

Meeting: Dorset Waste Partnership Joint Committee

Time: 11.00 am

Date: 15 January 2018

Venue: Committee Room A, 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
Daryl Turner	Dorset County Council
Tony Ferrari	Dorset County Council
Margaret Phipps	Christchurch Borough Council
Patricia Jamieson	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
David Walsh	North Dorset District Council

Notes:

- The reports with this agenda are available at www.dorsetforyou.com/countycommittees then click on the link "minutes, agendas and reports". Reports are normally available on this website within two working days of the agenda being sent out.
- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.
- **Public Participation**

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

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 10 January 2018, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

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

Date of Publication:
Friday, 5 January 2018

1. **Apologies for Absence**

To receive any apologies for absence.

2. **Code of Conduct**

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

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

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

3. **Minutes**

5 - 10

To confirm and sign the minutes of the meeting held on 6 November 2017.

4. **Public Participation**

(a) **Public Speaking**

(b) **Petitions**

5. **Dorset Waste Partnership Forward Plan**

11 - 16

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

6. **Finance and Performance Report**

17 - 36

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

7. **Revenue Estimates 2018-19**

37 - 50

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

8. **Corporate Risk Register**

51 - 56

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

9. **Questions from Councillors**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on 10 January 2018.

Exempt Business

To consider passing the following resolution:

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

10. **Waste Disposal Contract Strategy (Paragraph 3)**

57 - 66

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

This page is intentionally left blank

Dorset Waste Partnership Joint Committee

Minutes of the meeting held at Dorset County Council,
County Hall, Colliton Park, Dorchester on
Monday, 6 November 2017.

Present:

Anthony Alford (West Dorset District Council) (Chairman)

Members Attending

Tony Ferrari (Dorset County Council), Daryl Turner (Dorset County Council), Margaret Phipps (Christchurch Borough Council), Patricia Jamieson (Christchurch Borough Council), Barbara Manuel (East Dorset District Council), David Budd (Purbeck District Council), Peter Webb (Purbeck District Council), Alan Thacker (West Dorset District Council), Ray Nowak (Weymouth & Portland Borough Council), Kevin Brookes (Weymouth & Portland Borough Council) and David Walsh (North Dorset District Council).

Other Members in attendance

Mike Dyer, East Dorset District Council (Reserve)
Graham Carr-Jones, North Dorset District Council (Reserve)
Timothy Yarker, West Dorset District Council, attended the meeting as an observer.

Dorset Waste Partnership Officers Attending:

Paul Ackrill (Commercial and Finance Manager), Gemma Clinton (Head of Service (Strategy)), Grace Evans (Clerk), Michael Moon (Head of Service (Operations)), James Potten (Senior Communications Officer), Andy Smith (Treasurer) and Denise Hunt (Senior Democratic Services Officer).

- (Notes:(1) Publication In accordance with paragraph 8.4 of Schedule 1 of the Joint Committee's Constitution the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date. Publication Date: **Monday, 13 November 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, 15 January 2018.**)

Apologies for Absence

54 Apologies for absence were received from Cllr Ray Bryan, Cllr Michael Roake and Karyn Punchard (Director).

Code of Conduct

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

Minutes

56 The minutes of the meeting held on 12 September 2017 were confirmed and signed.

Public Participation

57 Public Speaking

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

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

Petitions

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

Dorset Waste Partnership Forward Plan

58 Members were informed that there would be a presentation on the Waste Disposal Contract Strategy immediately prior to the Joint Committee meeting on 15 January 2018 when a report on this item was due to be considered.

Noted

Minutes of Dorset Waste Partnership Joint Scrutiny Group

59 The Joint Committee received the minutes of the DWP Joint Scrutiny Group held on 30 October 2017. These had been circulated following publication of the Joint Committee agenda.

Noted

Finance and Performance Report - November 2017

60 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) that presented the key financial performance trends and reasons for a predicated underspend on the revenue budget for 2017/18.

The report was introduced by the Treasurer who provided an updated forecast based on the October 2017 figures of a £1.543m underspend on a budget of £33.1m. The reasons for the forecast underspend of £1.347m, based on the September 2017 figures, had been set out in the report.

Members questioned whether there were problems experienced with the quality of containers, particularly in light of the decision to extend their lifespan.

The Head of Service (Strategy) advised that extending the life of the containers was sustainable going forward and that it was important to distinguish between a manufacturing fault or damage arising from misuse. A number of lower quality containers had been due to a failure in the production process that had been compensated by the manufacturer. It was therefore important to report any sub-standard containers, identifiable through serial numbers, in order to continue to apply for rebates in future. It was confirmed that an allowance for breakages was included in the budget as it was not assumed that every container would reach the extended life period.

The Chairman commented that a breakdown of expenditure of replacement or additional container stock would be useful in evidencing whether extending the life of the container was valid.

Noted

Draft Revenue Estimates 2018-19

61 The Joint Committee considered a report that presented the draft revenue estimates for 2018-19 upon which to consult with partner councils prior to formal agreement by Joint Committee in January 2018.

The Treasurer outlined the estimated net cost of the DWP in 2018/19 of £33.8m on the basis of prudent assumptions. However, at the recent budget workshops, members had favoured retaining a budget of £33.1m due to issues of affordability by the partner councils. A standstill budget would result in a funding gap of approximately £700k and an illustration of some suggested areas of savings to close this gap had been outlined in the report.

The Treasurer informed members that the Joint Committee would decide in June 2018 whether the expected underspend from 2017/18 should be returned to partner councils or be added to the Budget Equalisation Reserve (BER).

The Joint Committee was supportive of a budget of £33.1m given the predicted underspend in 2017/18 and the ability to access the BER if needed. However, members were not supportive of the savings suggestion to close 8 of 11 Household Recycling Centres (HRCs) for 2 days each week. The reasons for this included reputational risk, inconsistency with the DWP's promotion of reuse and recycling to reduce waste that did not justify the anticipated saving, the potential for increases in fly tipping and being hard to justify in the context of the underspend in 2017/18. It was felt that the proposal would not easily be understood by the public who valued the HRC service.

The Chairman highlighted that a standstill budget would not take account of the growth in the number of households. However, the areas of savings in order to close the funding gap would be considered further at the meeting in January 2018.

In response to a question regarding the correlation between an increase in fly tipping and the introduction of charges at HRCs, members were informed that a previous analysis had shown no correlation between items subject to a charge at HRCs and those that had been fly tipped. However, this could be revisited in the context of any future report concerning HRC closures.

RECOMMENDED

That the draft revenue estimates for 2018/19 be presented to partner councils for consultation and that the results are presented to the next Joint Committee on 15 January 2018.

Resolved

1. That the level of savings proposed, totalling around £700k within the revenue estimates for 2018/19 be noted;
2. That the cost shares for each partner council be noted.

Reason for Recommendation

The Inter-Authority Agreement required the Joint Committee to recommend a draft estimate for the following year to partner councils. This is to enable partners to give their views on the draft estimates and to reflect them in their own budgets.

Capital Programme to 2022/23

62 The Joint Committee considered a report containing an update on the proposed Capital Programme for the period of the Medium Term Financial Plan up to and including 2022/23. It was noted that the spending profile in relation to the new waste facility at Blandford would be subject to change as more detailed information came forward.

In response to a question it was confirmed that vehicle replacement was achieved through the host authority's procurement process and that the vehicle replacement programme that had been approved by the Joint Committee in September 2017 had been taken account of in the draft revenue estimates.

Resolved

That the Treasurer be instructed to take the latest capital estimates through the County Council's capital programme approval arrangements.

Reason for Decision

1. The Capital Programme did not require the formal approval of partner councils, but they were invited to comment on the programme.

2. The County Council, as host authority, must incur capital expenditure on the Partnership's behalf by including the expenditure in the County Council's capital programme.

Medium Term Financial Plan 2018/19 - 2022/23

- 63 The Joint Committee considered a report by the Treasurer to the Dorset Waste Partnership.

The report was introduced by the Finance and Commercial Manager who highlighted the cost of the revenue budget to 2022/23 and associated cost pressures. He advised members that if no changes were made to the service going forward, there would be an increase in cost of the service above £1m each year, subject to factors such as pay award, inflation, household growth and repayment of borrowing for capital. A lack of growth in the budget would require significant changes to the service and a greater amount of time to address in future.

Councillor Tony Ferrari, as the Dorset County Council (DCC) Cabinet Member for Community and Resources, stated that this rate of increase would be unaffordable to the host authority over the medium term. It was therefore important that members started a debate on the future of the service.

In response to a question relating to levels of pay and the national shortage of HGV drivers, it was confirmed that difficulties in recruitment of Class 1 drivers had been experienced in North Dorset and Shaftesbury, but not in other areas served by the DWP.

Resolved

That the Medium Term Financial Plan 2018/19 to 2022/23 be adopted.

Reason for Decision

The Joint Committee along with the Management Board monitored the Partnership's performance against budget and scrutinised actions taken to manage within budget on behalf of partner Councils.

Dorset Waste Partnership Business Plan 2018-19

- 64 The Joint Committee considered a report by the Director of the Dorset Waste Partnership presenting the Business Plan for the financial year 2018-19.

Members emphasised the need to communicate to the public the link between increasing costs and growth in residual waste and continuing with education on using the right bin in order to continue to limit this cost. Officers confirmed that there remained significant savings of up to £1m that could be made if all food and recycling was removed from black bag waste.

It was noted that improving the Dorchester Household Recycling Centre (HRC) had not been included in the action plan and it was confirmed that, although work was ongoing, no funding had yet been allocated to progress this project.

The Chairman commented that it was not clear whether all of the actions within the action plan would be concluded in 2018/19. The continuation of some actions would be dependent on decisions made at the meeting in January 2018 and the level of member support for proposals such as closure of HRCs on some days.

Resolved

That the Dorset Waste Partnership Business Plan 2018-19 be adopted.

Reason for Decision

To achieve the vision and strategic aims of the DWP.

Review of Enforcement Policy and Procedures and Guidelines

65 The Joint Committee considered a report by the Head of Service (Strategy) that provided an update to the Enforcement Policy, procedures and guidelines that took account of the decriminalisation of waste offences.

Members were informed that 2 enforcement assistants had been recruited to commence work on 20 November 2017 subject to satisfactory references. Their work would include abandoned vehicles and other day to day operations, allowing the enforcement officers to focus on proactive prevention work.

Members asked about the timescale and use of covert cameras and were informed that the DWP had strong links with the Police and Keep Britain Tidy and that there would be opportunities to share intelligence and resources around CCTV as a priority area of work.

Officers had been analysing data relating to fly tipping captured on e-forms and were investigating a system similar to that used by the highways team to deal with potholes that allowed feedback to residents on any actions taken.

The Joint Committee discussed the prevention of littering along highways verges which became most apparent at times when the verges were cut.

The Head of Service (Strategy) stated that from April 2018 littering fines would increase and Fixed Penalty Notices (FPNs) could be issued to the owner of a vehicle for litter thrown from a car. The DWP anticipated publicity on this issue to coincide with the national campaign in 2018.

Regarding the removal of rubbish from highways verges, officers explained that it was difficult to co-ordinate verge cutting and litter picking at the same time due to the practicalities involved, the latter requiring traffic calming measures to be in place on faster roads. It was confirmed that litter picking would take place along the West Stafford bypass in the next fortnight and that operational staff had been trained at various levels in traffic management.

Resolved

1. That the revised Enforcement Policy and Procedures and Guidelines documents be approved;
2. That the more robust approach to waste crimes and waste collection offences i.e. issuing of warnings, FPN's, prosecutions and waste collection charges where applicable, be supported; and
3. That the staged approach to dealing with repeat waste collection offences be agreed.

Reasons for Decisions

To enable officers to deal with waste crimes appropriately and proportionally.
To enable officers to deal with repeat waste collection offences with education and advice followed by formal enforcement where required.

Questions from Councillors

66 No questions were asked by members under Standing Order 20.

Meeting Duration: 10.00 am - 11.05 am

This page is intentionally left blank



Dorset Waste Partnership Joint Committee

Date of Meeting	15 January 2018
Officer	Gemma Clinton, Head of Service (Strategy)
Subject of Report	Forward Plan 2018
Executive Summary	<p>This paper sets out the Forward Plan for the Dorset Waste Partnership (DWP) for 2018. 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 2018
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)
 January 2018

**Dorset Waste Partnership Joint Committee Forward Plan
(Meeting Date – 20 March 2018)**



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
2
8
9
3
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).

Date of meeting of the Committee (1)	Matter for Decision/ Consideration (2)	Decision Maker (3)	Consultees (4)	Means of Consultation (5)	Documents (6)
20/03/18 11/06/18 11/09/18 5/11/18	Key Decision - Yes Open Finance and Performance Report	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and Discussions	
20/03/18	Key Decision - Yes Open DCLG Funding Update	Dorset Waste Partnership Joint Committee			
20/03/18	Key Decision - Yes Open Waste in Local Government Reorganisation To consider a report by the Waste in Local Government Reorganisation (LGR) Project Board	Dorset Waste Partnership Joint Committee			
20/03/18	Key Decision - No Fully exempt 3 Commercial Services Business Plan 2018/19	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	
	Key Decision - No Open South West Audit Partnership - Half Yearly Review	Dorset Waste Partnership Joint Committee	DWP Officers Dorset Finance Officers Commissioning Group	Meetings and discussions	

11/06/18	Key Decision - No Open Corporate Risk Register	Dorset Waste Partnership Joint Committee	DWP Officers Commissioning Group	Meetings and Discussions	
----------	---	---	-------------------------------------	--------------------------	--

Private Meetings

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

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



Dorset Waste Partnership Joint Committee

Date of Meeting	15 January 2018
Officers	Director of the Dorset Waste Partnership
Subject of Report	Finance and Performance Report January 2018
Executive Summary	<p>This report presents and discusses key financial performance trends and risks of variance in income and expenditure against the 2017/18 revenue budget of £33.1M.</p> <p>At the end of November 2017 there is a predicted underspend on the revenue budget for the year of £1.372m. This is only a minor change from the previously reported figure of £1.347m, however there are a number of budget lines that are particularly volatile, meaning that there is potential for this figure to change further before the year ends. The report gives further detail of the reasons for this.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>This report contains no new proposals and has no equalities implications.</p>
	<p>Use of Evidence:</p> <p>The report is based on data from Dorset County Council's financial system and the management information systems used</p>

