



Waste Management Update

Report of Director Planning, Transport & Environment

Audit Committee: 2nd April 2019

Agenda Item: 5.2



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



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Key issues / Challenges

1. Highly complex range of services / processes

- Management of waste flow from source to end – complex
- Impact from markets – selling /disposing waste
- Requirement for Agency to cover sickness and annual leave in collections, material recycling facility and recycling centres.

2. High proportion of PTE revenue budget

- Net Revenue budget of £18.165M or 42% of total Directorate budget of £43.444M

3. Fraud investigation

4. Evidenced deficit in control and assurance

- Limited historical evidence of audit / management actions or working with Corporate Resources



Current Directorate planning & review process

- Directorate Delivery Plan
- Risk Registers and risk review meetings
- Quarterly Performance Reports
- Directorate Management Team & other supporting meetings
- Aligned project database (Capital Ambition Delivery Team)
- Internal audits and external Quality Assurance audits



Waste Internal Review

Risk Management

- Crucial to create strong and proactive risk management process
- Identified lead Officer(s) to own and manage the risk on behalf of the Directorate
- Strengthen Officer - Corporate engagement on risks to support discussions and controls
- Engagement with audit on areas of concern
- Regular monitoring, assessment and closing of risks



Waste Internal Review

Service Assurance – business as usual

- Service efficiency and effectiveness
 - Commence Fundamental Service Reviews on key areas
 - Development of Data Sets on service quality and performance
- Data confidence (Stores / Gatehouse / Bartec)
- Processes designed to support service delivery whilst ensuring adequate control
- Investment in change projects including updating and delivery of new digital systems
- Physical security
- Health and Safety improvement programme



Waste Internal Review

Control Environment

- Cleansing of financial budgets / data
- Improving financial monitoring and responsibility for controlling budgets
- Control of assets
- External accreditations – BSI ISO 9001:2015 working towards PAS 402:2013 (specification for increasing recycling)
- Management, monitoring and closing of actions relating to audits



Working with Corporate Resources Audit

Consultation Engagements	Assurance Engagements
Commercial Waste Recycling Centre	Lamby Way Stores
Weighbridge system	Income and banking control procedures (Lamby Way)
	Acting up payments and overtime in Lamby Way



Working with Corporate Resources

Finance & Procurement

- Aligned work with finance on:
 - Setting budgets – services, waste disposal, resourcing
 - Finance Officers included in all change projects
 - Restructures – financial reviews of any changes
- Aligned work with procurement on:
 - Review of all contracts in waste: Waste procurement tracker
 - Delivery of new Capital projects / digital systems



Key Actions

- Continue and complete actions on risk, assurance and controls – Improving Governance
- Waste Management Contracts (expenditure and income)
- Monitoring and closing of management actions from audit working with auditors
- Continue with the delivery digital systems improve effective and efficient working by removing waste.



Questions / Discussion

