



The Dorset Waste Partnership Introductory guide

Councils working together



2016/17

dorsetforyou.com/recycle

Contents

Page

1. Introduction	3
2. Contacting us	4
3. About the Dorset Waste Partnership	5
3.1. History	
3.2. Business plan	
3.3. Governance	
4. Our services	8
4.1. Household recycling and rubbish collections	
4.2. Garden waste collection service	
4.3. Mini recycling centres	
4.4. Household recycling centres	
4.5. Commercial waste and recycling services	
4.6. Street cleaning and litter	
4.7. Contract management	
4.8. Infrastructure	
4.9. Closed landfill sites	
4.10. Bulky waste and re-use	
4.11. Education and campaigns	
5. Finance and budget	12
5.1. How the DWP is funded	
5.2. Revenue budget	
5.3. Income	
6. What happens to our recycling and waste	14
6.1. Recycling	
6.2. Food waste	
6.3. Garden waste	
6.4. Rubbish	
• Energy from waste	
• Mechanical biological treatment	
• Landfill	
7. Who's who	17
7.1. Senior management team	
7.2. Operations	
7.3. Strategy	

1 Introduction

The Dorset Waste Partnership (DWP) is made up of seven Dorset councils working together to deliver waste, recycling and cleansing services across our county.

This guide gives residents and councillors an introduction to the DWP, what we do and who does what.

Our diverse services range from cleaning Dorset's streets to major infrastructure projects and managing closed landfill sites. Our customers include more than 400,000 people in 200,000 households and almost 5,000 local businesses.



Working in partnership, it is vital we retain strong links between the services we provide on behalf of our partners, local councillors and the communities we serve.

In the past, the DWP has seen its fair share of challenges. But with the completion of the roll-out of the 'Recycle for Dorset' service in October 2015 and the steps we have taken to ensure better control over our budgets, our financial performance can match the success we have achieved in driving recycling up and landfill down. Our customer satisfaction figures remain high and we head into the future with a renewed sense of confidence.

As our partners work to meet their future challenges, we want to ensure communities and councillors are at the heart of shaping how we manage Dorset's waste and resources into the future.

A handwritten signature in black ink that reads "Anthony Alford".

Cllr Anthony Alford

Chairman

Dorset Waste Partnership Joint Committee

2 Contacting us

General enquiries

Phone 01305 221040
Web www.dorsetforyou.com/recycle
Twitter @recycle4Dorset

Key contacts

Residents should be encouraged to contact us using the channels above.

Title	Name	Phone	Email
Senior Management Team			
PA to the Senior Management Team	Fiona Finding	01305 224691	f.m.finding@dorsetwastepartnership.gov.uk
Director	Karyn Punchard	01305 225459	k.punchard@dorsetwastepartnership.gov.uk
Interim Head of Service (Strategy)	Gemma Clinton	01305 224716	g.clinton@dorsetwastepartnership.gov.uk
Head of Service (Operations)	Mike Moon	01305 225789	m.moon@dorsetwastepartnership.gov.uk
Finance & Commercial Manager	Paul Ackrill	01305 224121	paul.ackrill@dorsetwastepartnership.gov.uk
Operations			
Operations Manager (Christchurch/East)	Dave Nichols	01202 971390	david.nichols@dorsetwastepartnership.gov.uk
Operations and Commercial Services Manager (North/Purbeck)	Ian Brewer	01305 224880	i.brewer@dorsetwastepartnership.gov.uk
Operations Manager (West)	Mike Haines	01305 225462	m.haines@dorsetwastepartnership.gov.uk
Operations and Transport Manager (Weymouth & Portland)	Andy Cadman	01305 225451	a.cadman@dorsetwastepartnership.gov.uk
Strategy			
Service Development Manager (job share)	Louise Bryant /	01305 224633	l.bryant@dorsetwastepartnership.gov.uk
	Lisa Mouny	/ 01305 224636	l.mouny@dorsetwastepartnership.gov.uk
Interim Commercial Services Manager	Matthew Boulter	01305 225784	m.boulter@dorsetwastepartnership.gov.uk
Business Support Manager	Helen Shaw	01305 224624	H.Shaw@dorsetcc.gov.uk
Recycling Team Leader	Marten Gregory	01305 228672	m.k.gregory@dorsetwastepartnership.gov.uk
Group Manager (Commissioning)	Jason Jones	01305 225180	j.jones@dorsetwastepartnership.gov.uk
Senior Corporate Comms Officer	James Potten	01305 225957	j.potten@dorsetwastepartnership.gov.uk

3 About the Dorset Waste Partnership

3.1 History

Councils working together

In 2003, the six borough and district councils (the waste collection authorities) and Dorset County Council (the waste disposal authority) adopted a Joint Municipal Waste Management Strategy, which set out a vision for how we would manage Dorset's waste over the next 25 years.

This strategy was revised following extensive public consultation in 2009. The councils subsequently worked with specialist consultants to develop an accelerated business case for a 'whole system' approach to waste management in Dorset.

Development and launch

In 2010, the seven partners signed an Inter Authority Agreement (IAA) creating a waste partnership to jointly deliver waste services on their behalf. As the partnership is not a separate legal entity, the partners agreed that it would be hosted by the county council, which employs its staff and provides its support services.

The Dorset Waste Partnership (DWP) officially launched on 1 April 2011. Services and staff transferred from partners to the DWP in three phases:

- **Phase 1 – April 2011:** Christchurch Borough Council, Dorset County Council, East Dorset District Council, North Dorset District Council and Purbeck District Council (management and administration staff)
- **Phase 2 – April 2013:** West Dorset District Council and Weymouth and Portland Borough Council
- **Phase 3 – November 2013:** Purbeck District Council (transfer of operational staff and front-line service delivery from SITA UK)

The Recycle for Dorset service

The 'Recycle for Dorset' service replaced the 12 previous schemes across Dorset with a 'one size fits all' approach. It is a recycling and residual waste service which aims to service the entire county (excluding Bournemouth and Poole) using the same collection of materials and frequency of collection for all householders. Even communal properties are offered the scheme in full.

The service was rolled out to 202,000 households (hh) over a three year period:-

- **Tranche 1** - Christchurch and part of East Dorset (Oct. 2012), 53,000 hh
- **Tranche 2** - North Dorset and rest of East Dorset (June 2013), 41,000 hh
- **Tranche 3** – Purbeck and part of West Dorset area (Mar 2014), 40,000 hh
- **Tranche 4** – Weymouth, Portland, part of West Dorset (Oct 2014), 48,000 hh
- **Tranche 5** – Rest of West Dorset (Oct. 2015), 20,000 hh

The tranche areas were not based on district boundaries, they were chosen to provide the most efficient and cost effective service as possible. All properties in the County, including rural areas, were changed to the new service.

3.2 Business plan

The DWP business plan sets the strategic direction for the five years 2014-19.

Vision: 'A Dorset-wide partnership to provide a quality, efficient and value-for-money waste service.'

Critical objectives

1. Improve customer satisfaction to more than 80%
2. Reduce waste to landfill to less than 15%
3. Increase material recycled to 60% or above
4. Maximise cashable savings

3.3 Governance

Joint Committee

Under the Inter-Authority Agreement, a joint committee was established as the democratic decision-making body of the DWP. The Joint Committee consists of two elected members from each partner council, who each have an equal vote. The Chair and Vice-chair are elected annually. Partner councils remain responsible for making decisions on major policy changes.

Agendas and minutes for Joint Committee meetings: <http://bit.ly/29o0WNI>

Scrutiny Committee *(Subject to agreement by all councils – June 2016)*

It was decided in late 2015 that the DWP should include dedicated scrutiny arrangements, proposed as a standing Scrutiny Committee with representation from each of the partner Councils.

Focussed on the importance of pre-decision scrutiny, the committee supports the Joint Committee by scrutinising:

- Policy proposals during their development
- Business cases
- Financial monitoring
- Performance monitoring
- Risk registers

Commissioning Group (*Subject to agreement by all councils – June 2016*)

The DWP commissioning group (previously known as the Management Board) consists of senior officers (director of environment or equivalent) for each partner council as well as the DWP senior management team. The current membership is as follows:

Lindsay Cass	Christchurch and East Dorset councils
Mike Harries (Chair)	Dorset County Council
Stephen Hill	North Dorset District Council
Rebecca Kirk	Purbeck District Council
Graham Duggan	West Dorset and Weymouth & Portland councils
Steve Mackenzie	Chief Executive sponsor (Purbeck District Council)

Senior Management Team (SMT)

The SMT manages the strategic and day-to-day operation of the DWP, provides direct management to the DWP's staff and presents reports to the Joint Committee.

For more details, see the 'Contacting us' and 'Who's who' sections.

4 Our services

4.1 Household recycling and rubbish collections

The Recycle for Dorset service

The DWP was created to deliver a 'whole system' approach, joining together the waste collection and disposal functions to provide services more efficiently across council boundaries. All partners agreed to adopt a single collection service, Recycle for Dorset, to replace the previous 12 different systems.



The standard Recycle for Dorset service consists of:

- A weekly collection of food waste using a 23-litre bin and 7-litre kitchen caddy
- A fortnightly collection of recycling using a 240-litre wheelie bin, a box for glass and a reusable bag for batteries
- A fortnightly collection of rubbish using a 140-litre wheelie bin

Bag and box service

Households unable to use wheelie bins receive an equivalent '**bag and box**' service using boxes for recycling and an annual supply of blue authorised sacks for rubbish.

For more information, visit www.dorsetforyou.com/recyclefordorset

4.2 Garden waste collection service

We offer an optional, chargeable, fortnightly collection of garden waste. The fee, which helps cover the cost of providing a service, is reviewed annually by the Joint Committee. For 2016/17, it is £45 for the annual use of a 240-litre wheelie bin. We have also opened up new sign-up opportunities throughout the year, with lower prices to reflect the shorter subscription periods. The garden waste service currently has nearly 40,000 garden waste customers.



For more information, visit www.dorsetforyou.com/gardenwaste

4.3 Mini recycling centres

We manage a network of mini recycling centres (or 'bring banks') in local communities. Following the roll-out of Recycle for Dorset, we have reduced the number of bring banks due to lower use as people have been able to recycle more at home. We have kept banks in key locations and for materials not collected at the kerbside, such as foil, cartons, textiles and electrical items.



4.4 Household recycling centres

We provide 11 household recycling centres (HRCs) across Dorset where residents can take a range of materials. Some Dorset residents can also use HRCs outside our boundary under agreements with neighbouring councils. We recycle and recover more than 65% of waste taken to HRCs.



4.5 Commercial waste and recycling services

As well as households, we offer a range of commercial recycling and waste services to local businesses across Dorset. A range of containers and collection frequencies can be tailored to meet the needs of businesses, including holiday lets and events. We also provide businesses with free advice on their legal obligations and other commercial waste services that are available.

Find out more: www.dorsetforyou.com/commercialwaste



4.6 Street cleaning and litter

Our street cleaning services include:

- mechanical street-sweeping
- manual street-sweeping
- manual litter-picking
- emptying litter and dog waste bins
- resort cleansing (beaches and promenades)
- cleaning public toilets (some areas)



In 2014, we decided to take a more responsive approach to street cleaning, freeing up resources to focus on problem areas, and have consulted with stakeholders to

identify local needs. We are currently reviewing our street cleaning performance standards and carrying out further local consultation with councils and communities.

Litter

Litter on highway verges has been identified as a significant issue. National guidelines now require litter-picking on high-speed roads to have traffic management put in place by trained staff. We are training our own staff to reduce our reliance on traffic management contractors and are working with highways colleagues and community groups to tackle the issue of litter and its causes. We have also recently helped launch 'Litter Free Dorset' - a major partnership anti-litter campaign.

Fly-tipping

Our enforcement team is responsible for investigating fly-tipping on public land and taking enforcement action if there is evidence to identify the culprits. We will clear fly-tipping on public land and where it affects the local amenity. We also investigate and coordinate the removal of abandoned vehicles.

4.7 Contract management

Contract management plays an essential role in providing reliable, value for money, and sustainable ways to recycle, treat and dispose of the materials we collect from the kerbside and HRCs. The contracts team manages the frontline HRC contract, making sure a good level of customer service and landfill diversion is provided.

Alongside this, the team ensures that a mix of commercial operators provide cost-effective outlets for the full range of materials collected. The team works to procure services that provide stability in terms of cost, as well as sourcing services that are adaptable to future financial challenges and landfill closures.

4.8 Infrastructure

Dealing with our waste and recycling requires a range of infrastructure, from depots to transfer stations, household recycling centres to material recycling facilities. We plan to carry out a strategic review of infrastructure across the county and whether it meets our short, medium and long-term needs. Current and future projects include:

- **Bridport waste management centre**

A new waste management centre at Broomhills opened in October 2015. The site combines a state-of-the-art, split-level household recycling centre and a waste transfer station.



- **Blandford waste management centre**

We are currently investigating options for a replacement HRC in Blandford, which may include waste transfer and depot facilities.

- **Christchurch depot re-location**

We moved our Christchurch operations staff and vehicles from the Grange Road depot to shared facilities at Bournemouth Borough Council's Southcote Road depot in late 2015.

4.9 Closed landfill sites

Between 1974 and 1994, the county council was responsible for providing landfill sites across Dorset. Although these sites are now closed, the DWP is responsible for maintaining 13 of them. The DWP monitors gas and a liquid called 'leachate' produced by the decomposing waste, which can potentially pollute the surrounding countryside.

In addition, as the waste decomposes the level of the sites settles and the landscapes have to be continuously monitored and restored.



4.10 Bulky household re-use and recycling

The DWP works with local charity Dorset Reclaim to provide a bulky household waste collection service to residents. Reusable items that are collected are then offered to households on modest incomes. Dorset Reclaim aims to reuse or recycle 65% of the items they collect. If an item is good quality and can be reused, Dorset Reclaim may collect it for free.



Find out more: www.dorsetforyou.com/bulkywaste

4.11 Recycling and waste education

The DWP delivers a range of activities aimed at affecting behaviour change, such as increasing participation in recycling and minimising waste. These include communications campaigns, roadshows, door-to-door visits and work with community groups and schools.



Previously, resources have focused on raising awareness and engagement around the Recycle for Dorset service. Moving forwards, we will deliver targeted campaigns to ensure recent good performance is maintained and improved upon, working with partners where possible.

In 2016, our primary educational campaigns are 'Right stuff, right bin' which provides useful information on how residents should correctly use their kerbside service, and an additional project aimed at preventing food waste being mixed with residual household waste.

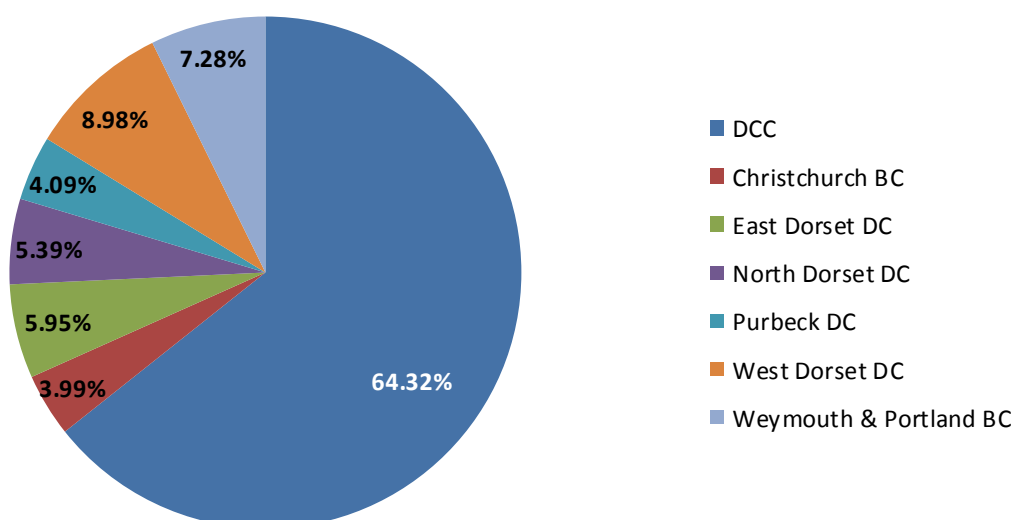
The DWP has also provided waste disposal services and guidance to volunteers taking part in the recent national 'Clean for the Queen' campaign.

5 Finance and budget

5.1 How the DWP is funded

The DWP is funded by each of its partner councils according to a **cost-sharing agreement**. This mechanism is updated each year using the latest data for household numbers in each district/borough. The current shares are shown below:

	Cost share % 2016/17	Share of revenue budget 2016/17 (£)
Christchurch BC	3.99%	1,364,767
East Dorset DC	5.94%	2,031,758
North Dorset DC	5.40%	1,847,053
Purbeck DC	4.07%	1,392,131
West Dorset DC	8.98%	3,071,581
Weymouth & Portland BC	7.30%	2,496,942
Dorset County Council	64.32%	22,000,452
TOTAL	100.00%	34,204,683



5.2 Revenue budget

The DWP has a revenue budget of **£34.2m** in 2016/17 for day-to-day operations. This is spent in the following ways (including contributions to our overheads):

Cost/income	£
Disposal costs	15,362,477
Operations (includes street cleaning)	12,536,598
Capital charges	2,979,443
DWP central costs (support costs, management structure)	3,809,568
Garden waste contribution to overheads	-384,963
Trade waste contribution to overheads	-98,440
TOTAL	34,204,683

5.3 Income

We generate income in a number of ways. Our major sources of income are our commercial (trade) and garden waste services. We also generate minor levels of income from cleaning of some council car parks and unadopted roads.

Our major income budgets for 2016/17 are:

- Garden waste **£1,665,000**
- Commercial waste **£1,860,000**

6 What happens to our recycling and waste

6.1 Recycling

In 2015/16, we recycled 58.9% of our waste, increased from 56.7% in 2014/15. We previously received an income for the recycling we collect. However, global economic factors have resulted in market prices for mixed recyclable materials falling and recyclate becoming a cost. Nevertheless, recycling is still by far the most cost-effective and sustainable way of managing these materials. The value of recycling to the DWP ranges from a cost of £20 per tonne to an income of £700 per tonne.

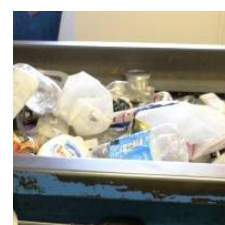
The recycling journey

1. **Households** put their mixed recycling, glass and food waste in the relevant containers, which are emptied into separate sections of the vehicles.
2. Recycling is taken to **transfer stations** and **bulking facilities** in Dorset where it is put onto haulage vehicles and taken to be sorted and reprocessed.

Transfer stations	Bulking facilities
<ul style="list-style-type: none"> • Blandford – North Dorset • Bridport – West Dorset • Sherborne – West Dorset 	<ul style="list-style-type: none"> • Hurn – Christchurch and East Dorset • Hybris (Crossways) – Purbeck, West Dorset, Weymouth and Portland

3. Material Recycling Facilities (MRFs)

Plastics and cans are separated at the **Hurn MRF**. Other mixed material is taken from there to be sorted at **UPM Shotton MRF** in North Wales. Transport between sites makes use of vehicles that would otherwise return empty. Approximately 99% of all materials sorted at Shotton remain in the UK, with 80% of them travelling only a few miles to be reprocessed.



4. Reprocessing

There are a number of processes used to recycle different materials:

- **Paper and cardboard** are separated from the mix using mechanical screens (ballistic separators). They then get reprocessed into new products at the UPM Shotton Mill.
- **Plastics** are separated using lasers called 'near infra-red technology' (NIR), which identifies different polymers and sorts them into individual streams. High-value plastics are chipped and pelleted to make new plastic products. Lower-value plastics may be used as a fuel to generate energy.
- **Steel cans** are separated using magnets operating over conveyors. **Aluminium cans** become magnetised when passed through a magnetic field so they can be extracted. Cans are melted down and turned into new cans or aluminium ingots.

- **Glass** is reprocessed at plants across the UK operated by Recresco. They use optical sorting to separate various coloured pieces of glass down to 10mm. Most of this glass is recycled into new glass bottles and jars.

6.2 Food waste

Anaerobic digestion (AD) is the process of breaking down food waste in large tanks in the absence of oxygen. This produces methane, which is used to generate energy for local businesses and homes and a by-product called digestate, which can be used on farmland as a fertiliser.



Our food waste is taken to Eco Sustainable Solutions' AD plant at Piddlehinton, where the energy produced goes to power the neighbouring Mole Valley Farms feed mill and into the national grid. We pay a fee of around £35-£40 per tonne for this.

6.3 Garden waste – windrow composting

Garden waste is treated via windrow composting. First, the material is shredded and blended before being laid out in rows. The material is then regularly turned to introduce oxygen into the compost as it breaks down to become a useful, soil-improving product used to grow turf and sold to landscapers.



6.4 Rubbish (residual waste/refuse)

Non-recyclable rubbish, or residual waste, is the most expensive to deal with. It costs us between £97 and £110 per tonne to treat or dispose of rubbish.

Transfer Stations

Rubbish is collected from households, bulked up at transfer stations and delivered to treatment or disposal facilities, as shown below:

Transfer station	Area	End destination
Blue Haze landfill	Christchurch and East Dorset	Marchwood (EfW)
Blandford	North Dorset	New Earth Solutions (MBT)
Broomhills, Bridport (from Oct 2015)	West Dorset	
Crookhill, Weymouth	West Dorset / Weymouth & Portland	New Earth Solutions (MBT) and Trigon (landfill)
Sherborne	North Dorset and West Dorset	New Earth Solutions (MBT)
n/a	Purbeck	Trigon (landfill)

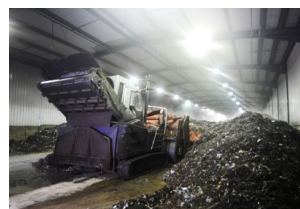
- **Energy from waste (EfW)**

At least 10,000 tonnes of Dorset's rubbish is sent to Veolia's energy from waste plant at Marchwood near Southampton each year. Some metals are extracted for recycling and the plant provides electricity for 20,000 local homes. This plant achieves 80% diversion from landfill.



- **Mechanical biological treatment (MBT)**

At least 30,000 tonnes of Dorset's rubbish is treated at New Earth Solutions' MBT plant in Poole each year. This process extracts recyclables and composts any remaining organic matter. Some materials extracted from this process are used as a fuel to generate energy. Typically, the plant achieves more than 95% diversion from landfill.



- **Landfill**

Historically, much of Dorset's waste went directly to landfill. Environmentally and financially, this is the most unsustainable method of dealing with waste. We aim to reduce the amount of our waste we bury in the ground to less than 15%. We have already decreased this to around 20%.



The DWP has contracts with three landfill providers within and close to Dorset:

Landfill site	Area
Beacon Hill, Corfe Mullen	East Dorset and Purbeck (only very small amounts)
Blue Haze, Hampshire	Christchurch and East Dorset
Dimmer, Somerset	HRC bulky waste only from Sherborne
Trigon, near Wareham	Purbeck, West Dorset and Weymouth and Portland

7 Who's who

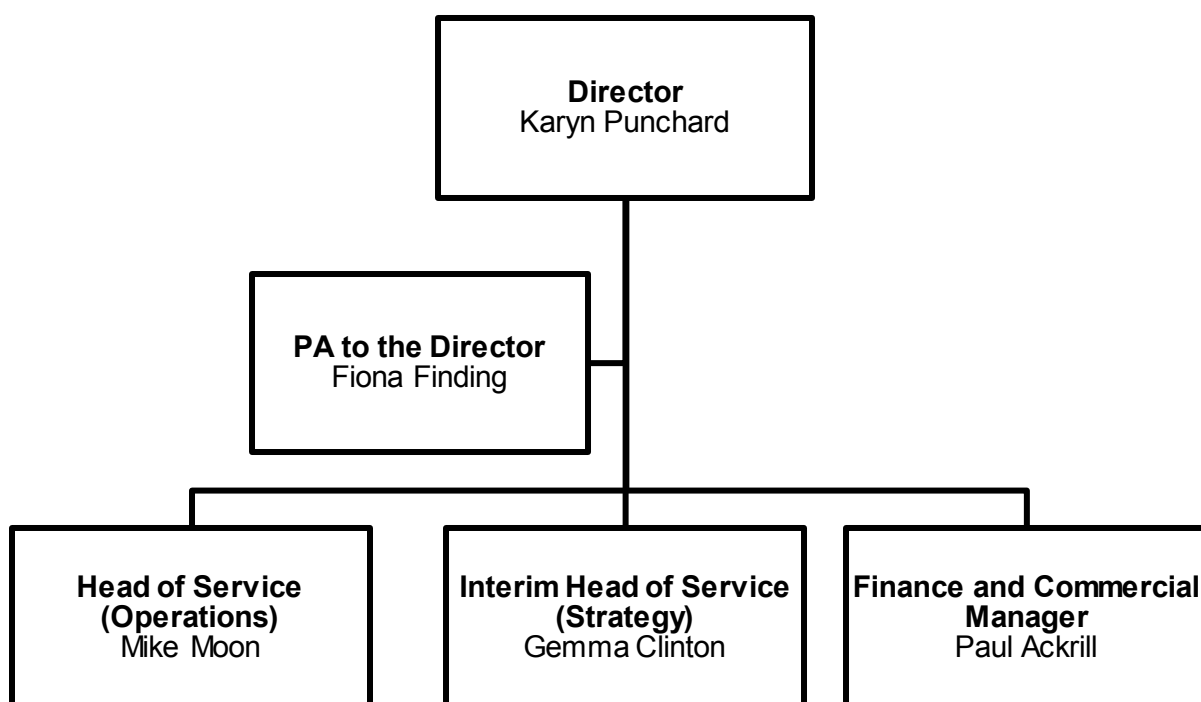
The DWP has approximately 390 staff, who are employed by the county council. We also use agency staff to provide cover for operational and admin roles when necessary, while aiming to keep this to a minimum.

Management, Transport and Administration restructure

The DWP has undergone a restructure of its management, administration and transport functions. The current interim structure is shown below:

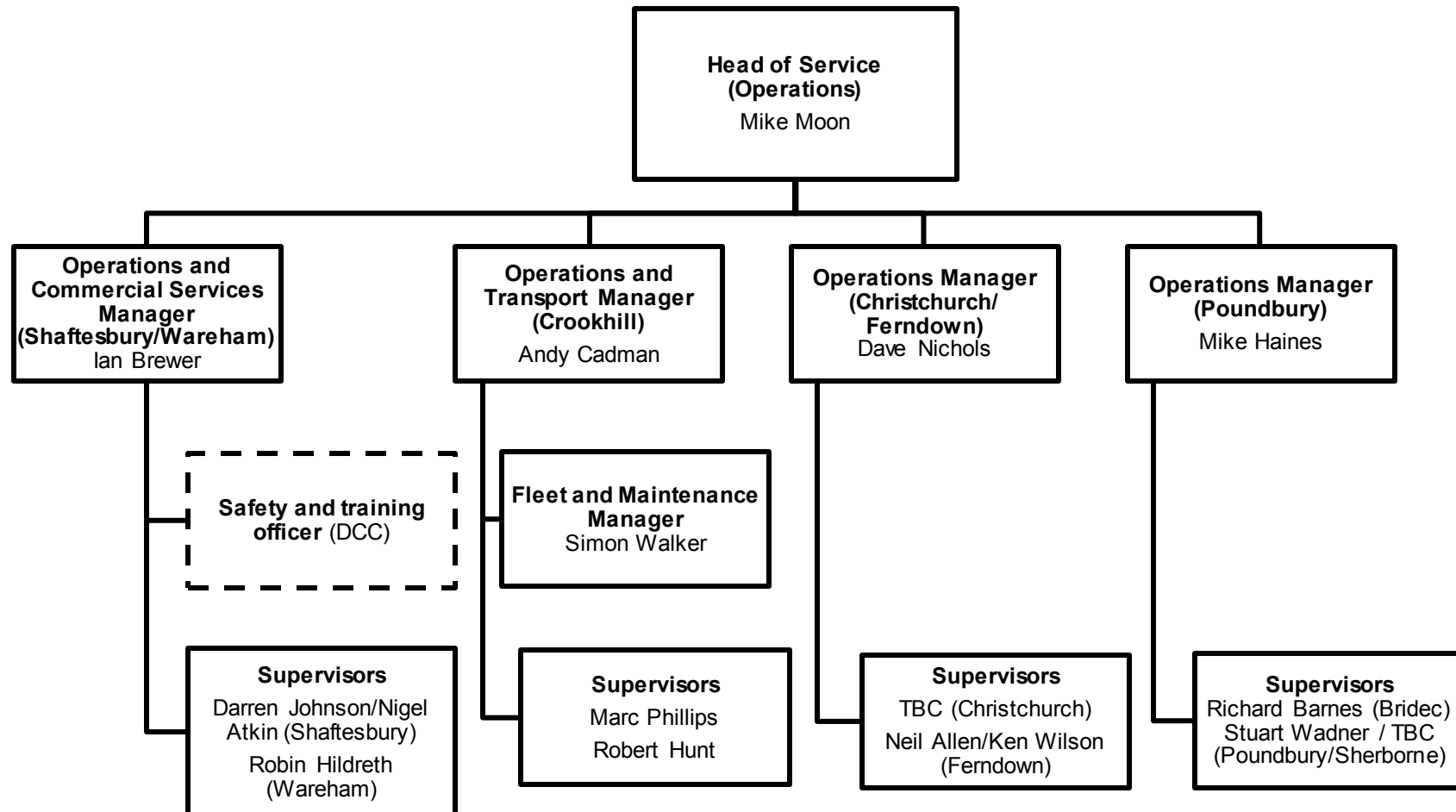
7.1 Senior Management Team

High-level structure (correct as of 1 April 2016):



7.2 Operations

High-level structure with effect from 29 February 2016:



7.3 Strategy

High-level structure with effect from 1 December 2015:

