concrete. The ventilation system is in poor condition and need of replacement. Drainage is inadequate and in need of replacement. The HRC partially split level, and in need of small investment to maintain a safe standard. The office accommodation is a modular building with sufficient facilities for the current staffing levels.</p>		
Property Description	<p>Access to the site is gained from Shaftesbury Lane, on a road owned by SUEZ, but shared with neighbouring businesses. The site consists of a HRC and WTB with separate entrances to each. The HRC operates a one-way system with separate entrance and exit, the WTB has only one way in and out which restricts the number of vehicles on the site at any one time. The site contains containers accessed using gantry steps for all but garden waste which is tipped into the main barn through a hatch. The site closes for bin changes which causes congestion on the shared access road and can filter onto Shaftesbury Lane. With the transfer building on the same site vehicles can often be held up in queues and affect round collection time and bulking windows.</p>		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs		Medium Term 3-5 yrs	Long Term 5+ yrs

Undertake low level maintenance to avoid deterioration of the existing building in advance of a new site being occupied. There will be a need to revert the property to the condition when first leased which will require investment and reflected in the costs.	Complete works required prior to handback of site.	Not yet known.
£60,200	£52,000	£0
Asset Recommendation		
<p><b>Hand Back at end of Lease in 2021</b></p> <p>Approval for a new site has been granted by the DWP Joint Committee. Site selection is currently underway with construction of the preferred site completed in 2020.</p> <p>Remedial works need to be undertaken to hand this site back in an acceptable condition under the terms of the lease. The waste transfer barn remains in poor condition and not suitable for the separated waste streams. The service provided at this site is inflexible with tipping windows for DWP collection service and contractors bulkers. Food waste tipped on the floor is hazardous and damaging the concrete. The ventilation system is in poor condition and need of replacement. Drainage is inadequate and in need of replacement.</p> <p>The HRC is only part split level, and in need of small investment to maintain a safe standard. The office accommodation is a modular building with sufficient facilities for the current staffing levels.</p>		



from the depot transferring to Ferndown. The office accommodation and store is in good condition having been purpose built in 2015. No issues identified.



Property Name:	<b>Bridec Depot</b>	Address:	West Bay Road Bridport DT6 3QH
Facility Description:	Operational depot servicing West Dorset area	Premises Responsible Person:	Mike Haines Operations Manager
Site Owner:	West Dorset District Council		
Site Tenure:	Leasehold	Lease Ref:	10204
Lease Terms:	Lease of Bridport Bridec Depot		
Lease Start:	01/04/2013	Lease finish:	31/03/2023
Rent:	£10,529	Rates	£4,335
Condition Report	The office accommodation is in good condition although mess facilities are small for the number of operatives at the depot. The ISO containers are in poor condition and will be replaced in 2017.		
Property Description	The depot consists of modular buildings, offices and mess facilities, ISO containers for storage of equipment and fuels and a free standing building for storage of oils and the pressure washer. A new fuel tank was installed in 2016.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Replace ISO containers. Improve broadband connectivity	Upgrade CCTV Upgrade Lighting	Replace office accommodation when beyond useful life. Provide larger mess area.	
£23,250	£3,000	£80,000	
Asset Recommendations			
<b>Retain. Secure Long Term Use</b>			
The office accommodation is in good condition although mess facilities are small for the number of operatives at the depot. The ISO containers are in poor condition and will be replaced in 2017. The depot would benefit from increased commercial and garden waste activities, but to achieve this additional parking would be required at the depot which would involve remodelling the site and planning consent.			



Property Name:	<b>Bridport Waste Transfer Station &amp; Household Recycling Centre</b>	Address:	Broomhills Nursery West Bay Fields Bridport DT6 5LB
Facility Description:	HRC for Bridport and nearby villages and WTS for West Dorset area	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council		
Site Tenure:	Freehold	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£22,534
Condition Report	The new facility is in good condition, with minor alterations required to enhance the site. There continues to be regular faults with the fire suppression system which has resulted in monthly callouts.		
Property Description	The newly opened Bridport Waste Management Centre is located off the Bridport Bypass and accessed from a traffic signal controlled junction. The site is split level with the higher level public area and a lower level yard area and waste transfer barn. The site benefits from photovoltaic cells, natural drainage and a fire suppression system for the transfer barn. The site includes 3 ponds, extensive landscaping and a sedum roof		
<b>Asset Management Requirements</b>			
	Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
	Minor improvements are required to maintain the integrity of the buildings and improve safety for staff. New lighting by access gate.	Undertake an annual programme of repair and maintenance. Undertake deep clean of transfer barn. Clean ponds.	Undertake an annual programme of repair and maintenance
	£13,000	£3,500	£5,000
Asset Recommendation			
<b>Retain. Long Term Occupation.</b>			

This new facility was completed and opened in October 2015. A strategic facility that will be retained long term. The new facility is in good condition, with minor alterations required to enhance the site.



Property Name:	<b>Christchurch Household Recycling Centre</b>	Address:	Wilverley Road Christchurch BH23 3RU
Facility Description:	HRC for Christchurch and nearby villages	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Christchurch Borough Council		
Site Tenure:	Leasehold	Lease Ref:	09969
Lease Terms:	n/a		
Lease Start:	13/09/2009	Lease finish:	12/09/2029
Rent:	£2,491	Rates	£21,494
Condition Report	The site office is small and cluttered and would benefit from being larger. There are currently no shower facilities on site. Office and mess facilities are in the form of modular buildings which will need replacing in the longer term.		
Property Description	Access to the site is from Wilverley Road and provides access for all users of the site. A one-way system is in operation within the site with the public circulating the perimeter of the site and operators carrying out all activities from within the central yard area. These traffic management arrangements are intended to separate the public's vehicles from the operators' activities and allows the site to remain open when container changes are undertaken. Site accommodation is in the form of two steel containers, the Office and WC facing the entrance gate and a second, a store in the corner of the site behind the Office. The accommodation in this building comprises an office with an inner lobby leading to a WC. The remaining container consists of a single room containing restroom facilities comprising a water heater and single drainer sink unit. The Store contains the incoming electrical control gear and meter. This site has no shower facility.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs		Medium Term 3-5 yrs	
		Long Term 5+ yrs	

Provide shower facilities. Upgrade lighting	Replace security fencing around the site.	Replace with split level site
£12,400	£10,000	£3,000,000
Asset Recommendations		
<p><b>Retain. Long Term Occupation.</b></p> <p>The development of the site into a split level facility may be but this is a low priority due to finance. The site office is small and cluttered and would benefit from being larger. There are currently no shower facilities on site. Office and mess facilities are in the form of modular buildings which will need replacing in the longer term.</p>		



Property Name:	Crookhill Depot	Address:	Chickerell Road Chickerell Weymouth DT3 4DQ
Facility Description:	Operational depot and transfer servicing West Dorset Weymouth and Portland	Premises Responsible Person:	Andy Cadman Operations Manager
Site Owner:	Weymouth and Portland Borough Council		
Site Tenure:	Leasehold	Lease Ref:	10207
Lease Terms:	Offices, yard area and waste transfer building		
Lease Start:	01/04/2013	Lease finish:	31/03/2023
Rent:	£57,563	Rates	Included in the rent
Condition Report	The office accommodation is in good condition. The transfer barn and yard area requires investment to improve reliability. Drainage issues and movement of concrete hardstanding to the yard area is a cause for concern. Currently in discussion with landowner, WPBC.		
Property Description	The depot consists of dedicated offices within the main building owned and occupied by the local authority. Much of the yard area is included in the DWP lease as is the wash-down and transfer building. The transfer building consists of a covered area for one bulker, weighbridge and direct tipping from a ramp. The yard area provides parking for DWP vehicles, storage of bins and other materials. There is a large fuel tank located on the southern boundary at the foot of the ramp to the transfer building.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Provide replacement roller doors to transfer barn. Provide gate on the access way to the tipping bay. Investigate and remediate drainage issues and movement in concrete hardstanding.	Consider installing CCTV Upgrade Lighting Carry out improvements to Transfer Barn	Possible replacement of weighbridge.	
£63,300	£20,000	£80,000	
Asset Recommendations			
Retain. Secure Long Term Use			

The depot covers the densely populated Weymouth and Portland and parts of West Dorset. The site has good facilities, including a waste transfer building, a vehicle maintenance depot and good access. The office accommodation is in good condition. The transfer barn and yard area requires investment to improve reliability. Drainage issues and ground movement of concrete hardstanding to the yard area is a cause for concern. Currently in discussion with landowner.



Property Name:	<b>Dorchester Household Recycling Centre</b>	Address:	Louds Mill, Dorchester, DT1 1PE
Facility Description:	HRC for Dorchester and nearby villages	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Wessex Water		
Site Tenure:	Leasehold	Lease Ref:	00160
Lease Terms:	n/a		
Lease Start:	25/03/1999	Lease finish:	01/06/2006
Rent:	£8,000	Rates	£7,400
Condition Report	Office/mess facilities inadequate and require replacement to include shower facilities. The site is small and closes for bin changes causing disruption to neighbouring businesses. An alternative site is required to provide split level facilities with adequate visitor provision and prevents queueing on the access road.		
Property Description	Dorchester HRC is located at the end of Louds Mill Industrial Estate on land leased from Wessex Water. Access to the HRC is along the residential street St Georges Road and a metalled road through the industrial estate with few passing places. The site is single level with containers accessed using gantry steps. Container changes take place several times a day and requires the site to close its gates and clear all public from the site. Changes take on average around 20 minutes, causing disruption to neighbouring business owners whose customers are prevented from accessing their premises due to queueing traffic. Due to the restricted width of the site some vehicles have difficulty with reversing trailers. The lease for this site has expired and Wessex Water appear content to continue on this basis, although the DWP is keen to enter into a lease to secure the site until a long term alternative can be found.		
<b>Asset Management Requirements</b>			
	Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
	Upgrade mess/ office/wc/ shower facilities.	Replace with split level site	Undertake an annual programme of repair and maintenance.
	£32,600	£3,000,000	£10,000

Asset Recommendations

**Investigate Replacement Site**

There is currently no lease in place due to Wessex Water reviewing their portfolio of offices and properties. The current site is inadequate.

Office/mess facilities are inadequate and require replacement to include shower facilities. The site is small and closes for bin changes causing disruption to neighbouring businesses. An alternative site is required to provide split level facilities with adequate visitor provision that prevents queueing on the access road and annoyance to neighbouring businesses.



Property Name:	<b>Ferndown Depot</b>	Address:	Haviland Road, Ferndown BH21 7RQ
Facility Description:	Operational depot serving East Dorset	Premises Responsible Person:	Dave Nichols Operations Manager
Site Owner:			
Site Tenure:	Leasehold	Lease Ref:	10284
Lease Terms:			
Lease Start:	23/12/2014	Lease finish:	22/12/2019
Rent:	£65,000	Rates	£12,776
Condition Report	The modular buildings are subject to regular maintenance due to their age and will require replacement in the medium term. This is a similar position for the ISO containers. The yard area is in good condition, security would be improved through repair of fencing and replacement of one set of gates and repair to another.		
Property Description	The office and mess accommodation is in the form of a number of modular buildings and storage by means of ISO containers. DWP vehicle parking is provided within the secure area of the site and staff parking is provided on the access track to the depot.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Carry out repairs to fencing and 1 set of gates and replacement of the main gates.	Replace modular office buildings.	Undertake and annual programme of repair and maintenance	
£12,300	£69,000	£10,000	
Asset Recommendations			
<b>Retain but Review</b>			
Location and size of depot is reasonable; however, the tenure is not secure. If approval is given to replace Wimborne HRC or provide a waste transfer facility in the area, then it may be efficient to relocate the depot. The modular buildings are subject to regular maintenance due to their age and will require replacement in the medium term. This is a similar position for the ISO containers.			

The yard area is in good condition. Security would be improved through repair of fencing and replacement of one set of gates and repair to another.



Property Name:	Hurn Waste Transfer Station	Address:	Chapel Lane Parley Dorset BH23 6BG
Facility Description:	Waste Transfer facility serving East Dorset and Christchurch	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council & Bournemouth Borough Council		
Site Tenure:	Leasehold	Lease Ref:	00160
Lease Terms:	n/a		
Lease Start:	25/03/1999	Lease finish:	01/06/2006
Rent:	£105,750	Rates	£53,676
Condition Report	The site is generous in size with no major financial commitments required. There has been low level maintenance over the years so the site would benefit from a programme of maintenance and decoration. The major cost will be the repair of the fencing which is damaged in places, particularly the extremely high fencing on the eastern boundary.		
Property Description	Hurn MRF is located off Chapel Lane and is Dorset only material recycling facility. It comprises of a waste transfer barn and recycling plant and labour to sort and bale material for onward transit. The material recycling equipment is located on the lower level and waste transfer on the upper level. The site consists of a gated access weighbridge, brick build office and mess facilities with a pitched tiled roof, a portakabin for training purposes and meetings, extensive yard area and storage bays for glass and food container. It is noted that this site is not included on the deep clean register. It is recommended that a deep clean is undertaken to maintain the building in good order.		
Asset Management Requirements			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Undertake an annual programme of repair and maintenance. Repair damaged fence.	Undertake an annual programme of repair and maintenance.	Undertake an annual programme of repair and maintenance.	
£17,600	£1,000	£1,000	

Asset Recommendations
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Retain. Secure Long Term Lease
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Continue with current service and consider the opportunities for other uses (waste transfer contingency / depot) on the site.
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The site is generous in size with no major financial commitments required. There has been low level maintenance over the years so the site would benefit from a programme of maintenance and decoration. The major cost will be the repair of the fencing which is damaged in places, particularly the extremely high fencing on the eastern boundary.
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Property Name:	<b>Hybris Material Recycling Facility</b>	Address:	The Scotton Way, Hybris Business Park, Crossways Dorset DT2 8BF
Facility Description:	Material Recycling Facility serving primarily West, Weymouth and Purbeck	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council		
Site Tenure:	Freehold	Lease Ref:	
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	01/06/2006
Rent:	£105,750	Rates	£25,100
Condition Report	The site has 2 suitably sized buildings to accommodate the material delivered to the site with no major financial commitments required. There has been low level maintenance over the years so the site would benefit from a programme of maintenance and decoration. The major cost will be the repair of ventilation system which has been damaged by vehicles and not operating correctly. It is recommended that a deep clean is undertaken to maintain the building in good order.		
Property Description	Hybris Transfer Station is located at the end of the business park directly from Scotton Way. A single Double Gate affords access and egress to the site. This access leads directly to an open yard between two industrial barns which are powder coated profiled steel with concrete skirts. The yard contains a weighbridge and two welfare buildings with restroom and kitchenette facilities and an office for the site manager weighbridge management system and two WC's. Site services include power, water, and surface water and foul drainage. It is noted that this site is not included on the deep clean register. It is recommended that a deep clean is undertaken to maintain the building in good order.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Undertake an annual programme of repair and maintenance. Repair damaged ventilation	Undertake an annual programme of repair and maintenance. Review the	Undertake an annual programme of repair and maintenance.	

system a deep clean of both buildings.	modular buildings and replace if necessary.	
£18,400	£61,000	£10,000
Asset Recommendations		
<p><b>Retain.</b></p> <p>This site is situated in a key location and used by vehicles from several areas. The site has 2 suitably sized buildings to accommodate the material delivered to the site with no major financial commitments required. There has been low level maintenance over the years so the site would benefit from a programme of maintenance and decoration. The major cost will be the repair of ventilation system which has been damaged by vehicles and is not operating correctly. It is recommended that a deep clean is undertaken to maintain the building in good order.</p>		



Property Name:	<b>Portland Household Recycling Centre</b>	Address:	Easton Lane, Portland, Dorset DT2 8BF
Facility Description:	Household Recycling Centre serving Weymouth and Portland	Premises Responsible Person:	David Diaz Property Manager
Site Owner:			
Site Tenure:	Leasehold	Lease Ref:	04687
Lease Terms:	n/a		
Lease Start:	01/02/2007	Lease finish:	31/07/2025
Rent:	£23,896	Rates	£18,762
Condition Report	The main concern with this site is the remote location of the site offices which are not accessible during the working day. A new mess facility is required for staff to include toilet, kitchen and mess area. Damage has been caused to the gabion baskets in the yard area which will require replacement. The general condition of the site is good with minor maintenance improvements at relatively low cost.		
Property Description	Access to the site is directly from Easton Lane and shared with a small number of private businesses. There are separate accesses at the lower level for the public and operators' vehicles. Operators vehicles exit at the same point whilst the public exit from at the top of the site. The site has containers accessed by gantry steps as well a transfer building for wood, garden waste and bulky items. Parking and reversing is less controlled given the location of containers and the main barn. The parking areas close during bin changes but in most instances all traffic queues within the site. Site accommodation is housed in a purpose built block, adjacent to the entrance gate, comprising a single storey gable ended building with rendered cavity walls and a pitched fibre cement slated roof. This building at the entrance gate is fitted with external security shutters which are electrically operated and the accommodation comprises a cloakroom area, manager's office, restroom /kitchenette, plant room, W.C., Shower Room and central corridor. All rooms are ventilated by extract units operated with the lighting. This building is remote to the main working area of site staff and		

	little used. There is a small standard metal container at the top of the site by the exit gate which is the mess area for site staff. This is a small single room which is used as a rest room. This container contains the site incoming electrical service, and catering facilities although there is no sink or running water.	
<b>Asset Management Requirements</b>		
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
Undertake an annual programme of repair and maintenance. Provide mess accommodation for staff adjacent to the small container.	Undertake an annual programme of repair and maintenance.	Undertake an annual programme of repair and maintenance.
£37,950	£1,000	£1,000
<b>Asset Recommendations</b>		
<p><b>Retain.</b> The site is a good modern facility and ideally located to serve resident of Portland and southern area of Weymouth. The main concern with this site is the remote location of the site offices which are not accessible during the working day. A new mess facility is required for staff to include toilet, kitchen and mess area. Damage has been caused to the gabion baskets in the yard area which will require replacement.</p>		



Property Name:	<b>Poundbury Depot</b>	Address:	Poundbury West Ind Estate Dorchester DT1 2PG
Facility Description:	Operational depot serving West Dorset	Premises Responsible Person:	Mike Haines Operations Manager
Site Owner:	West Dorset District Council		
Site Tenure:	Leasehold	Lease Ref:	10284
Lease Terms:	Lease of Poundbury Depot		
Lease Start:	01/04/2013	Lease finish:	31/03/2023
Rent:	£63,800	Rates	£31,713
Condition Report	The depot is in good condition with only minor improvement works required. More recently the site has experienced problems with drainage which has resulted from the lack of a maintenance regime being in place.		
Property Description	This purpose built depot consists of offices, mess facilities, toilet/ shower/ kitchen facilities and storage areas on the ground floor. On the first floor are office facilities, meeting rooms, toilets and a kitchen. Attached to the depot is a vehicle maintenance workshop. There is a yard area for vehicle parking and fuel storage.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Various tests and certification are out of date. Carry out tests on equipment and ensure a regular cycle is set up. Paint workshop floor and renew white lining around the yard area.	Consider renewing paint and decoration to offices and mess areas. Consider part of the current vehicle workshop for bin storage when the new Blandford site is complete.	Undertake an annual programme of repair and maintenance	
£17,900	£3,000	£10,000	
Asset Recommendation			
<b>Retain. Secure Long Term Use</b>			

When the new site in Blandford is complete a review of the vehicle maintenance workshops may provide an opportunity to reduce the number of vehicle maintenance bays and in turn provide capacity for bin storage. The depot is in good condition with only minor improvement works required.



Property Name:	<b>Shaftesbury Depot</b>	Address:	Longmead, Shaftesbury SP7 8PL
Facility Description:	Operational depot serving North Dorset	Premises Responsible Person:	Ian Brewer Operations Manager
Site Owner:	North Dorset District Council		
Site Tenure:	Leasehold	Lease Ref:	10331
Lease Terms:	Lease of Longmead Depot		
Lease Start:	29/06/2015	Lease finish:	28/06/2020
Rent:	£0	Rates	£10,267
Condition Report	The main mess area toilets and shower room are in reasonable condition and benefits from being a brick building. Some areas for improvement have been identified in the short term but generally minor. The vehicle workshop is in need of lining, improved signage, works to the fire escape door and improved lighting in the office. The manager and supervisors office is a cabin which is in a reasonable condition but is small. There is little room for meetings and no areas for confidential meetings.		
Property Description	The site is an industrial unit on a trading estate with its own security fence matching the double gates. Access is straightforward and there is adequate parking on the adjacent car park with overspill on the site should this be full. The site contains a workshop, stores, welfare facilities and an administration office which is housed in a recently positioned Portakabin building.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Paint the floor throughout the main building, repair damaged guttering, connect sink waste to the main drainage system, improvements to the vehicle workshop. Purchase an additional cabin for meetings and operations manager.	Consider use of the site following construction of Blandford Combined Facility.	Not yet known.	
£36,200	£1,000	£0	

Asset Recommendations

**Retain to 2021.**

It is anticipated that this depot will be closed and relocated to Blandford when the new waste management centre is built. The main mess area, toilets and shower room are in reasonable condition. Some areas for maintenance have been identified in the short term but generally minor. The vehicle workshop is in need of lining, improved signage, works to the fire escape door and improved lighting in the office.

The manager and supervisors' office is a modular building which, although in a reasonable condition is too small for the number of staff. There is no room for meetings and no areas for confidential meetings. The site requires an additional modular building which will be relocated on site closure.



Property Name:	<b>Shaftesbury Household Recycling Centre</b>	Address:	Wincombe Business Park, Shaftesbury, Dorset, SP7 9QJ
Facility Description:	Household Recycling Centre serving Shaftesbury, Gillingham and surrounding villages.	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council		
Site Tenure:	n/a	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£8,590
Condition Report	The general condition of the site is good with a flat yard area with suitable drainage. The brick build accommodation would benefit from decoration and the perimeter from new chain link fencing. With increased development planned for Gillingham a decision will be required long term on whether to retain Shaftesbury HRC or build a larger split level site in Gillingham.		
Property Description	Shaftesbury HRC is located on the Wincombe Business Park located to the north of Shaftesbury. The HRC is on a level site with containers located on each side of the site accessed by gantry steps. The entrance to the HRC is central to the site with sufficient width for vehicles to reverse into bays on either side. The office/mess facilities are purpose build cavity wall construction with facing bricks to the external skin and a pitched tiled roof. The site is secure with walls on three sides and high level closed board fencing to the rear.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Undertake an annual programme of repair and maintenance	Undertake an annual programme of repair and maintenance.	Undertake an annual programme of repair and maintenance.	
£5,500	£1,000	£1,000	
Asset Recommendations			
<p><b>Retain Existing HRC in the short term.</b></p> <p><b>Potential new site in Shaftesbury or Gillingham when developer contributions are collected.</b></p> <p>With the population growth in the North Dorset area centred on, and land identified for a new site in Gillingham within the North Dorset Local Plan, it is likely a new site will be built in Gillingham. When this takes place the Shaftesbury site will be redundant and disposed of. The</p>			

general condition of the site is good with a flat yard area with suitable drainage. The brick build accommodation would benefit from decoration and the perimeter from new chain link fencing. With increased development planned for Gillingham, a decision will be required long term on whether to retain Shaftesbury HRC or build a larger split level site in Gillingham.



Property Name:	<b>Sherborne Depot</b>	Address:	Ludbourne Road, Sherborne, Dorset DT9 3NJ
Facility Description:	Operational depot servicing Blandford area	Premises Responsible Person:	Mike Haines Operations Manager
Site Owner:	West Dorset District Council		
Site Tenure:	Leasehold	Lease Ref:	10205
Lease Terms:	Service Charge Only		
Lease Start:	01/04/2013	Lease finish:	31/03/2023
Rent:	£684	Rates	£690
Condition Report	This open yard avoids sweepers travelling long distances for daily use across Sherborne. An alternative shared site with provision for mess/toilets facilities is preferred and should be investigated.		
Property Description	This small yard area is used to park 2 street sweepers and includes a shed which houses various equipment and oil for daily use.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
No essential maintenance	No essential maintenance	No essential maintenance	
£0	£0	£0	
Asset Recommendations			
<b>Look for alternative shared site</b>			
This site does not meet minimum H&S requirements and should be closed once an alternative site can be secured. This open yard avoids sweepers travelling long distances for daily use across Sherborne. An alternative shared site with provision for mess/ toilets facilities is preferred and should be investigated.			



Property Name:	<b>Sherborne Waste Transfer Centre Household Recycling Centre</b>	Address:	West Mill Lane, Sherborne, Dorset, DT9 6EE
Facility Description:	Waste Transfer of household collections for West and North Dorset. Household Recycling Centre serving Sherborne and surrounding villages.	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Sherborne Castle Estates		
Site Tenure:		Lease Ref:	05308
Lease Terms:	n/a		
Lease Start:	13/08/1999	Lease finish:	28/09/2023
Rent:	£54,363	Rates	£24,600
Condition Report	The general condition of the site is reasonable, the HRC is tidy with good road surfacing, and containers are accessed using gantry steps. The waste transfer building is structurally safe although there are signs of damage to the fabric of the building. The barn floor is in need of replacement having eroded away and exposed the steel reinforcement, this has now become a trip hazard. The pump room suffers rat infestation and would benefit from being rebuilt with solid blockwork with metal doors to prevent further damage. Site office and mess is in reasonable condition but would benefit from a clear out and decoration and replacement in 5 to 10 years' time.		
Property Description	Access to the waste management centre is off the A352, along the narrow West Mill Lane and used by all vehicles needing to access the HRC and WTB. The household recycling centre has containers accessed by gantry steps as well as access to the transfer barn from the higher level. The household recycling centre has in place traffic management arrangements when bin changes are undertaken and whilst queueing traffic results from the temporary closure, there are no other businesses affected. The waste transfer area has two barn, the second one was constructed in 2014 and provides additional covered storage. Site accommodation is provided adjacent to the weighbridge at the lower level, comprising a single storey container building comprising a manager's/weighbridge office, restroom		

	/kitchenette, disabled W.C., W.C., Shower Room and corridor. There is a second metal container building which forms a booth for supervision at the higher level. This is a small single room which is used as a rest room.	
<b>Asset Management Requirements</b>		
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
Rebuild the pump room in blockwork and undertake minor repairs and maintenance.	Renew barn floor, repair fabric of the main barn and supports and replace the mess/office facilities.	Undertake an annual programme of repair and maintenance.
£44,000	£101,000	£10,000
Asset Recommendations		
<p><b>Retain. Secure Long Term Lease</b></p> <p>The general condition of the site is reasonable, the HRC is tidy with good road surfacing, and containers for depositing some material is accessed using gantry steps. The waste transfer building is structurally safe although there are signs of damage to the fabric of the building. The barn floor is in need of replacement, the concrete has eroded in areas and exposed the steel reinforcement which results in a weakening of the concrete and has now become a trip hazard. The pump room suffers rat infestation and would benefit from being rebuilt with solid blockwork with metal doors to prevent further damage. Site office and mess is in reasonable condition but would benefit from re-decoration and replacement in 5 to 10 years' time.</p>		



Property Name:	<b>Swanage Household Recycling Centre</b>	Address:	West Mill Lane, Prospect Business Park, Victoria Avenue, Swanage BH19 1EJ
Facility Description:	Household Recycling Centre serving Swanage and surrounding villages.	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Purbeck District Council		
Site Tenure:	Leasehold	Lease Ref:	10090
Lease Terms:	Lease of all land within the site boundary and a contribution to the access road maintenance and upkeep.		
Lease Start:	19/11/2010	Lease finish:	18/11/2135
Rent:	£5,100	Rates	£37,274
Condition Report	The site was opened in 2010 and is well established and screened. Overall condition is good. The landscaping is extensive and requires management. There is evidence of water ingress in parts of the building which require investigation. A deep clean is required and internal decoration in some areas.		
Property Description	Access to the HRC is at the end of Prospect Business Park. The site has a combined entrance for the public and operators' vehicles. The site is divided into two areas. At the lower level is the operator's yard area where bulking and container changes are undertaken. The higher level public area has the rubble container, recycling banks and a waste oil, gas canister, and paint depository. There is also an indoor store for the WEEE recycling. Site accommodation consists of a block built building finished with stone gabions. The accommodation includes a restroom/kitchenette area with views of the upper public area, manager's office overlooking the lower yard, plant room, stairwell and Disabled Access W.C and Shower Room below.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Investigate water ingress and carry out remedial work. Deep clean and decoration.	Undertake an annual programme of repair and maintenance.	Undertake an annual programme of repair and maintenance.	

£7,400	£1,000	£1,000
Asset Recommendations		
<p><b>Retain Long Term</b></p> <p>Modern purpose built facility. The site was opened in 2010 and is well established and screened. Overall condition is good. The landscaping is extensive and requires management. There is evidence of water ingress in parts of the building which require investigation. A deep clean is required and internal decoration in some areas.</p> <p>Expand services on site to include small volumes of waste transfer. This will require improvements to the drainage system.</p>		



Property Name:	<b>Wareham Depot</b>	Address:	Westminster Road, Wareham BH20 4SW
Facility Description:	Operational depot serving Purbeck District	Premises Responsible Person:	Ian Brewer Operations Manager
Site Owner:	Purbeck District Council		
Site Tenure:	Agreement	Lease Ref:	Not in place
Lease Terms:	None		
Lease Start:		Lease finish:	
Rent:	£30,000	Rates	£10,267
Condition Report	The depot is in a very poor condition with poor facilities for staff. The site would benefit from demolition and new improved accommodation for the staff and workforce.		
Property Description	Access to the site is off Westminster Road through a single drop barrier entrance for all vehicles. Site accommodation is within a single storey building and services include, power, gas, water, telephone, surface and foul water drainage. Heating is achieved with electric room heaters. The diesel oil storage is disused/obsolete; depot staff use the nearby Highways depot for refuelling. The Diesel fuel is banded outside the tank within the building.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Demolish the rear single storey depot building and refurbish the two storey building at the front of the site. DWP to occupy the ground floor and PDC to modify the first floor for short term business lets. PDC have a budget of circa £400k to complete the works.	Undertake an annual programme of repair and maintenance	Undertake an annual programme of repair and maintenance	

£101,000	£3,000	£1,000
Asset Recommendation		
<p><b>Retain. Secure long term use</b></p> <p>Once works are completed the long term future of the depot should be secured for depot facilities for household collection, commercial and garden waste vehicles.</p> <p>The depot is currently in a very poor condition with poor facilities for staff. The site will benefit from demolition and new improved accommodation for the staff and workforce.</p>		



Property Name:	<b>Wareham Household Recycling Centre</b>	Address:	Westminster Road Wareham BH19 4SN
Facility Description:	Household Recycling Centre serving Wareham and surrounding villages.	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council		
Site Tenure:	Freehold	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£16,764
Condition Report	Although erected some time ago the accommodation building is of a suitable size and in reasonable condition. Only minor repairs and maintenance is required at this stage.		
Property Description	Access to the site is directly from Westminster Road through a double gated entrance. The public circulate the one-way system around the HRC depositing material in containers accessed using gantry steps. The operational yard area is within the central area and allows for bin changes without the need to close the site. Located in the building to the right of the main entrance gates is the office and welfare facilities. This also contains an education centre accessed from a separate entrance within the HRC. The building is a modular timber building erected approximately 40 to 50 years ago getting towards the end of its design life. In the South West corner of the site radio transmitter tower is present and this is operated by Vodafone and Orange.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Undertake an annual programme of repair and maintenance.	Undertake an annual programme of repair and maintenance.	Undertake an annual programme of repair and maintenance.	
£4,000	£1,000	£1,000	
Asset Recommendations			
<b>Retain Long Term</b>			
Whilst not split level the layout of the HRC has secure areas for the public and operators' vehicles.			

The development of the site into a split level facility may be beneficial but this is a low priority due to finance. Although erected some time ago the accommodation building is of a suitable size and in reasonable condition. Only minor repairs and maintenance is required at this stage.



Property Name:	<b>Weymouth Household Recycling Centre</b>	Address:	Lodmoor, Preston Beach Road, Weymouth DT3 5JW
Facility Description:	Household Recycling Centre serving Weymouth and surrounding villages.	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Weymouth & Portland Borough Council		
Site Tenure:	Leasehold	Lease Ref:	08689
Lease Terms:	n/a		
Lease Start:	01/01/2001	Lease finish:	31/12/2025
Rent:	£1,800	Rates	£15,284
Condition Report	Although somewhat restrictive is size and layout, the office adjacent to the weighbridge is suitable. Future replacement of the container officer will be required and at that stage more appropriate accommodation should be considered.		
Property Description	Access to the site is from Preston Beach Road with separate entrance and exit gates. The site also has a separate access for operators' vehicles delivering and collecting containers and includes a weighbridge. The public use the one-way tarmac road around the perimeter of the site and parking spaces provided. The central concrete area is for the sole use of the operator and allows for container changes without the need to close the site. Site accommodation is in the form of two steel containers, adjacent to the weighbridge and entrance gate. The weighbridge office contains the incoming electrical control gear and meter. The accommodation in this building comprises an office with an inner lobby leading to a WC. The remaining container consists of a single room containing restroom facilities comprising a water heater and single drainer sink unit, toilets and shower.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Undertake an annual programme of repair and maintenance.	Replace accommodation. Undertake an annual	Undertake an annual programme of repair and maintenance.	

	programme of repair and maintenance.	
£6,500	£100,000	£10,000
Asset Recommendation		
<p><b>Retain Long Term</b></p> <p>Whilst sites exist at nearby Portland and Dorchester, Weymouth serves the borough residents and linked villages. Although somewhat restrictive is size and layout, the office adjacent to the weighbridge is suitable for its purpose. The development of the site into a split level facility may be but this is a low priority due to finance. Future replacement of the container officer will be required and at that stage more appropriate accommodation should be considered.</p>		



Property Name:	Wimborne Household Recycling Centre	Address:	Brook Road, Wimborne, BH21 2BH
Facility Description:	Household Recycling Centre serving Wimborne and surrounding villages.	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	East Dorset District Council		
Site Tenure:	Leasehold	Lease Ref:	09984/07846
Lease Terms:			
Lease Start:	15/05/2009	Lease finish:	31/07/2016
Rent:	£7,000	Rates	£5,324
Condition Report	An extremely small restrictive site. Site accommodation does not meet minimum requirements for staff numbers and the site is too small for the number of visitors. An alternative larger split level site is required for the Wimborne/Ferndown/East Dorset area.		
Property Description	Wimborne HRC is located at the end of Brook Road Industrial Estate. Brook Road has residential development to the west and light industrial units to the east. Parking takes place along the eastern side of Brook Road for the majority of its length, therefore reducing the road to single carriageway with passing places at each junction, therefore impacting on traffic movements when container changes take place. The site is one of the smallest in Dorset with all operations undertaken by hand due to there being insufficient room for mechanical compaction machines. The site closes for container changes which results in traffic disruption on Brook Road, which will become more of an issue when the new development opposite is complete. The site is a level site with containers accessed by gantry steps. Vehicles reverse into marked spaces on the southern side, although containers are situated on both sides. Facilities for staff at the site are extremely poor with staff occupying a small container office which has an office toilet and shower room. There are no mess quarters therefore the office doubles up as a kitchen and mess room.		
<b>Asset Management Requirements</b>			
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs	
Provide mess facilities for staff. Undertake an annual	Ad hoc maintenance (or New HRC to serve	Undertake an annual programme of repair and maintenance.	

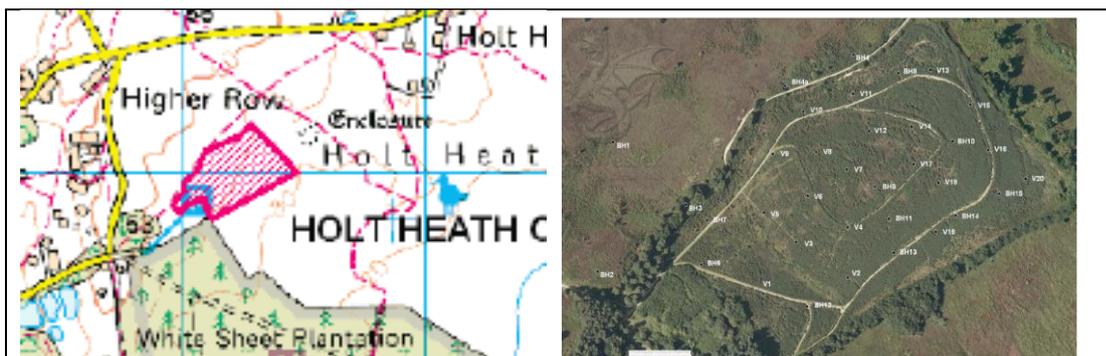
programme of repair and maintenance.	Wimborne/Ferndown/Eat Dorset residents)	
£42,650	£1000 (£3 million)	£1,000
Asset Recommendation		
<p>Retain Short Term</p> <p>An extremely small restrictive site. Site accommodation does not meet minimum requirements for staff numbers and the site is too small for the number of visitors. An alternative larger split level site is required for the Wimborne/Ferndown/East Dorset area should be considered.</p>		

Appendix 6 – Asset Condition Reports for Actively Monitored Closed Landfills

Appendix 6 – Asset Condition Reports for Actively Monitored Closed Landfill Sites

			
Property Name:	<b>Conyger Coppice</b>	Address:	Castle Lane Okeford Fitzpaine DT11 0RJ
Facility Description:	Closed Landfill	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council		
Site Tenure:	None	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£0
Condition Report			
Property Description	<p>Closed landfill site with leachate treatment plant, approximately 4 hectares within an agricultural setting.                      Depth of fill unknown. Regular occupation by casual traveller/gypsy encampments. Leachate plant regularly monitored.                      Engineering: Unknown, but assumed to be unlined, dilute and disperse with variable cover.                      Waste types: Unknown.                      Geology: Recent Pleistocene and plateau gravel underlain by Kimmeridge Clay and Cretaceous Gault.                      Hydrogeology: Minor aquifer of plateau gravel may extend into site. Not within Source Protection Zone.                      Nearest public water supply at Okeford Fitzpaine, 1.5km.</p> <p>History:                      1966: Planning permission for waste disposal.                      1966: Site purchased.                      1966: Tipping believed to have commenced.                      1974: Site passed to Dorset County Council following LGR.                      1977: Tipping completed.</p>		

	1981: Leachate treatment plant constructed. 2004: Treatment plant refurbishment.	
<b>Asset Management Requirements</b>		
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection
£41,116.80 pa	£41,733.55 pa	£42,359.56 pa
Asset Recommendations		
<b>Long Term Monitoring. (30+ years)</b>		



Property Name:	<b>Holt Heath</b>	Address:	White Sheet Plantation Nr. Wimborne BH21 7DB
Facility Description:	Closed Landfill	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	The National Trust		
Site Tenure:	None	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£0
Condition Report			
Property Description	<p>Closed landfill site, approximately 8.6 hectares within the Holt Heath Site of Special Scientific Interest, comprising common land. Depth of fill approximately 10 metres. Regularly monitored for landfill gas, ground and surface waters.</p> <p>Engineering: Unlined dilute and disperse. Subsequent re-profiling, capping with heathland restoration.</p> <p>Waste types: Predominantly household waste with some commercial waste, including some liquid fat, asbestos and hazardous chemicals.</p> <p>Geology: Indeterminate river terrace and head drift deposits underlain by Eocene sand, clay and gravel horizons of the Poole formation, resting uncomfortably on silty sands of the London Clay.</p> <p>Hydrogeology: Locally perched water tables formed by discontinuous clay layers in the Poole formation. Sandy horizons within the London Clay act as aquifers.</p> <p>Minor Aquifer, high vulnerability (H3). Site not within Source Protection Zone. Nearest public water supply at Wimborne Minster, 5km.</p> <p>History: Pre 1955: sand &amp; gravel quarry. 1955: Planning permission for disposal of waste. 1955: Tipping believed to have commenced. 1974: Site purchased by The National Trust.</p>		

	<p>1975: Permission by EDDC to deposit up to 1,000 gallons of liquid fat per week.</p> <p>1977: Site known to contain 50 bags Crocidolite (Blue asbestos).</p> <p>1980: Tipping and mineral extraction ceased.</p> <p>1995: Planning permission for reshaping, drainage and capping.</p> <p>1995: Routine monitoring commenced.</p> <p>1996: Contract for re-profiling and heathland restoration.</p>	
<b>Asset Management Requirements</b>		
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection
£6,409.17 pa	£6,505.31 pa	£6,602.89 pa
Asset Recommendations		
<b>Long Term Monitoring. (30+ years)</b>		



Property Name:	<b>Sherborne</b>	Address:	West Mill Lane Sherborne DT9 6EE
Facility Description:	Closed Landfill	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Sherborne Castle Estates.		
Site Tenure:	Leasehold	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£0
Condition Report			
Property Description	<p>Closed landfill site, approximately 5.5 hectares within an agricultural setting. Waste up to 18m deep filled hard up to site boundaries and behind progressively constructed bund to the north of the site, forming a steep, densely vegetated slope. Regularly monitoring for landfill gas, ground and surface waters.</p> <p>Engineering: Unlined dilute and disperse site constructed in a valley with a culverted stream underneath the waste. Clay capping of reasonable quality and depth over most of the site.</p> <p>Waste Types: Unknown</p> <p>Geology: Middle Jurassic Fuller's Earth dipping to the SE, underlain by middle Jurassic Inferior Oolite and Yeovil Sands.</p> <p>Hydrogeology: Fuller's Earth is a minor aquifer, with high vulnerability (H3).</p> <p>Not within a Source Protection Zone.</p> <p>Nearest Water extraction 2km SW.</p> <p>History:</p> <p>1970 Tipping Commenced.</p> <p>1974: Site passed to Dorset County Council following LGR.</p> <p>1987: Planning permission granted for a revision of the reinstatement levels.</p> <p>1991: Trade Effluent Agreement granted by Wessex Water.</p> <p>1991: First compensation claim for methane crop damage (ongoing).</p>		

	<p>1993: Tipping complete.</p> <p>1996: Planning permission for new Waste Management Centre.</p> <p>1997: Landfill capped.</p> <p>2003: Site designated as contaminated land under section 78b(3) of the Environmental Protection Act Part IIA.</p> <p>2004-05: Culverted stream diverted, with additional capping.</p> <p>2014 high leachate levels against north bund breached a suggested trigger point for bund stability. Consultancy work commissioned for future leachate management. Some re-profiling undertaken to reduce surface water ingress</p>	
<b>Asset Management Requirements</b>		
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection
£36,900.00 pa	£37,453.50 pa	£38,015.30 pa
Asset Recommendations		
<p><b>Long Term Monitoring. (30+ years).</b> Possible further engineering work required for leachate management, possible re-profiling of surface to reduce surface water ingress</p>		

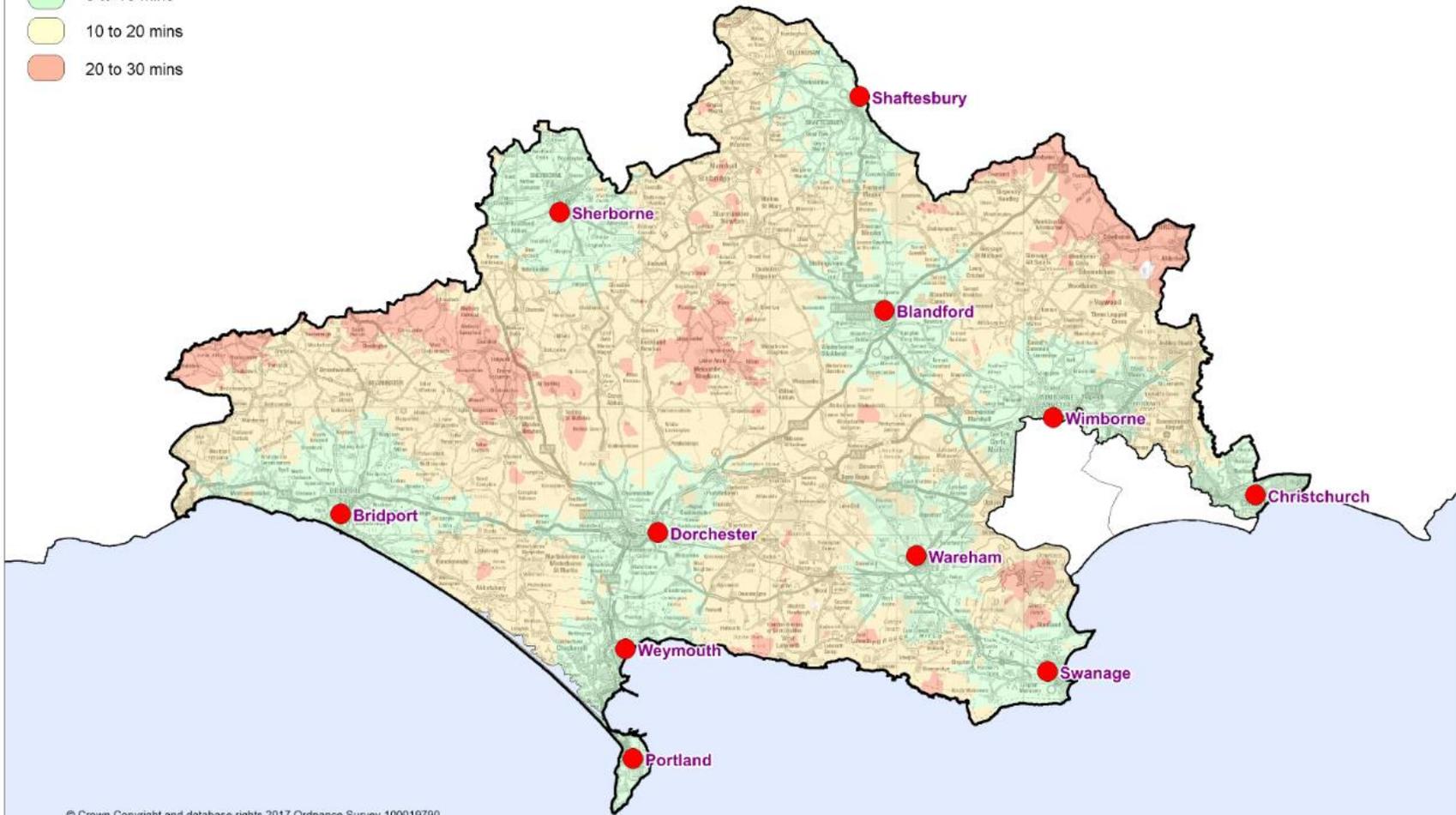


Property Name:	<b>Stourpaine</b>	Address:	Bushes Road Stourpaine DT11 8SY
Facility Description:	Closed Landfill	Premises Responsible Person:	David Diaz Property Manager
Site Owner:	Dorset County Council		
Site Tenure:	Freehold	Lease Ref:	n/a
Lease Terms:	n/a		
Lease Start:	n/a	Lease finish:	n/a
Rent:	n/a	Rates	£0
Condition Report			
Property Description	<p>Closed and restored landfill site, approximately 8.2 hectares within an agricultural setting, and residential properties with 50m. Depth of fill thought to be in the order of 20-25m. Regularly monitored for landfill gas.</p> <p>Engineering: Infilled chalk quarry in side of valley, dilute and disperse, with no liner. Gas abstraction system installed.</p> <p>Waste Types: Household and commercial waste, trade and inert waste, limited quantities of special wastes, including chemicals and asbestos.</p> <p>Geology: Cretaceous Upper Chalk, 100 -150m thick.</p> <p>Hydrogeology: Major chalk aquifer, with high vulnerability (H1). Not within a Source Protection Zone.</p> <p>Public water supply at Blandford, 4.0km.</p> <p>History:</p> <p>1965: Site leased.</p> <p>1966: Planning permission for waste disposal.</p> <p>1974: Site passed to Dorset County Council following LGR.</p> <p>1977: Construction of leachate lagoon and soakaway.</p> <p>1984: Freehold purchased by DCC.</p> <p>1993: Planning permission for restoration works and site extension.</p> <p>1993: Tipping complete.</p> <p>1995: Restoration completed.</p>		

	1996: Gas extraction and flare stack installed with further restoration and landscaping. 2004: Grazing Licence granted, revoked 2011 2012: Woodland planting 2017: Gas flare refurbishment	
<b>Asset Management Requirements</b>		
Short Term 1-3 yrs	Medium Term 3-5 yrs	Long Term 5+ yrs
Likely replacement of gas extraction wells will need replacing	Maintain annual programme of maintenance and inspection	Maintain annual programme of maintenance and inspection
£10,977.18 pa £20,000	£11,141.84 pa	£11,308.96 pa
Asset Recommendations		
<b>Long Term Monitoring. (30+ years).</b>		

Appendix 7 – Indicative Travel Times to Dorset HRCs

- 0 to 10 mins
- 10 to 20 mins
- 20 to 30 mins



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This Map is not definitive and has no legal status



1. Introduction

- 1.1 Part of the business case for the formation of Dorset Waste Partnership suggested that savings could be made by optimising the infrastructure across the county. A 2009 report by the consultancy Eunomia introduced the concept of “super-depots” which would combine depot facilities with waste transfer to make operations more efficient. The report stated “The idea is that by eliminating administrative boundaries within the county, the absolute number of depots etc. that would be required could be reduced, thus releasing savings, not just in relation to land value (rent or sale), but also in relation to personnel and infrastructure. Additional savings could be released through the co-location of depots with waste transfer, bulking and where possible, waste treatment and disposal sites. This colocation will again reduce the overall number of sites required, but will also reduce haulage costs as the need to travel to separate sites in any one day is reduced.”
- 1.2 This Appendix sets out the results of various scenarios of depots to cover the collection of refuse and recycling (narrow access not included). This covers the major activities from the depots and indicates the scale of impact the scenario may have on the efficiency of the service. Alternative sites include sites in the Bournemouth, Dorset and Poole Draft Waste Plan Update – Additional and Emerging Preferred Waste Site Allocations (May 2016). In addition, a site in Bovington, currently vacant and owned by the County Council, and a site in Piddlehinton have also been included.
- 1.3 The Joint Committee of 13 June 2016 approved the proposal for a new strategic waste transfer facility in central Dorset to include a household recycling centre, waste transfer station, and potentially depot and vehicle maintenance workshop. The current site in Blandford is not fit for purpose. With the exception of the “as now” scenario this infrastructure review assumes that this new facility is provided.

2. Methodology

- 2.1 The current infrastructure configuration has been compared to various alternatives using the route optimisation software WM Design. This allows for the geographical mapping of vehicle movements, the places where waste is collected and then waste delivery points. The software calculates the number of rounds (the area that is collected by the same vehicle on the same day) required to service the Dorset area.
- 2.2 There are a number of necessary assumptions that are used in the model. This scenario modelling is very high level and doesn’t produce collection rounds that would be able to be used on the ground. What it does do though, is illustrate whether scenarios are worse or better than other alternative scenarios. The main assumptions are:

- depot capacity / restrictions or delivery point restrictions are not included
- all properties are collected by 26 tonne vehicles, with no restricted access properties
- one waste stream per vehicle (in some areas food is collected on the same vehicle as refuse / recycling)
- vehicle capacity for waste does not vary (10.9 tonnes for refuse and 6.9 tonnes for recycling)
- fixed vehicle speeds used when vehicle not collecting waste
- generalised bin collection times used depending on rurality
- assumption that waste delivery points are fixed, though those provided by third parties would be subject to re-tendering and may become unavailable
- standard waste tipping time used
- each round is 100% efficient.

#### 2.4 The scenarios investigated are:

##### For refuse –

- As now
- No Restrictions on numbers of vehicles at each depots and at tipping sites (ignores depot footprint and contracted tonnage limits) but with existing infrastructure Model
- Moving Blandford WMC (transfer station and HRC) and Depot to new site and delete Shaftesbury Depot
- Bovington School Transfer/Depot, removing Poundbury, Crookhill & Wareham
- Bovington School Transfer/Depot, removing Poundbury and Wareham
- Radio Station (Dorchester) Transfer/Depot, removing Poundbury, Crookhill & Wareham
- Radio Station Transfer/Depot, removing Poundbury & Crookhill
- Holt Heath Transfer/Depot, removing Wareham
- Hurn Transfer/Depot, removing Ferndown & Bournemouth

##### For recycle –

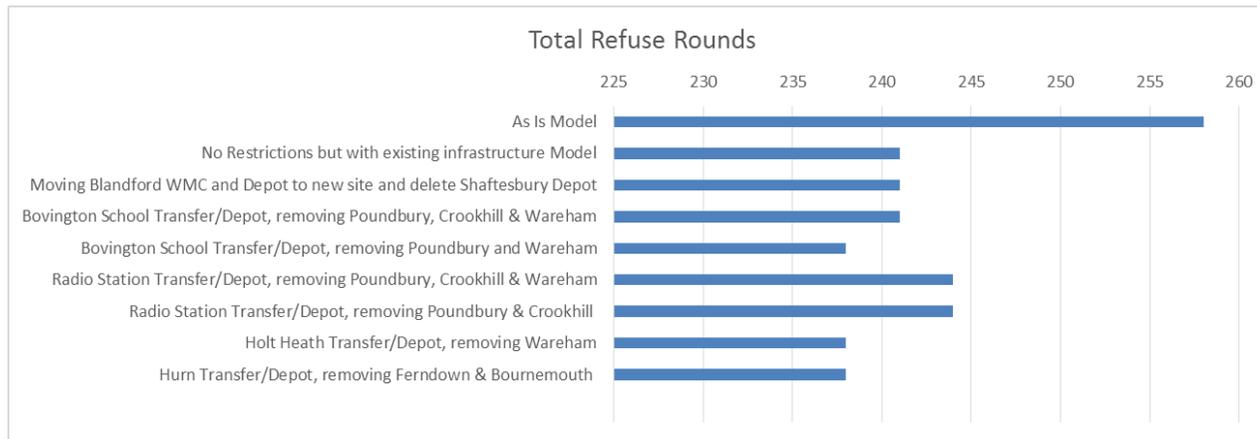
- As now
- No Restrictions for numbers of vehicles at depots and at tipping sites, but with existing infrastructure Model
- Moving Blandford WMC and Depot to new site and delete Shaftesbury Depot

- Bovington School Transfer/Depot, removing Poundbury, Crookhill & Wareham
- Bovington School Transfer/Depot, removing Poundbury and Wareham
- Radio Station Transfer/Depot, removing Poundbury, Crookhill & Wareham
- Radio Station Transfer/Depot, removing Poundbury & Crookhill
- Holt Heath Transfer/Depot, removing Wareham
- Hurn Transfer/Depot, removing Ferndown & Bournemouth
- Piddlehinton Transfer/Depot, removing Crookhill, Poundbury & Hybris
- Ferndown Transfer/Depot, removing Bournemouth

### 3. Results

3.1 The full results are shown in Annex 1 to this report. The following charts show the number of rounds required for the different scenarios

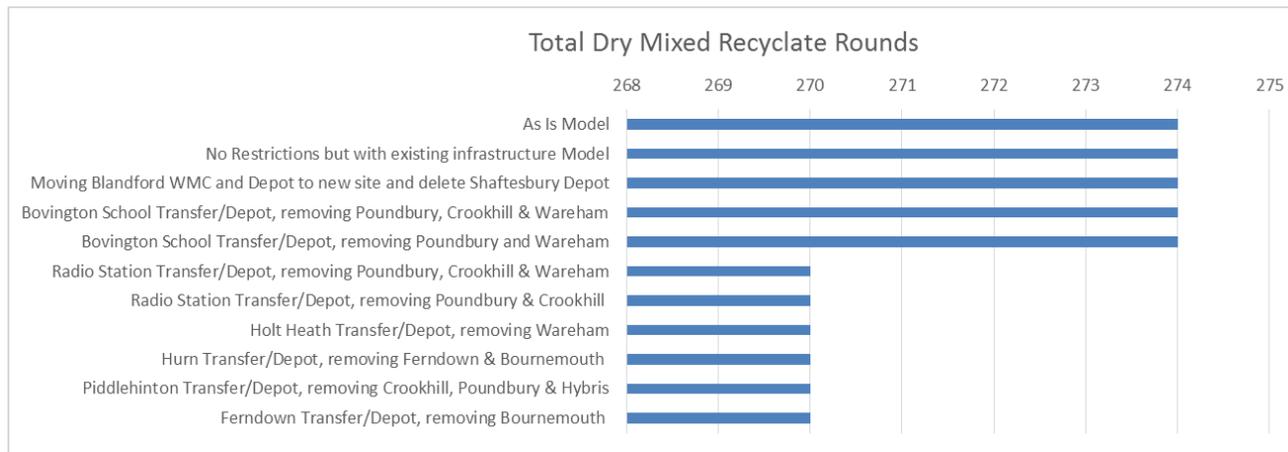
Refuse:



All of the scenarios show that less rounds needed compared with the “As Now” model.

The “No Restrictions but with existing Infrastructure” for refuse showed a greater use of the Crookhill depot and Blandford than currently, and less use of Wareham and Poundbury Depots.

Recycling:



Though the number of rounds from each depot changes with each scenario, there appears to be little difference in the total number of rounds overall.

#### 4. Conclusion and Next Steps

4.1 There is some efficiency shown by removing restrictions on the refuse rounds. A refuse collection vehicle (25 tonnes) costs around £150,000 to purchase and £70,000 per annum to crew. This services 10 rounds over a 2-week period (not accounting for downtime which is significant as every vehicle is off the road for servicing for at least one day every eight weeks). The removal of 10 rounds would need to come from a single depot to allow for the removal of this vehicle.

4.2 However, there appears to be little to indicate from the scenarios that a radical change in depot locations to the current configuration will have a major impact on the efficiency of refuse and recyclate collection. Savings in the cost of the infrastructure by combining depots is unlikely to provide any quick cost savings due to the cost of developing a “super-depot” site.

4.3 There are further developments which require consideration;

- predicted growth in the waste collected by the
- expansion of commercial and garden waste collections
  
- consideration of future changes to vehicles, with the possibility of collecting food waste pan-Dorset with separate vehicles
- local government reorganisation

Therefore, by having the new site at Blandford and making some savings to the efficiency of the rounds, this future household growth could be absorbed into the existing fleet without the need for an additional vehicle and crew. This, however, assumes that there are no delays with the Blandford development and it can be operational by 2021.

4.2 Further refinement is possible, including

- refining the time it takes to collect from each household in different areas
- consideration of collection points that causes delays
- adding variable waste delivery times

4.2 In order to refine the assessment, investigate further possibilities and opportunities of working with other local authorities, a cross organisation subgroup will be set up, in accordance with the revised Joint Municipal Waste Strategy.

Annex 1 – Rounds from each Depot scenarios

<b>Refuse</b>	Number of Rounds from each Depot														
Model	Bournemouth Depot	Ferndown Depot	Shaftesbury Depot	Blandford Depot	Wareham Depot	Poundbury Depot	Bridec Depot	Crookhill Depot	Bovington Depot	Radio Station	Holt Heath	Hurn		<b>Total Rounds</b>	
As Is Model	30	43	37	10	34	46	23	35	-	-	-	-	-	<b>258</b>	
No Restrictions but with existing infrastructure Model	37	45	19	42	9	1	29	59	-	-	-	-	-	<b>241</b>	
Moving Blandford WMC and Depot to new site and delete Shaftesbury Depot	37	46	-	53	9	8	29	59	-	-	-	-	-	<b>241</b>	
Bovington School Transfer/Depot, removing Poundbury, Crookhill & Wareham	27	44	-	54	-	-	36	-	80	-	-	-	-	<b>241</b>	
Bovington School Transfer/Depot, removing Poundbury and Wareham	32	43	-	55	-	-	32	50	26	-	-	-	-	<b>238</b>	
Radio Station Transfer/Depot, removing Poundbury, Crookhill & Wareham	38	52	-	49	-	-	24	-	-	81	-	-	-	<b>244</b>	
Radio Station Transfer/Depot, removing Poundbury & Crookhill	37	46	-	48	9	-	24	-	-	80	-	-	-	<b>244</b>	
Holt Heath Transfer/Depot, removing Wareham	27	36	-	51	-	7	30	54	-	-	33	-	-	<b>238</b>	
Hurn Transfer/Depot, removing Ferndown & Bournemouth	-	-	-	54	9	8	30	59	-	-	-	78	-	<b>238</b>	
<b>Dry Mixed Recycling</b>	Number of Rounds from each Depot														
Model	Bournemouth Depot	Ferndown Depot	Shaftesbury Depot	Blandford Depot	Wareham Depot	Poundbury Depot	Bridec Depot	Crookhill Depot	Bovington Depot	Radio Station	Holt Heath	Hurn	Piddlehinton	<b>Total Rounds</b>	
As Is Model	30	47	40	11	36	48	25	37	-	-	-	-	-	<b>274</b>	
No Restrictions but with existing infrastructure Model	37	49	20	48	13	37	34	36	-	-	-	-	-	<b>274</b>	
Moving Blandford WMC and Depot to new site and delete Shaftesbury Depot	37	50	-	64	11	41	34	37	-	-	-	-	-	<b>274</b>	
Bovington School Transfer/Depot, removing Poundbury, Crookhill & Wareham	28	49	-	63	-	-	38	-	96	-	-	-	-	<b>274</b>	
Bovington School Transfer/Depot, removing Poundbury and Wareham	28	49	-	62	-	-	37	45	53	-	-	-	-	<b>274</b>	
Radio Station Transfer/Depot, removing Poundbury, Crookhill & Wareham	39	50	-	67	-	-	28	-	-	86	-	-	-	<b>270</b>	
Radio Station Transfer/Depot, removing Poundbury & Crookhill	37	52	-	59	12	-	27	-	-	83	-	-	-	<b>270</b>	
Holt Heath Transfer/Depot, removing Wareham	28	41	-	57	-	37	34	36	-	-	37	-	-	<b>270</b>	
Hurn Transfer/Depot, removing Ferndown & Bournemouth	-	-	-	62	0	47	35	36	-	-	-	90	-	<b>270</b>	
Piddlehinton Transfer/Depot, removing Crookhill, Poundbury & Hybris	39	51	-	51	0	-	28	-	-	-	-	-	101	<b>270</b>	
Ferndown Transfer/Depot, removing Bournemouth	-	92	-	57	10	40	35	36	-	-	-	-	-	<b>270</b>	



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APPENDIX 8

Risk Register for:	Summary of Current Risks		IMPACT					Control Environment	
	Likelihood ↓		Financial	Strategic Priorities and Opportunities	Health & safety	Reputational	Service Delivery		
DWP use of Third Party Infrastructure	2	High	Financial impact > £1 million	Major impact (positive or negative on a strategic priority)	Fatality or major injury/ illness (long term incapacity / disability)	Sustained/long term negative public attention	Unable to deliver critical services (levels one and two)	G	Reasonable / Accepted Risk (Green)
	5	Medium	Financial impact between £500,000 - £1 million	Moderate impact (positive or negative on a strategic priority)	Moderate injury or illness (including RIDDOR reportable)	Short to medium term impact on public memory (affecting more than one ward)	Unable to deliver critical services (level three)	A	Partial (Amber)
	3	Low	Financial impact less than £500,000	Minor/ negligible impact (positive or negative) on a strategic priority	Potential for minor injury/illness (requiring minimal intervention or treatment)	Short to medium term impact on public memory (affecting one ward) / minor complaints or rumours	Minor disruption to service delivery	R	None / Limited (Red)
	10								

?  
Need assistance scoring the risk? Click here for the risk calculator

Last Reviewed  
24 May 2017



No	Risk Description	Current Risk Level	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
1	Disposal - NES Canford - temporary loss	Low		DWP	04/17		Temporary loss (days) - site / access incident Action by regulators			bulkers diverted to landfill and RCVs diverted to Veolia Continue to develop new WMC Blandford as contingency	Extend contract with Veolia or alternative site Work with NES on further contingencies	JJ		
2	Disposal - NES Canford - permanent loss	High		DWP	04/17		Failure of business			Use landfills for bulker waste - Dimmer to 2018 and then Bridgwater to 2020. No arrangements in place for RCVs no agreements in place. Previous discussion with SITA showed willingness of waste industry to step in	Soft market testing for disposal in Summer 2017 Possible discussions with owner of NES Canford site to use as transfer station to minimise disruption to deliveries	JJ / IM		
3	Disposal - Veolia Ringwood - temporary loss	Low		DWP	04/17		Temporary loss (days) - site / access incident Action by regulators			divert RCVs to NES Canford, displacing bulker deliveries who will be diverted to landfill Continue to develop new WMC Blandford as contingency		IM		
4	Disposal - Veolia Ringwood - permanent loss	Medium		DWP	04/17		Contract not extended after August 2018 due to capacity / gate fee increase Loss of contingency			Liaison with Veolia for contract extension	Soft market testing for disposal in Summer 2017 Look at potential for other infrastructure - Christchurch HRC, Hurn, Hybris	JJ / IM		
5	Loss of access to Somerley HRC, Hampshire	High		DWP	04/17		Hampshire ban Dorset residents or impose high entrance fee Residents redirected to Wimborne HRC which is already at capacity			Discussions ongoing with Hampshire to offer financial settlement Emerging waste Local Plan consultation includes "area of search" for new HRC in Ferndown area	Negotiate further with Hampshire Investigate replacement site in Dorset	KP / GC / JJ		
6	Loss of access to Millhams HRC	Medium		DWP	04/17		Bournemouth ban Dorset residents or impose high entrance fee Residents redirected to Wimborne HRC which is already at capacity			Agreement in place to allow access of East Dorset residents as reciprocal arrangement of Bournemouth residents using Christchurch HRC	If Christchurch is included in a new "urban Dorset" Unitary authority then reciprocal arrangement with Christchurch HRC would end Formulate agreement with new Unitary authority	KP / GC / JJ		
7	Loss of access to Nuffield HRC	Medium		DWP	04/17		Poole ban Dorset residents or impose high entrance fee Residents redirected to Wareham HRC which has capacity			Financial agreement in place with Poole	Formulate agreement with new Unitary authority	KP / GC / JJ		
8	Organic waste treatment - temporary loss of Eco Parley or Piddlehinton	Low		DWP			Incident or regulatory action			Liaison with regulator Annual checks on finance undertaken Short term contingency arrangements		JJ / IM		
9	Organic waste treatment - permanent loss of Eco Parley or Piddlehinton	Medium		DWP			Incident or regulatory action No alternative arrangements with other service providers for food or large quantities of garden waste			Liaison with regulator Annual checks on finance undertaken	Contract expires August 2020, re-tender to include contingency	JJ / IM		
10	Dry mixed recycle - loss of Shotton	Medium		DWP			Shotton do not extend agreement for materials Failure of business			Contractor to find alternative best value solution	Continue to work with Bournemouth on MRF solution	JJ / IM		

# Current Risk

*This is the level of risk currently faced by the DWP, based on any controls/mitigation already in operation*

**For each of the 5 questions below please select which statement best explains the current potential impact:**

				<b>Risk Level</b>
<b>1) Financial Risk</b>	Potential for financial impact between £500,000 to £1 million	How likely is this?	Less than 20% chance	Low
<b>2) Risk to Strategic Priorities</b>	Potential for a moderate impact (positive or negative) on a strategic priority	How likely is this?	Less than 20% chance	Low
<b>3) Health and safety risk</b>	There is no health and safety risk			Low
<b>4) Reputational risk</b>	There is potential for sustained/long term negative public attention	How likely is this?	Greater than 20% chance	<b>High</b>
<b>5) Risk to service delivery</b>	There is potential that critical services (levels one and two) could not be delivered	How likely is this?	Less than 20% chance	Medium

Level of risk identified: **High**



## Dorset Waste Partnership Joint Committee

Date of Meeting	12 June 2017
Officer	Head of Service (Strategy)
<b>Subject of Report</b>	<b>Dorset Waste Partnership Corporate Risk Register</b>
Executive Summary	<p>This paper presents the current corporate risk register of the Dorset Waste Partnership.</p> <p>Risks are identified and there is an initial assessment of risk based upon the standard impact and likelihood format. There is then an assessment of the controls in place. This leads to further actions being identified, with target dates.</p> <p>Nine strategic or significant risks are identified in total, along with a larger number of potential causes. The risk register profile has deteriorated since January, when it was last presented to the Joint Committee.</p> <p>Risk 1, Failure to achieve capital and revenue budget / savings targets 2017/18, is the risk that has deteriorated. This is due to the fact we are at the beginning of a new financial year and the risks to the 17/18 budget are classed as medium at this stage. In January this risk related to the 2016/17 budget and was classified as a low risk due to our projected underspend on the 2016/17 budget at that time.</p> <p>A new potential cause to risk 1 has also been identified. This relates to the Government's new Litter Strategy for England which was published in April this year. Further guidance around charging at HWRCs (Household Waste Recycling Centre) will be issued by the end of 2017. The guidance will look to make clear what can and cannot be charged for at HWRCs (including in respect of DIY waste).</p> <p>Risk 3, Inability to maintain and develop infrastructure to meet DWP needs, is the only strategic level risk identified as high. This risk remains high due to the lack of security of disposal options (treatment and landfill) for the DWP going forward. An</p>

DWP Corporate Risk Register

	infrastructure report will be presented on the same agenda of this meeting which will explain these risks in more detail.
Impact Assessment:	Equalities Impact Assessment: This report does not require an EQIA
	Use of Evidence: South West Audit Partnership- Dorset Waste Partnership Internal Audit Progress Report- June 2016 Local Partnerships Review Dorset Waste partnership December 2014 WYG Consultancy report to Dorset Waste Partnership January 2015
	Budget / VAT / Risk Assessment:  This paper presents the corporate risk register of the DWP.  There are no direct budget implications.
	Other Implications: None
Recommendation	That the Joint Committee  (i) Notes the current status of risk included in the register of corporate risks of the Dorset Waste Partnership; (ii) Identifies any other significant or strategic risks that the Committee believes should be included.
Reason for Recommendation	To manage the corporate risks of the DWP on behalf of all partner councils.
Appendices	Appendix 1 – Dorset Waste Partnership Corporate Risk Register June 2017
Background Papers	None
Report Originator and Contact	Name: Gemma Clinton, Head of Service (Strategy) Tel: 01305 224716 Email: g.clinton@dorsetwastepartnership.gov.uk

**Gemma Clinton**  
**Head of Service (Strategy)**  
June 2017

<b>Risk Register for:</b>  Dorset Waste Partnership	<b>1</b>	<b>High</b>	<table border="1"> <tr> <th colspan="5">IMPACT</th> </tr> <tr> <th>Financial</th> <th>Strategic Priorities and Opportunities</th> <th>Health &amp; safety</th> <th>Reputational</th> <th>Service Delivery</th> </tr> <tr> <td><b>HIGH</b></td> <td><b>I.e. a greater than 20% chance of:</b></td> <td>Financial impact &gt; £1 million</td> <td>Major impact (positive or negative on a strategic priority)</td> <td>Fatality or major injury/illness (long term incapacity / disability)</td> <td>Sustained/long term negative public attention</td> <td>Unable to deliver critical services (levels one and two)</td> </tr> <tr> <td><b>MEDIUM</b></td> <td><b>I.e. a greater than 20% chance of:</b></td> <td>Financial impact between £500,000 - £1 million</td> <td>Moderate impact (positive or negative on a strategic priority)</td> <td>Moderate injury or illness (including RIDDOR reportable)</td> <td>Short to medium term impact on public memory (affecting more than one ward)</td> <td>Unable to deliver critical services (level three)</td> </tr> <tr> <td><b>LOW</b></td> <td><b>I.e. :</b></td> <td>Financial impact less than £500,000</td> <td>Minor/ negligible impact (positive or negative) on a strategic priority</td> <td>Potential for minor injury/illness (requiring minimal intervention or treatment)</td> <td>Short to medium term impact on public memory (affecting one ward) / minor complaints or rumours</td> <td>Minor disruption to service delivery</td> </tr> </table>	IMPACT					Financial	Strategic Priorities and Opportunities	Health & safety	Reputational	Service Delivery	<b>HIGH</b>	<b>I.e. a greater than 20% chance of:</b>	Financial impact > £1 million	Major impact (positive or negative on a strategic priority)	Fatality or major injury/illness (long term incapacity / disability)	Sustained/long term negative public attention	Unable to deliver critical services (levels one and two)	<b>MEDIUM</b>	<b>I.e. a greater than 20% chance of:</b>	Financial impact between £500,000 - £1 million	Moderate impact (positive or negative on a strategic priority)	Moderate injury or illness (including RIDDOR reportable)	Short to medium term impact on public memory (affecting more than one ward)	Unable to deliver critical services (level three)	<b>LOW</b>	<b>I.e. :</b>	Financial impact less than £500,000	Minor/ negligible impact (positive or negative) on a strategic priority	Potential for minor injury/illness (requiring minimal intervention or treatment)	Short to medium term impact on public memory (affecting one ward) / minor complaints or rumours	Minor disruption to service delivery	<table border="1"> <tr> <th colspan="2">Control Environment</th> </tr> <tr> <td><b>G</b></td> <td><b>Reasonable / Accepted Risk (Green)</b></td> </tr> <tr> <td><b>A</b></td> <td><b>Partial (Amber)</b></td> </tr> <tr> <td><b>R</b></td> <td><b>None / Limited (Red)</b></td> </tr> </table>		Control Environment		<b>G</b>	<b>Reasonable / Accepted Risk (Green)</b>	<b>A</b>	<b>Partial (Amber)</b>	<b>R</b>	<b>None / Limited (Red)</b>
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	<b>2</b>	<b>Low</b>																																										
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No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
1	Failure to achieve capital and revenue budget / savings targets 2017/18	Medium	Deteriorating	Director	07/11	06/17	Inability to monitor and manage budgets in a timely manner	G	SMT- Paul Ackrill	Medium term financial plan; improved budget management and finance management. clearer budget monitoring arrangements; budget improvement plan established. Service accountant has monthly monitoring meetings with budget holders. All budget holders have attend DES training. Budget equalisation reserve in place.	On-going monitoring and training	Paul Ackrill	31/03/18	Cost/budget increase to partner councils
							Partner finance position affects the level of service the DWP can deliver	A	SMT- Karyn Punchard	Engagement with Commissioning Group and Joint Committee and consideration by partner councils. MTFP has been refreshed.	Partners identify funding and any funding gap	Comm. Group	on going	
							Inadequate budget setting	G	SMT / Section 151	Scrutiny by chief executive sponsor and DWP Joint Scrutiny Group.		Karyn Punchard	31/03/18	
							Disposal costs increase	A	Gemma Clinton/ Jason Jones	Existing local landfill and other residual treatment contracts. Business case approved for a central strategic waste transfer station for Dorset in Blandford which will provide some contingency to the county. Working with NES (Canford) to increase tonnage throughput (additional 15,000T of capacity from February 2017).	Procure new agreements. Move ahead with the development of a central strategic waste transfer station to avoid an uncompetitive situation for disposal/treatment prices in Dorset. This will also build in contingency for DWP as our landfill sites close and our disposal options become increasingly limited. Ensure greater transfer capacity is at the heart of infrastructure programme.	Jason Jones	31/03/18	
							Cost of fleet (including hired fleet)	A	Mike Moon	All hired fleet activity signed off by Head of Service (Operations). Restructure of transport management; improved fleet management software; enhanced understanding on budget management and procurement processes	Delivering the new transport strategy as agreed at DWP JC.	Andy Cadman	on going	
							Failure to identify new markets / opportunities	G	Paul Ackrill	Develop and train commercial officers to enable more commercial outlook. Deliver commercial waste strategy for 2017/18	Explore options identified in commercial waste strategy, and networking. Implement new commercial services structure.	Paul Ackrill	on-going	
							Crash in the recycle market	A	Gemma Clinton	Limited control, as determined by global market prices. However, DWP is recognised as a high quality recycler, which is attractive to the market; employ contractors that are experts at getting the right price. Arrangements secured until March 2018 which ensure material is recycled- currently providing DWP with relatively beneficial prices	Maintain quality of material through continued education. Continue to explore market opportunities- e.g. working with Bournemouth on any future MRF project	Jason Jones/ Lisa Mounty and Louise Bryant	on-going	
							Commercial waste service makes loss or fails to achieve income targets	G	Paul Ackrill	Commercial waste strategy and marketing; WYG report and trading account indicated healthy financial position. On track to exceed income targets	Implement new commercial waste charging mechanisms and strategy	Matt Boulter and Ian Brewer	on going	
							Garden waste service makes loss or fails to achieve income targets	G	Paul Ackrill	Garden waste strategy and marketing. Improvements made to data management and payment systems; communication and engagement; monitoring of service quality	Develop positive garden waste marketing strategy. Improve admin/ICT and move to constant sign up. Revise collection rounds to make most efficient use of resources.	Matt Boulter and Ian Brewer	on going	
							High sickness levels cause staffing budget overspend	A	Mike Moon and Gemma Clinton	Monitoring by budget holders, close control of absence management. New absence management procedures also in place. Savings target and sickness absence targets in place and monitored.	Periodic refresh of absence management procedure and training to supervisors	Mike Moon	on going	

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
							HRC charges being revoked	R	Gemma Clinton	Working with W&S to understand the potential risks to the contract. We estimate that charging for certain materials at HRC's have saved the DWP £250k/year.	Monitoring of the Government's litter strategy progress. Input into working groups where possible to influence the decision.	Jason Jones	31/03/17	
							waste arising increase	A	Gemma Clinton	Monitored by budget holders, education campaigns to reduce waste (real nappy incentive scheme, home compost bin offer, love food hate waste), encourage residents to separate waste (Right stuff, right bin campaign) to further reduce waste (especially food waste). We have restricted residual capacity in 140 litre bins and authorised blue sacks (no side waste policy)-DWP waste arisings are currently increasing due to the increase in garden waste we are collecting	key focus on waste minimisation and behavioural change. Refocus on tackling side waste and increase enforcement activity.	Lisa Mouny/ Louise Bryant	on going	
2	Failure to achieve capital and revenue budget / savings targets for the MTFP	Medium	No Change	Director	05/16	10/17	Failure to achieve budget savings / performance targets	G	Karyn Punchard	See Risk 01 above. Following a Budget Challenge Members workshop officers have a clear steer to focus on savings in the following areas: working patterns, street cleansing review, infrastructure (invest to save). The Recycle for Dorset kerbside collection is performing well.	See Risk 01 above. Continue to promote educational campaigns, such as, 'Right Stuff, Right Bin' to maintain and increase material capture rates for recycling and composting.		01/10/21	Collapse or change of the partnership; exit of partners from the DWP
							Change in the political arena	G	Comm. Group	Improved budget management and finance management. Clearer budget monitoring arrangements; budget improvement plan established. Induction pack for new members completed and site visits to sites offered. Pre Joint Committee members briefings given to members from each partner area by SMT to improve understanding of topical issues along with committee reports.	Be involved with Dorset Local Government Reorganisation discussions.	Steve Mackenzie	01/04/19	
							Partner finance position affects the level of service the DWP can deliver	A	SMT- Karyn Punchard	Engagement with Commissioning Group and Joint Committee and consideration by partner councils. MTFP has been refreshed.	Partners identify funding and any funding gap. Continue work streams from the Member Budget Challenge Workshop and continue to look at other savings.	Comm. Group	on going	
							Disposal costs increase	R	Gemma Clinton	Existing local landfill and other residual treatment contracts. Business case agreed for a central strategic waste transfer station for Dorset. Contingency planning, good relationships with local facilities	Procure new agreements. Move ahead with the development of a central strategic waste transfer station to avoid an uncompetitive situation for disposal/treatment prices in Dorset. This will also build in contingency for DWP as our landfill sites close and our disposal options become increasingly limited. Ensure greater transfer capacity is at the heart of infrastructure programme. Work to reduce waste arisings and residual waste through educational campaigns (Right Stuff, Right Bin).	Jason Jones/ Lisa Mouny and Louise Bryant	on- going	
3	Inability to maintain and develop infrastructure to meet DWP needs	High	No Change	Director		06/17	Availability and ability to acquire suitable sites	A	Gemma Clinton	Working with waste planning authority (DCC) to identify and safeguard sites to meet our needs through the Waste Local Plan. Sites for central strategic waste facility identified in Blandford. Sites for treatment are also identified. Infrastructure review taking place and going to Joint Committee on 13th June 2017	Develop strategic plan for business cases for further sites	Jason Jones	On-going	Deviation of preferred service leads to less efficient delivery; lower material income. Loss of key facility.
							Lack of workshop space	A	Mike Moon	Working with waste planning authority (DCC) to identify and safeguard sites to meet our needs. Restructure of transport management; improved fleet management software; seeking additional workspace and plans to enhance current arrangements. Bournemouth providing short term maintenance.	Going out to procure support services agreement for the East of the County. Working with WPBC and SFS to secure workshop space at Crookhill. Ensure workshop space is part of the central strategic waste facility plans	Mike Moon	On-going	
							Failure to procure ICT solutions to improve efficiency	A	Gemma Clinton and Mike Moon	Mapping of current ICT needs; investigation of market solutions. Priority currently to garden and commercial waste. Current project underway to explore in-cab solutions	Agree business case; work with procurement colleagues; identify other solutions or work arounds to reduce impact	Gemma Clinton	On-going	
							Inability to provide secure container storage	A	Gemma Clinton	Existing depots have limited storage. Existing site inadequate.	Looking for new storage facilities and include bin storage in future infrastructure developments.	Jason Jones	on-going	
							security of disposal options (treatment and landfill)	R	Gemma Clinton	Existing local landfill and other residual treatment contracts. Business case approved for a central strategic waste transfer station for Dorset. Working with Bournemouth to see if we can take up any of their capacity at NES following the introduction of their AWC service in April this year.	Procure new agreements. Move ahead with the development of a central strategic waste transfer station in Dorset, this will provide valuable infrastructure and build in contingency for DWP as our landfill sites close and our disposal options become increasingly limited. Ensure greater transfer capacity is at the heart of infrastructure programme. Gaining market intelligence on availability with a view to possible reprocurement of contracts to take us to August 2021.	Jason Jones	On-going	
4	Inability to ensure business continuity	Medium	No change	Director		11/17	Lack of DWP premises (fire, flood, inability to access etc EPA closures)	A	Mike Moon	Fire precautions; business interruption insurance; inherited business continuity plans from Districts and Boroughs	Develop DWP wide business continuity plan, infrastructure review	Gemma Clinton and Mike Moon	01/07/17	Failure to deliver services / statutory duties for a prolonged period; damage to reputation; increased costs
							Fuel supply failure	A	Mike Moon	DCC fuel contract; fuel cards system	Develop DWP wide business continuity plan	Gemma Clinton and Mike Moon	01/07/17	

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
							Loss of IT. Failure/corruption of the household database.	A	Gemma Clinton	DCC ICT continuity arrangements	Develop DWP wide business continuity plan. Currently reviewing the data systems officer roles and IT SLA to ensure we have sufficient continuity in place.	Gemma Clinton and Mike Moon	01/07/17	
							Loss of operational staff (industrial action; pandemic flu)	G	Mike Moon	Use of agency staff; service standards review	Develop and update business continuity plan	Gemma Clinton and Mike Moon	01/07/17	
							Contractor / supply chain failure	A	Gemma Clinton	Business continuity requirements within key contracts; regular contract management meetings and monitoring; letting of two residual waste treatment contracts	Continue to refine contracts; keep partners aware of developments in global markets	Jason Jones	On-going	
							Adverse weather or other event	G	Mike Moon	Communications plan; signage at site; on-site staff to provide guidance to the public; emergency procedures in place; Dorset Direct; liaison with Dorset Highways re revised winter maintenance arrangements		Mike Moon	On-going	
5	Breach of statutory duty	Medium	No change	Director		11/17	Failure to respond to change in legislation	G	Mike Moon and Gemma Clinton	Technical experts; monitoring arrangements; horizon scanning, team training	Monitor legislative and policy changes at National and EU level	Gemma Clinton	On-going	Fines; negative reputation government intervention.
							Failure to comply with procurement legislation	G	SMT- Paul Ackrill	Support from Dorset Procurement. Review procurement procedures. DWP managers have attended the better business case course.	Continue to engage with procurement early in all projects		on-going	
							Non compliance with Operator licence	A	Mike Moon	Employment of CPC holder; implementation of new records system on same basis as DCC; following of procedures for maintenance etc. FTA Audit completed November 2015 and transport strategy in place.		Andy Cadman	on-going	
							Breach of EPA and contaminated land legislation through failure of closed landfill site - structural failure or gas/leachate spillage	A	Gemma Clinton	Regular monitoring of sites and remedial measures put in place where necessary. SMT and contracts team attended a closed landfill course.	On-going monitoring of sites.	Jason Jones	On-going	
							Failure to comply with Health and Safety legislation	A	SMT	H&S committee meet quarterly and accidents are reported to SMT	On-going monitoring	SMT	On-going	
6	Failure to retain, recruit and develop competent and capable people	Medium	No change	Director		11/17	Loss of key staff	A	Mike Moon and Gemma Clinton	Use of agency/interim staff; 1-2-1s/PDRs. DWP training loaders to become drivers and operational staff to assist supervisors to meet our business requirements and develop our own staff. Senior managers attending leadership and management courses	Look to see if the DWP can use the new apprenticeship scheme, identify key roles as part of the business continuity planning	SMT	On-going	Failure to achieve objectives of the partnership; errors and inefficiencies in service change and delivery
							Poor industrial relations or staff morale	G	Mike Moon and Gemma Clinton	Good communication and active engagement with unions; member scrutiny; 1-2-1s; PDR process; team briefings; staff newsletter; Environment JCC. Restructure complete. Targeted work on behaviours with Operations Managers and Supervisors	On-going dialogue with unions and regular staff briefings. Targeted behaviours work with operational crews. Enable flexible working for office based staff, where the business need permits.	SMT	On-going	
							Inadequate staff development opportunities / facilities	G	Mike Moon and Gemma Clinton	1-2-1s; PDRs; training focused on areas of skills shortage. Training loaders to become drivers. All office based staff and business partners had the opportunity to complete the CIWM WasteSmart course in 2016/17	Continue staff training. Specifically all managers to attend: Leadership essentials, management essentials, team coaching. Identify any further training needs with the CIWM	SMT	On-going	
7	Accident, injury or death of an employee or member of the public	Medium	No change	Director		11/17	Death or serious injury	G	Mike Moon	Health and safety has a high priority across DWP services; risk assessment; CPC and Health & Safety training. Management control and HR support, including disciplinary action. recent positive HSE inspection. Health and safety team and support.	Continued monitoring and action to tackle Health & Safety breaches.	Operations Managers	on-going	Investigation and prosecution (H&S / corporate manslaughter); negative reputation; staff absence
							Road traffic incident (DWP driver or third party driver),	G	Mike Moon	Driver training; CPC; monitoring of driver collision history		Andy Cadman	on-going	
							Work practice leads to an incident	G	Mike Moon	Health and safety has a high priority across DWP services; risk assessment; CPC and H&S training. Management control and HR support, including disciplinary action. recent positive HSE inspection. Health and safety team and support. On-going programme of Annual health and safety risk assessments. Annual Inspection and monitoring regime. Completion of training; DCC Critical Incident Protocol; dedicated health and safety officer and committee; health and safety focus at monthly operational meetings	Continued monitoring and action to tackle Health & Safety breaches.	Operations and All Managers	on-going	

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
							Unsafe working practice at a site operated by a contractor	G	Gemma Clinton	Regular meetings with contractors; health and safety expectations defined in the contracts; DWP follow up actions identified within risk assessments and response to incidents. Use DWP health and safety officer for site visits and advice.		Jason Jones	on-going	
8	Loss of public support and confidence	Low	No Change	Director	11/17	Inadequate communication with elected members and officers across the partner authorities	G	Director	DWP communications plan and dedicated communications resource and governance review completed	Regular meetings between SMT and partners kept under review	SMT	31/03/17	Negative reputation; low customer satisfaction; lack of support / unity across partner organisations	
Inadequate communication with members of the public						G	Gemma Clinton	DWP communications plan and dedicated communications resource	Build the use of DWP's social media presence to make our information more accessible	Gemma Clinton				
Failure to achieve budget savings / performance targets						A	SMT	See Risk 01 above	See Risk 01 above					
Performance indicators negatively affected by failure of treatment contracts						A	Gemma Clinton	Monitoring of performance figures and working with contractors to ensure front line services are provided in accordance with the waste hierarchy as much as feasibly and economically possible.	Focus on disposal options further up the waste hierarchy where facilities exist. Soft market testing in June 2017 for future disposal/treatment contracts to focus on contingencies available by different contractors (we can't rely on local landfill sites anymore)	Jason Jones	30/06/17			
Significant service failure						G	SMT	Contracts in place for vehicle supply; contracts in place for tipping of arisings & treatment; moving towards more permanent staff with consequent lower reliance on agency staff. R4D has been fully rolled out and established		SMT	On-going			
9	Potential changes to the DWP through unitary and/or combined authority proposals	Low		Director	06/16	04/19	Change in partner membership of DWP	A	Karyn Punchard		Carry out work to understand what a change in partner membership will mean to DWP. Be involved in unitary/combined authority discussions and working groups	SMT	Spring 2017	
<b>Deleted Items off the register</b>														