	<p>by the Dorset Waste Partnership. This is supplemented by information from service managers where necessary</p> <p>Budget:</p> <p>For 2017/18, a revenue budget of £33.1m was agreed by the DWP Joint Committee. Based on information known at the end of November 2017, there is potential favourable variance of £1.372m.</p> <p>For 2017/18, a capital budget of £2.682m was agreed by Joint Committee in November 2016, and this was amended by Joint Committee in June 2017 with the additional inclusion of a sum for the procurement of a replacement ICT system and associated in-cab technology, at £146.5k, bring the capital budget expected spend to £2.828m. This report shows total spend to date plus commitments is at £2.8m.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with this information using the County Council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: MEDIUM</p> <p>Residual Risk MEDIUM</p> <p>This assessment relates to the potential volatility of a number of factors, in particular, the price paid/income received in respect of recycle, for which the price is largely determined by international market conditions. Nonetheless, it is acknowledged that, even with further variations, the likelihood is that the overall budget position will remain favourable for this financial year.</p> <p>Other Implications:</p> <p>No other implications have been identified.</p>
<p>Recommendations</p>	<p>The DWP Joint Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note the current 2017/18 revenue budget forecast. 2. Note the capital expenditure position for 2017/18 to date. 3. Note that there will be a request at year end for a ring fenced specific carry forward of up to £75k for contract related technical advice.
<p>Reason for Recommendations</p>	<p>The Joint Committee monitors the Partnership’s performance against budget and key performance indicators, and scrutinises</p>

	actions taken to manage within budget on behalf of partner Councils.
Appendices	Appendix 1 - Assurance statement by the Treasurer Appendix 2 – Revenue Budget – Major Variances Appendix 3 – Budget variance by partner council Appendix 4 – Budget position summary infographic Appendix 5 - DWP capital spend and commitments Appendix 6 – Budget Risks and Mitigations Appendix 7 – Budget Timetable
Background Papers	None
Report Originator and Contact	Karyn Punchard, Director Dorset Waste Partnership Tel: 01305 225459 Email: k.punchard@dorsetwastepartnership.gov.uk

1. Background

- 1.1 The Joint Committee of 16 January 2017 agreed a revenue budget of £33.1m for 2017/18. Based on 2017/18 data to date there is a forecast underspend of £1.372m to the end of the year. An assurance statement from the Treasurer is provided at Appendix 1 and further detail on major budget variances is provided in Appendix 2.
- 1.2 A breakdown of the forecast underspend by partner council is provided at Appendix 3. Note that the share by partner is adjusted by the agreed variations, which are in respect of street cleaning at North Dorset District Council (£20k) and a change of arrangements in respect of public toilet facilities at East Dorset District Council (£41.6k).

2. Waste disposal

- 2.1 The effect of inflation in 2017/18 over and above the budgeted 1% is calculated to cost the DWP an additional £39k in respect of management fees at Household Recycling Centres. Previous finance reports had estimated the effect of inflation on gate fees and haulage from September onwards, however, given that this point in time has now passed, the effect of inflation is built into invoices going forward, and the separate budget variance line is eliminated.
- 2.2 A change of contractual arrangement for glass recycling is forecast to bring in around £78k of additional income by the end of 2017/18. Glass was budgeted as a net nil cost.
- 2.3 Members will be aware that the price that the DWP pays to dispose of recyclate varies on a monthly basis. Whilst this creates a lack of certainty in budgeting terms, the current arrangement is generally recognised as providing the DWP with favourable prices in comparison to the wider market, partly influenced by the relatively good quality of the product. The current forecast has worsened to a £377k favourable variance to year end, down from a forecast of £550k at last Joint Committee, with the DWP having recently received the worst monthly price in the year to date.

- 2.4 Whilst there is no definitive view on how the recyclate price will behave in the final part of the year, there is pessimism due to the effect that the Chinese recyclate import changes are having on the wider international market. Looking specifically at mixed plastic and mixed paper, China is a major global reprocessing hub for these commodities. Should their import restriction on these tighten (the National Sword programme) and be strictly enforced there are limited alternative outlets available at this time. This will put pressure on the remaining re-processors who will be at capacity leaving a glut of these materials in the short term. This glut will force down the commodity value which in turn will increase any fee or reduce any rebate for the DWP.
- 2.5 Income from other recycled card, cans and plastics is also expected to generate a favourable variance of £30k.
- 2.6 Favourable variances are predicted in respect of tonnages of waste arising and associated haulage costs, estimated at £652k overall. This includes favourable prices due to a contractual change in disposal volumes with one of the DWPs key disposal outlets.
- 2.7 As noted at the last Joint Committee, for the purposes of budget monitoring a sum of £75k is currently assumed to be either fully spent or carried forward in respect of technical advice for disposal contract renewals. If the request to carry forward is not approved, then the available underspend will increase by a further £75k. The request will be made formally as part of the June 2018 Joint Committee finance paper.

3. Container charging

- 3.1 The container charging service went live in late June 2017, following on from the decision made by Joint Committee in January 2017 to implement this new service. The year 2017/18 is seeing some one-off development costs, and a part year effect in terms of income. At the time of writing, an adverse variance of around £50k is anticipated.

4. Trading Accounts

- 4.1 The financial performance of the Commercial Waste service is anticipated to be £85k favourable over and above the budgeted net cost of delivery. This is a reduction from the previous Joint Committee finance report, as a result of the investment costs of the new ICT system previously agreed by Joint Committee.
- 4.2 The financial performance of the Garden Waste service is anticipated to be £152k favourable over and above the budgeted net cost of delivery. This is a reduction from the previous Joint Committee finance report, as a result of the investment costs of the new ICT system previously agreed by Joint Committee.

5. Property budgets

- 5.1 The property budgets have seen unbudgeted utility rebate amounting to £90k.

6. Other minor variances

- 6.1 Other minor variances identified to date include a forecast of underspend in the Operations and Street Cleansing budgets (£60k) partly caused by additional commercial income, and increased overheads on central budgets (£63k), including

unfunded expenditure on additional temporary waste enforcement posts previously agreed by Joint Committee.

6.2 Appendix 4 summarises the latest forecast position in infographic format.

7. Capital Budget 2016/17

7.1 Capital spend and commitments for the year to date can be seen at Appendix 5.

7.2 Spend to date and commitments amounts to £2.801m against planned spend of £2.828m. Some key issues are highlighted below:

7.3 Major new facility planned for Blandford. Professional fees are now being incurred in preparation for the major aspects of the scheme but there is uncertainty in relation to price and timescales for the major build, anticipated in future years.

7.4 Replacement ICT system and in-cab technology. At the time of writing this report, the procurement process has come to an end, and an order will be placed with the successful vendor shortly. Whilst the overall price was within budget, a payment profile has not yet been agreed, meaning that the price and timescales shown here may change.

7.5 Spend on containers to date is low, meaning that there is potential for an underspend to occur. This area of spending will be kept under review.

8. Budget Equalisation Reserve

8.1 The Joint Committee are reminded that the following funds are currently held in the reserve:

Local Authority	Amount held in Budget Equalisation Reserve (£)
Dorset County Council	645,591
Christchurch BC	39,485
East Dorset DC	59,400
North Dorset DC	53,324
Purbeck DC	40,388
West Dorset DC	81,123
Weymouth & Portland BC	80,690
Total	1,000,000

Karyn Punchard
Director
Dorset Waste Partnership

December 2017

This page is intentionally left blank

DWP Finance & Performance Report January 2018

Assurance Statement by the Treasurer

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

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

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

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

Andy Smith, Treasurer to the DWP, December 2017

This page is intentionally left blank

Item	Probability of occurrence	Risk vs. 2017/18 budget as reported at Nov 2017 Joint Committee	Current risk vs. 2017/18 budget	Notes
		£k	£k	
Inflation in excess of budget - HRC Management Fees	Certain	-39	-39	Effect of inflation over and above the budgeted 1%.
Waste disposal variances - tonnages arising and associated haulage costs, effect of inflation, and proactive diversion away from landfill	Likely	602	652	Favourable waste disposal variances - tonnages arising and associated haulage costs - includes the effect of inflation (adverse) and beneficial variation with treatment contractor.
Inflation in excess of budget - Gate Fees & Haulage	Certain	-150	-	Now amalgamated into the line above (now part of actual payments).
Net Income from favourable Glass Recycling contract	Likely	76	78	Unbudgeted income on recycled glass, temporary contractual arrangement to the end of 2017/18.
Net income from recycled card / cans / plastics etc (Non DMR)	Likely	33	30	This material is separate from the DMR recycle.
Additional temporary waste enforcement resource.	Likely	-22	-20	Unfunded temporary enforcement resource agreed as priority area by JC.
Container Charging income	Likely	-50	-50	First year of the new scheme, which started in June 2017. Indications are of a potential income shortfall.
Commercial Waste Trading Account	Likely	125	85	Forecast of performance is over and above budgeted position. Figures now include costs of new ICT system.
Favourable variance on the Garden Waste trading account	Likely	200	152	Forecast of performance is over and above budgeted position. Figures now include costs of new ICT system.
Central / Management & Admin	Likely	-29	-43	Minor overspends in relation to staffing and additional support service costs being incurred.
Property budgets	Certain	0	90	Unexpected one-off rebate in respect of property.
Total of likely and certain budget variances		746	935	
Favourable difference on Recyclate price between budgeted cost per tonne of £17.32 and actual cost / income per tonne received.	Possible	550	377	The recyclate price is extremely volatile, and can swing significantly up and down each month. This forecast is based on a pessimistic price for the remainder of the year, due to the international market, and in particular the restrictions in China.
Transport section budgets	Possible	51	0	There are a number of variables under this heading: filling of vacant posts, together with marginally worsened positions in respect of vehicle fuel and vehicle maintenance mean that the previously predicted forecast of underspend is now unlikely.
Operations and Street Cleansing budgets	Possible	0	60	Minor underspends predicted in relation to frontline staffing, plus unbudgeted commercial income.
Total of possible budget variances		601	437	
Total of all budget variances		1347	1372	

This page is intentionally left blank

Partner variance for 2017/18 budget monitoring

Appendix 3

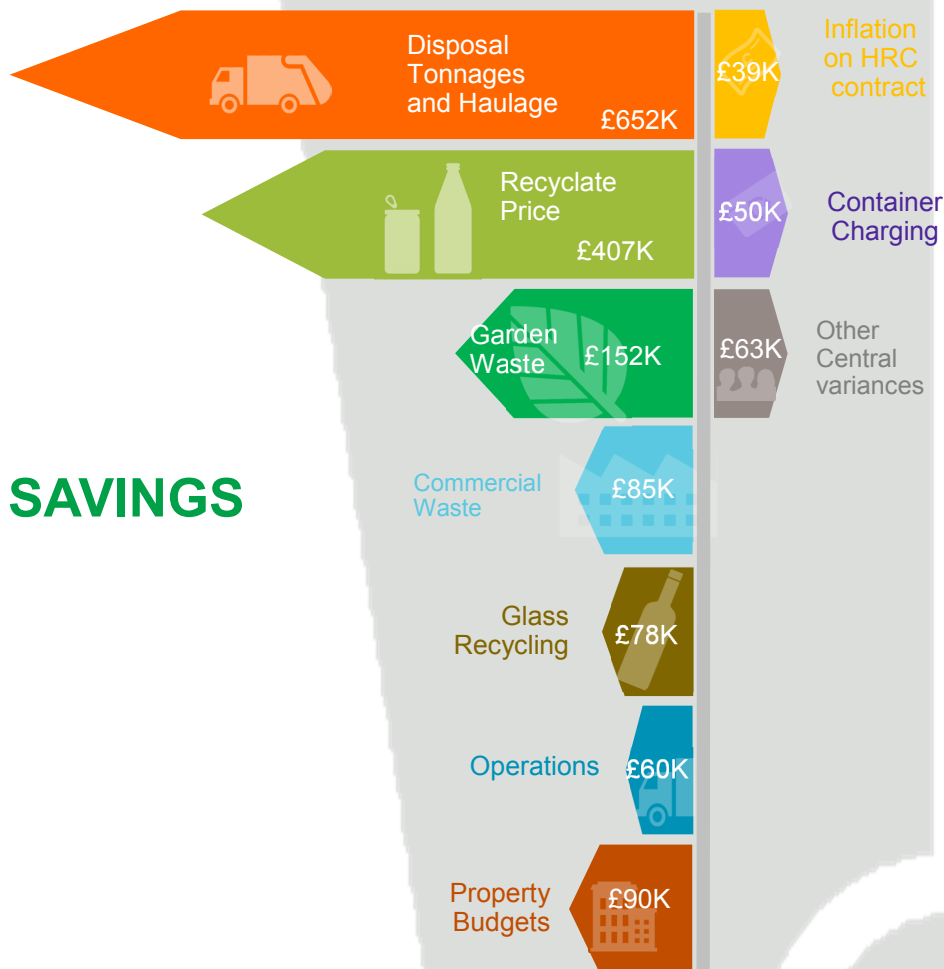
Total projected variance for DWP budget for 2017/18: £ 1,372,000

Partner Council	%	£	<i>Agreed variations in partner funding.</i>	£
Christchurch BC	3.98%	54,561		51,988
East Dorset DC	5.93%	81,406	-41,657	121,170
North Dorset DC	5.40%	74,074	-20,000	91,683
Purbeck DC	4.07%	55,853		53,219
West Dorset DC	8.99%	123,408		117,588
W&PBC	7.31%	100,228		95,501
Dorset County Council	64.32%	882,470		840,852
	<u>100.00%</u>	<u>1,372,000</u>		<u>1,372,000</u>

This page is intentionally left blank

£1.372m
underspend
2017/18 Forecast

£33.1 million
Total Budget



SAVINGS

EXTRA COSTS

17/18

This page is intentionally left blank



DWP Capital programme

Spend as at 28th November 2017

Appendix 5

	Planned capital expenditure 2017/18 £	Spend as at 28th November 2017 £	Committed as at 28th November 2017 £	Total spend plus committed £
Infrastructure				
New waste facility at Blandford	250,000	46,860	31,416	78,276
Other minor capital works	50,000	1,260	0	1,260
Equipment				
Vehicle workshop equipment at Crookhill	54,000	5,375	0	5,375
IT system				
Capital costs	146,500	0	118,300	118,300
Containers				
Containers - r4d service	505,000	231,890	2,625	234,514
Containers - garden waste service	60,000	94,445	281	94,726
Containers - commercial waste service	68,000	2,850	0	2,850
Vehicles				
2016/17 vehicle replacement programme - replacement van	0	36,222	0	36,222
2016/17 vehicle replacement programme - slippage (RCVs)	0	448,530	0	448,530
2017/18 Vehicle replacement programme - core fleet	645,000	188,483	497,646	686,129
2017/18 Vehicle replacement programme - garden waste service	600,000	627,836	0	627,836
2017/18 Vehicle replacement programme - commercial waste service	450,000	467,589	0	467,589
	<u>2,828,500</u>	<u>2,151,341</u>	<u>650,267</u>	<u>2,801,608</u>
		0	0	

All figures for planned expenditure as presented to Joint Committee November 2016
with the exception of the IT system, agreed by Joint Committee June 2017

This page is intentionally left blank

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 in 2017/18 is greater than the budgeted 1% increase on waste disposal contracts. There is no mitigation, and DWP will 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 saw a steadily increasing price throughout the year. The price paid by DWP (via DCC fuel contract) varies on a weekly basis. The current prices being paid are not a significant cause for concern in respect of the 2017/18 fuel budget but nonetheless this budget is included here due to uncontrollable and unpredictable nature of the fuel market. To give some context, an upwards movement of 25p per litre, if in place for the whole year, would cost the DWP around £0.5m.

4. Waste disposal – tonnages and disposal routes

The 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. The 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. Members can be updated verbally on specific risks that exist with some current DWP disposal contracts.

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.

6. HRC charging arrangements

There is a potential risk that new legislation from central government will make charging for materials such as rubble at HRCs for materials unlawful. A change of legislation such as this would cost the DWP at least £250k to change the current contractual arrangements.

Appendix 7 - The DWP finance timetable - 2017/18

Date	Subject	Meeting
16/01/17	Approval of 2017/18 budget	DWP Joint Committee
23/03/17	Budget monitoring for 2016/17 financial year	DWP Joint Committee
12/06/17	Out-turn for 2016/17 financial year	DWP Joint Committee
12/06/17	Budget monitoring for 2017/18 financial year	DWP Joint Committee
12/09/17	Budget monitoring for 2017/18 financial year	DWP Joint Committee
02/10/17	Informal budget workshop (West)	Informal
09/10/17	Informal budget workshop (East)	Informal
31/10/17	Joint Scrutiny Group consideration of draft 2018/19 budget	Joint Scrutiny Group
06/11/17	Budget monitoring for 2017/18 financial year	DWP Joint Committee
06/11/17	Draft 2018/19 budget presented	DWP Joint Committee
06/11/17	Updated five year MTFP presented	DWP Joint Committee
29/11/17	Consideration of 2018/19 draft budget	EDDC Cabinet
06/12/17	Consideration of 2018/19 draft budget	CBC Policy & Resources Committee
06/12/17	Consideration of 2018/19 draft budget	DCC Cabinet
11/12/17	Consideration of 2018/19 draft budget	NDDC
12/12/17	Consideration of 2018/19 draft budget	PDC
12/12/17	Consideration of 2018/19 draft budget	W&PBC
14/12/17	Consideration of 2018/19 draft budget	WDDC
15/01/18	Approval of 2018/19 budget	DWP Joint Committee
15/01/18	Budget monitoring for 2017/18 financial year	DWP Joint Committee
20/03/18	Budget monitoring for 2017/18 financial year	DWP Joint Committee
11/06/18	Final outturn of 2017/18 financial year	DWP Joint Committee

This page is intentionally left blank



Dorset Waste Partnership Joint Committee

Date of Meeting	15 January 2018
Officers	Treasurer and Director of the Dorset Waste Partnership
Subject of Report	Draft Revenue Estimates 2018-19
Executive Summary	<p>This report contains revenue estimates for 2018-19 totalling a net cost of £33.1M in the light of further detailed consideration since the November 2017 Joint Committee, comments from partner councils and Dorset Finance Officers as part of the formal consultation process. The total net budget cost proposed is unchanged from that considered by the Joint Committee on 6th November 2017.</p> <p>The draft revenue estimates are re-presented to facilitate formal agreement by the Joint Committee.</p> <p>Sections of the report explain a number of the main aspects, assumptions and drivers of the budget and some of the sensitivities and risks. These issues were explored in some depth at informal budget workshops with elected members of all partner councils as well as finance colleagues from partner councils. The resulting budget proposal is a standstill budget, which satisfies the affordability question for partners, and which leaves some parts of the budget exposed to greater risk than has previously been the case. This is partially balanced by the Budget Equalisation</p>

	<p>Reserve (BER), funds put aside specifically to deal with budget risk going forward but on a 'one off' basis.</p> <p>A significant new development is the recent pay offer, which is estimated to cost £383k over and above the £33.1m budget referred to in the November Joint Committee paper. It is proposed to transfer in this sum from the Budget Equalisation Reserve to cover this additional cost, reducing the reserve from £1mill to £617k, and keeping the partner funding requirement at £33.1m.</p> <p>Updated cost shares are given for each partner authority, using updated tax base figures.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment: The services covered by this report have been subject to an Equalities Impact Assessment where appropriate.</p> <p>Use of Evidence: The figures for the draft revenue estimates for 2018/19 have been drawn up taking account of information about service requirements and costs provided by a range of managers of the Dorset Waste Partnership.</p> <p>Budget:</p> <p>The budget contributions expected from each partner to fund the draft revenue budget for 2018/19 are set out in Appendix 2.</p> <p>Risk Assessment:</p> <p>Having considered the risks associated with these decisions using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: HIGH Residual Risk: HIGH</p> <p>High risk areas are financial, reputational and critical service delivery.</p> <p>Financial: The operating environment for the Dorset Waste Partnership has potential for overspending arising from uncontrollable external factors (e.g. market prices for recyclates), local factors (e.g. changes in the level of waste generated by Dorset households) and is heavily dependent upon key external contractual relationships for our disposal arrangements.</p> <p>Reputational: The Dorset Waste Partnership is considered to be a good example of partnership working, with some initial historical reputational difficulties having now been countered by good financial and operational performance for several years.</p>

	<p>However, the underlying risk remains and is reflected in the Dorset Waste Partnership risk register.</p> <p>Critical Service Delivery: Waste collection is a vital service for Dorset households and the waste must be disposed of safely and efficiently.</p> <p>Other Implications: Sustainability</p> <p>A key objective of the Dorset Waste Partnership is to provide a harmonised service that maximises levels of recycling across the county. The current strategy sets out to achieve a level of 65% by 2025. DWP is achieving 59.45% 2016/17.</p>
<p>Recommendations</p>	<p>That the DWP Joint Committee:</p> <ul style="list-style-type: none"> i) Approve the draft revenue estimates for 2018/19, at £33.1m. ii) Approve the transfer of £383k from the Budget Equalisation Reserve to apply to pay budget lines, to deal with the effect of the pay offer, as a one-off measure. iii) Note the level of budget reductions applied, totalling around £700k within the revenue estimates for 2018/19. iv) Note the cost shares for each partner council.
<p>Reason for Recommendations</p>	<p>The Inter Authority Agreement requires the Joint Committee to approve a revenue budget for the following year, following consultation with partner councils.</p>
<p>Appendices</p>	<p>Appendices –</p> <ul style="list-style-type: none"> 1. Draft revenue estimates 2018/19 with savings and transfer from reserve applied. 2. Cost shares for each partner, using updated tax base. 3. Budget Equalisation Reserve.
<p>Background Papers</p>	<p>None</p>
<p>Report Originator and Contact</p>	<p>Name: Andy Smith, Treasurer to the Dorset Waste Partnership, Tel: 01305 224031 Email: a.g.smith@dorsetcc.gov.uk</p> <p>Name: Paul Ackrill, Finance and Commercial Manager, Dorset Waste Partnership, Tel: 01305 224121 Email: Paul.Ackrill@dorsetwastepartnership.gov.uk</p>

1. Background

- 1.1 The Joint Committee meeting of 6th November received a report which presented draft revenue estimates for 2018/19. The report noted the calculation of an “as is” budget at £33.8m, and noted affordability issues for partner councils, and as a result the report focused on a standstill budget of £33.1m and explored the assumptions, risks and issues involved in setting a budget at £33.1m. The detail is repeated later in this report.
- 1.2 Since the meeting of the Joint Committee on 6th November, the proposed cost budget and cost share for each partner will have been taken to each sovereign council for approval. This report is the final step in the budget setting process for 2018/19, to allow the Joint Committee to approve, or otherwise, the budget proposals for 2018/19 taking into account the views of each sovereign partner council.
- 1.3 Since the meeting of the Joint Committee on 6th November, the final calculation of cost share for each partner has been updated, based on the official Council Tax Base (CTB) figures produced by the collection authority partner councils. This is in accordance with the Inter Authority Agreement (IAA). Final figures have already been shared with relevant finance officers in partner councils. The final CTB figures result in no change for the DCC cost share (which is already agreed and fixed under the IAA) and very minor changes for the collection authorities. The change can be seen at Appendix 2.

2. Overview

- 2.1 The draft estimates for 2018/19 are contained in Appendix 1.
- 2.2 The proposed cost of the service that Joint Committee are asked to approve for 2018/19 is £33.1m.
- 2.3 Informal budget workshops have been held in October 2017 with elected members, senior managers, and finance representatives of all partner councils, to consider the affordability of the 2018/19 budget, and consider options where there might be a greater appetite for risk, and/or desire to reduce the service in order to achieve further financial savings. The informal workshops considered the proposal for an “as is” budget requirement of £33.8m, and concluded, on balance, that in order to meet the criteria of the budget being affordable for all partners it needed to reduce to £33.1m.
- 2.4 Whilst the outcomes of the budget workshops were neither formal nor definitive, the resultant discussion has satisfied the Treasurer that a budget of £33.1m, if approved by the Joint Committee, whilst recognising an increased appetite for risk in some areas, is thought to have good practical prospects of being achieved, ensuring that the budget has been set on a reasonable basis.

3. Issues and Assumptions affecting the draft estimates for 2018/19

- 3.1 The starting point for the draft revenues estimates is the 2017/18 position. Figures have been updated to take account of latest information and further knowledge of service delivery since previous medium term financial plans and budgets were presented.
- 3.2 The estimates represent the best level of knowledge that is available at the time of writing. The figures presented in this paper have been considered by the various DWP budget holders and the Senior Management Team, and are considered appropriate for

the purpose of informing partner councils of the estimated cost of the service, including reasonable expectations around securing future savings and thus being able to indicate 2018/19 costs to partner councils.

- 3.3 Some significant assumptions have been made in forming the draft estimates for 2018/19 which brings a degree of risk around the robustness of the estimates, should the practical experience of running the service prove to be different from the assumptions made. Some assurance can be taken from the existence of the Budget Equalisation Reserve (BER), to be able to absorb any arising overspend. Current expectations are that the level of funds within the BER should prove sufficient for all but the most extreme and unforeseen circumstances for the remainder of 2017/18. It should also be noted that, at the time of writing, the financial forecast for 2017/18 is favourable, which, if proved to be the case at year end, will allow the Joint Committee to consider whether the BER could be further 'topped up' at that point, following the close of the 2017/18 financial year, particularly if circumstances have changed at that stage.
- 3.4 Significant issues and assumptions are listed below:
- 3.5 Inflation. A significant proportion of the revenue budget (approximately half) is contracted out, with the major contracts being for the Household Recycling Centres (HRCs), transfer stations, and various waste disposal arrangements. These contracts are subject to an annual uplift based on nationally recognised inflation indices (CPI and RPI). For the purposes of this budget, an inflation rate of 2.5% has been applied. Together with "catch-up" of inflation in respect of 2017/18 (for which inflation was budgeted at 1%, but has recently hit a high of 3.1%) this adds almost £650k to the budget.
- 3.6 Annual pay award. The DWP has almost 400 FTE employees, of which around 310 are front line service delivery operatives (drivers, loaders, and street cleansing staff). As County Council employees, DWP staff receive an annual pay award as agreed nationally. For 2018/19, in November Joint Committee agreed an estimated 1% increase, and the total pay budget increase required at that time was almost £170k.

On 5th December 2017, the National Employers for Local Government Services made a final pay offer covering the two year period of 2018/19 and 2019/20. The 'headline' offer is 2% in each of those two years, but also includes moving towards the government's target for the National Living Wage, with a minimum rate of £8.50 per hour from 1st April 2018, and £9 per hour from 1st April 2019. The minimum rate is currently £7.78 per hour.

If the pay offer were to be accepted, the effect on the DWP budget for 2018/19 would be an additional unbudgeted burden of around £383k, as follows:

- Operations including Street Cleansing £303,300
- Management and Administration £34,400
- Garden Waste and Trade Waste £40,900
- Transport section £4,500

The pay award is greater than 2% for any employee is below the top of Grade 6. For the operational workforce of street cleaners, loaders and driver, for whom pay scales are from Grade 3 up to Grade 6 depending on their role, approaching 100% of this group of employees will received a pay award that is over 2%, and is nearer to 4% for the majority in this group.

By contrast, around 20% of the Management and Admin group would receive a pay award of over 2%.

For the purposes of setting the 2018/19 budget, it is known that partner funding is essentially capped at the 'standstill' budget figure of £33.1m, and that no additional funding is available to partner councils for any increased pay award. Therefore it is proposed to transfer £383k from the Budget Equalisation Reserve to deal with this cost pressure. It should be noted that, whilst the use of these one-off funds deals with the issue for 2018/19, this becomes an additional budget pressure going forward for the 2019/20 budget (and subsequent years).

The proposed pay changes suggest that there may be other 'knock on' implications of the changes at the bottom end of the pay scale. At the time of writing these implications have not been explored, but are flagged up here due to the potential for further financial impact.

- 3.7 Additional collection resource. Pressure arising from new housing development is absorbed within existing capacity wherever possible. However, for 2018/19 existing collection is stretched and additional frontline resource of £166k is required to successfully achieve collection.
- 3.8 Volumes of household waste arising. For the calculation of the "as is" budget of £33.8m, pressure on the disposal contracts arising from further household growth is assumed at 2.5%, which will add a further £250k to the 2018/19 budget. However, for the final, recommended, budget of £33.1m, a riskier assumption is made, partly informed by the favourable picture being experienced in 2017/18. This is referred to further below.
- 3.9 Recyclate price. The price paid for disposal of recyclate is dependent upon the market price, which is subject to international economic factors. The informal budget workshops were informed of the trend pattern of the recyclate price in recent history and noted an expected worsening in the international market particularly due to the 'National Sword' operation in China, which is expected to have global repercussions. The proposed budget of £33.1m includes recyclate price at £0 per tonne, which is a riskier approach than proposed in the 'as is' budget. Whilst prices in 2017/18 have generally been favourable for the DWP, this budget line will no doubt remain volatile, with current or past prices not necessarily being a guide to future prices. This budget line will continue to be monitored closely going forward. It should be noted that, at the time of writing this report, recyclate fee paid by DWP has moved above £0 per tonne for the two most recent months, which highlights that the budgeted price for 2018/19 may well prove to be inadequate.
- 3.10 Garden Waste trading account. The draft revenue budget contains assumptions on that the Garden Waste customer base continues to expand, and increases the contribution to overheads accordingly. The price for the service for 2018/19 has been set at £49 for the full year, as agreed by the Chairman and Director.
- 3.11 Commercial Waste trading account. The Joint Committee will be aware of the steady growth in the DWP Commercial Waste service. The 2018/19 budget aims for ambitious growth in income from £2.144m budgeted for 2017/18 to £2.347m as a target for 2018/19, plus a further stretch target as per paragraph 4.2 below.
- 3.12 The capital charges budget represents the repayment costs of capital borrowing on assets plus associated interest on borrowing of funding. The capital charges budget for 2018/19 is based on the latest expectations of the capital programme, as seen by

the Joint Committee at the meeting of 6th November 2017. This adds almost £350k to the budget for 2018/19.

4. Savings for 2018/19

4.1 The 'as is' budget already includes £395k of savings and cost reductions in a number of areas as follows:

- End of inherited vehicle leasing arrangements for the Crookhill area. (Approximately £160k)
- Changing waste disposal arrangements to more favourable prices / contracts (Approximately £160k)
- Agreed reductions in support service costs (Approximately £45k)
- Transport staffing changes (Approximately £30k)

4.2 In order to achieve the standstill budget of £33.1m, further savings of almost £700k will be required. After consideration, and taking into account the views expressed at the informal budget workshops, the following further savings and reductions will be included in the 2018/19 budget:

- Reduce the assumption of recyclate price to £0/tonne (£291k)
- Reduce assumptions on waste arisings from 2.5% to 1% (£150k)
- Stretch target for Garden Waste service (£144k)
- Stretch target for Commercial Waste service (£44k)
- Savings from changes in container management arrangements (£15k)
- In-year savings to be identified (£39k)

4.3 It is hoped that the final item above, in-year savings to be identified, can be met from staff vacancies (turnover, not recruitment freeze) or ad-hoc income. In the worst case scenario, if this saving cannot be found, it will become a burden on the Budget Equalisation Reserve.

5. Budget Equalisation Reserve

5.1 Appendix 3 reminds the Joint Committee of the existing balance of £1m held in the reserve, and the effect on the reserve of the recommendation to transfer £383k, leaving a balance of £617k.

5.2 The Joint Committee are reminded that should the forecast underspend for 2017/18 be realised there will be options to consider around making a further contribution to the Budget Equalisation Reserve and / or returning underspends to partners in accordance with the cost sharing agreement.

6. Risks and sensitivities

6.1 The section of the report is intended to give Joint Committee members a quantification of the major financial risks and sensitivities associated with the proposed 2018/19 budget.

6.2 Recyclate price. Using prices from the last two years as a basis, price swings of up to £0.5m in either direction are conceivable.

6.3 Vehicle fuel price. An upwards movement of 25p per litre, if in place for the whole year, would cost the DWP around £0.5m.

- 6.4 Residual waste. The highest price for residual waste disposal in 2018/19 almost £119 per tonne (before haulage), with around 62,000 tonnes expected during the year. A 1% variation in tonnages arising will have an effect of around £74k.
- 6.5 HRC charging arrangements. There is a threat that legislation may reverse the charging arrangements implemented at HRCs, which would cost the DWP at least £250k.
- 6.6 Closed landfill liabilities. The DWP has responsibility for numerous closed landfill sites. Unforeseen closed landfill failures will have a significant but unquantifiable cost.

Andy Smith
Treasurer to the Dorset Waste Partnership

Karyn Punchard
Director of the Dorset Waste Partnership

December 2017



2018/19 proposed budget

with savings targets applied
and revised assumptions on pay award

£

Waste Disposal	
Gate fees	10,840,790
Recyclate (DMR) disposal	0
Other recyclate disposal	-52,000
Transfer Stations	
Recycling Transfer Stations	742,807
Waste Transfer Stations	1,273,848
HRCs	
HRCs	2,594,658
Other disposal related budgets	
Bring Banks	-4,750
Closed landfill	110,500
Re-use credits	10,763
Projects and promotions	152,213
Operations costs	
Frontline staffing - Recycle for Dorset	6,824,458
Frontline staffing - Street Cleansing	2,015,759
Other Operations revenue (PPE, equipment etc.)	270,504
Container management	60,500
Depot property costs	629,863
Transport and vehicles	3,519,247
Corporate costs	
Host Authority support costs	957,320
Insurance costs	316,008
Management and admin, strategy side costs	2,706,820
Capital charges	1,789,731
Container charging scheme	-70,588
Income contributions to overheads	-1,166,382
Savings to be identified	-38,925
Transfer from reserve	-383,000
Total DWP budget	33,100,000

This page is intentionally left blank

Dorset Waste Partnership - cost share for 2018/19 budget based on updated CTB figures

		2017/18 budget		
Partner Council	%	CTB1 figures November 2016	Agreed variations in partner funding.	Share of variance after agreed variations in partner funding £
Christchurch BC	3.98%	23,764		1,319,506
East Dorset DC	5.93%	39,802	41,657	1,922,293
North Dorset DC	5.40%	31,572	20,000	1,767,054
Purbeck DC	4.07%	22,335		1,350,740
West Dorset DC	8.99%	50,335		2,984,493
W&PBC	7.31%	31,649		2,423,894
Dorset County Council	64.32%	n/a		21,332,019
	100.00%			33,100,000
	0.00%			0

		2018/19 budget				
Partner Council	%	*CTB1 figures November 2017	change in CTB from 2016 to 2017	2018/19 cost share after grossing down %	*Share of variance after agreed variations in partner funding £	Change from 2017/18 £
Christchurch BC		23,836	72	3.97%	1,315,070	-4,436
East Dorset DC		40,006	204	5.93%	1,921,913	-380
North Dorset DC		31,732	160	5.39%	1,767,827	773
Purbeck DC		22,445	110	4.07%	1,348,743	-1,997
West Dorset DC		50,821	486	9.03%	2,994,107	9,614
W&PBC		31,805	156	7.30%	2,420,320	-3,574
Dorset County Council		n/a			21,332,019	0
		200,645	1,188	35.68%	33,100,000	0
				0.00%		0

This page is intentionally left blank

Appendix 3 - Budget Equalisation Reserve

Local Authority	Amount held in Budget Equalisation Reserve (£)	Proposed transfer from reserve (£)	Balance held after proposed transfer (£)
Dorset County Council	645,591	246,346	399,245
Christchurch BC	39,485	15,231	24,254
East Dorset DC	59,400	22,725	36,675
North Dorset DC	53,324	20,678	32,646
Purbeck DC	40,388	15,592	24,796
West Dorset DC	81,123	34,450	46,673
Weymouth & Portland BC	80,690	27,979	52,711
Total	1,000,000	383,000	617,000

This page is intentionally left blank



Dorset Waste Partnership Joint Committee

Date of Meeting	15 January 2018
Officer	Gemma Clinton, Head of Service (Strategy)
Subject of Report	Dorset Waste Partnership Corporate Risk Register
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 June 2017, when it was last presented to the Joint Committee. There are now two high risks (risk 2 and 3) identified on the register.</p> <p>Risk 1, Failure to achieve capital and revenue budget / savings targets 2017/18, has improved. This is due to the current projected underspend on this year's budget.</p> <p>Risk 2, Failure to achieve capital and revenue budget / savings targets for the MTFP has deteriorated to a high risk. Waste growth (and household growth) will continue year on year. The increasing costs of providing a collection and disposal service for residents while maintaining good customer satisfaction is going to become increasingly challenging due to the impending budget pressures.</p> <p>Risk 3, Inability to maintain and develop infrastructure to meet DWP needs, is the only other 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. Infrastructure projects are planned and are</p>

	progressing, nonetheless, until the infrastructure is operational, this is a high risk area to the DWP (particularly in light of any disposal and treatment contract procurement).
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 risks 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 January 2018
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)
 January 2018

Risk Register for: Dorset Waste Partnership	Summary of Current Risks		IMPACT					Control Environment			
	2	High	HIGH <i>Likelihood ↓</i> I.e. a greater than 20% chance of:	Financial	Strategic Priorities and Opportunities	Health & safety	Reputational	Service Delivery	G	Reasonable / Accepted Risk (Green)	
	5	Medium		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)	A	Partial (Amber)	
	3	Low		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)	R	None / Limited (Red)	
10		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				
				Last Reviewed					21 December 2017		



[View Exception Report](#)

[View Standard Report](#)

No	Risk Description	Current Risk	Movement	Risk Owner	Date Identified	Review Date	Potential Causes	Control	Lead	Existing Control	Further Actions Necessary	Action Lead	Target Date	Potential Effects
1	Failure to achieve capital and revenue budget / savings targets 2017/18	Low	Improving	Director	07/11	01/18	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	on going	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). Waste Disposal Strategy going to January Joint Committee for approval.	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.	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. China is having an impact on global prices due to the 'national sword' campaign and the reduction of imports they will have from April 2018.	Maintain quality of material through continued education. Continue to explore market opportunities- e.g. working with Bournemouth and Poole on any future MRF or infrastructure projects. Keep up-to-date with China's campaigns to reduce imports and improve quality of recycle, identify any new ways of working that will benefit new contracts going forward.	Jason Jones/ Lisa Mouny 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. Implement new BARTEC in cab system to improve efficiency and customer service.	Matt Boulter and Ian Brewer	on going	

Page 53

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
							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	
							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	on going	
							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 Mounty/ Louise Bryant	on going	
2	Failure to achieve capital and revenue budget / savings targets for the MTFP	high	Deteriorating	Director	05/16	01/18	Failure to achieve budget savings / as waste arisings continue to grow alongside house growth	R	Karyn Punchard	Following a Budget Challenge Members workshop, the 18/19 budget has a £700k shortfall due to a standstill budget being set. Changes to budget assumptions may make up some of this but there are other emerging pressures on the budget, such as the pay award being 2% (1% budgeted) plus the effect of minimum wage increases. Longer term savings projects still being developed, such as changing collection points, working patterns and infrastructure (invest to save).	Continue to promote educational campaigns, such as, 'Right Stuff, Right Bin' to maintain and increase material capture rates for recycling and composting. Use the new in-cab BARTEC system to help further drive efficiencies from the existing Recycle for Dorset Service. Maintain project register and continue to work on savings projects	Steve Mackenzie	01/10/23	Potential to breach statutory obligations
							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	R	SMT- Karyn Punchard	Engagement with Commissioning Group and Joint Committee and consideration by partner councils. MTFP has been refreshed and is unaffordable.	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 Mounty and Louise Bryant	on-going	
3	Inability to maintain and develop infrastructure to meet DWP needs	High	No Change	Director		01/18	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 has taken place and now more strategic projects will be developed	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.	Support Services Framework now in place to cover Ferndown and Christchurch depots. Fleetwave software inline with DCC is now fully in use and the DWP transport team has been restructured now that Crookhill workshops and staff have moved from SFS to DWP.	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. Have just procured an in-cab solution, now the priority is to procure new route optimisation software.	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 and Mike Moon	Existing depots have limited storage. Existing site inadequate.	New storage facilities are being developed at Crookhill Depot and Blandford Depot, need to include bin storage in future infrastructure developments.	Jason Jones	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
							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.	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 additional availability within existing contracts and a re-procurement strategy when current contracts expire.	Jason Jones	On-going	
4	Inability to ensure business continuity	Medium	No change	Director		01/18	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	Keep DWP wide business continuity plan up-to-date, develop infrastructure as required.	Gemma Clinton and Mike Moon	On-going	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	Maintain DWP wide business continuity plan	Gemma Clinton and Mike Moon	On-going		
						Loss of IT. Failure/corruption of the household database.	A	Gemma Clinton	DCC ICT continuity arrangements	DWP wide business continuity plan. Currently reviewing the IT SLA to ensure we have sufficient continuity in place.	Gemma Clinton and Mike Moon	On-going		
						Loss of operational staff (industrial action; pandemic flu)	G	Mike Moon	Use of agency staff; service standards review	Business continuity plans for each depot in place	Gemma Clinton and Mike Moon	On-going		
						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		01/18	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. 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. Commission of consultants to carry out some work around liabilities for each site.	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		01/18	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 teams when required. 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		01/18	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. Health and safety team and support.	Continued monitoring and take action to tackle Health & Safety breaches.	Operations Managers	on-going	Investigation and prosecution (H&S / corporate manslaughter); negative reputation; staff absence

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
							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. 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. New DWP H&S consultative Group implemented across all teams within DWP reporting to the DWP H&S Committee which is chaired by the Head of Service (Operations).	Operations and All Managers	on-going	
							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		01/18	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	31/03/18	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	R	SMT	See Risk 01 and 02 above. Households, and waste continue to grow and partners don't have the budget to meet this growth within the MTFP	See Risk 01 and 02 above. Continue to seek out efficiency from existing services (e.g. #1 million from the right stuff right bin campaign) and work on further savings projects.			
							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. Further soft market testing required in early 2018 for future disposal/treatment contracts to focus on contingencies available by different contractors (we can't rely on local landfill sites anymore)	Jason Jones	On-going	
							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 Punched		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	On-going	
Deleted Items off the register														

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank