

Draft Business Plan
(Draft for approval by Joint Waste Committee 6th December 2016)

Gloucestershire Joint Waste Committee

**Business Plan
Covering the period
2017-20**



1. Overview of the Joint Waste Committee

1.1. Introduction

This is the fifth business plan of the Gloucestershire Joint Waste Committee (GJWC) constituted between; Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Gloucestershire County Council and Tewkesbury Borough Council.

This business plan is a requirement under the Inter Authority Agreement and it outlines the key priorities and actions for the next three years and **a new major goal to reach service integration by the end of 2024.** (see 1.4 below)

The purpose of this plan is to:

- state this intent, and
- set out key projects and programmes for the period
- provide a mandate for the GJWC to consider and make decisions, according to set governance and budgetary principles, without constant reference back to the partner authorities.

1.2. Rationale for Joint Working

The roles of waste collection authorities (district councils) have become more complex and interdependent on the roles of county councils as waste disposal authority and vice-versa. There has also been growing interest in sharing services across district boundaries to benefit from economies of scale.

The GJWC is a body with delegated powers to oversee and make decisions concerning the recycling, waste collection and street cleansing services for four district and borough councils and to deliver waste treatment and disposal for the County.

1.3. Aims: What does success look like?

The partnership is successful when:-

- Across the partnership we constantly divert a greater proportion of household waste away from the disposal route through waste avoidance and reduction, reuse, recycling, composting and anaerobic digestion.
- We increase the range of materials that residents can easily recycle.
- A very high proportion of people have a positive view of recycling and the services provided.
- The unit costs of providing the service to each household is value for money and are further reduced where the opportunity arises.
- The recycled material we gather is of high quality and meets the specification of end users.
- Costs and savings through joint working are fairly distributed between partners and their council tax payers;
- We take the opportunities for efficiencies in the way staff, assets and other resources are shared between partners, especially at times of change.

- We are vigilant about future drivers for change, trends, risks and opportunities and we make plans accordingly.

1.4. Long Term Goal

Joint working has resulted in “quick wins” for the partners but more importantly perhaps provides a platform for future savings by understanding the key critical points for efficiencies in the future and planning accordingly.

In approving this plan, the partners are in one accord that the Committee’s principal goal is to align and integrate waste and recycling services across the whole county, incrementally as fast as possible, reaching the goal before the end of 2024.

In determining the integrated methodology, the driving principles will be:

- Minimising the amount of waste for disposal through avoidance, reduction, reuse, recycling, digestion and composting
- Optimising the whole cost of services to residents
- Apportionment of service costs and incentives in a fair and equitable manner.

In pursuit of this goal, the partners commit to:

- approaching service design with an open mind,
- contributing constructively to the debate,
- striving to reach consensus in the interest of the driving principles
- fairly sharing the reasonable costs of the journey

1.5. Relationship with the Joint Municipal Waste Management Strategy (JMWMS) and other Collection Authorities.

The formation of the GJWC is in line with the JMWMS (albeit that Gloucester City Council and Stroud District Council have not yet resolved to join the GJWC). This business plan will, however, contribute to the delivery of JMWMS objectives by the five GJWC authorities. Under the JMWMS, each Gloucestershire local authority produces an annual action plan that sets out the key waste management actions the authority will undertake to implement this strategy.

The action plan included within this business plan at Appendix 1 replaces the individual action plans for the GJWC Partner Authorities and sits under the JMWMS alongside the action plans for Gloucester City Council and Stroud District Council.

1.6. Joint Waste Team

The GJWC is served by a Joint Waste Team (JWT) whose principal role is to specify, plan, procure (where authorised by the GJWC and budget holding authority(s), monitor, co-ordinate and improve the delivery of services to householders, delivered by a number of service providers and in-house teams.

The shared officer team provides more resilience as resources can be directed to projects or problems which have most impact on one partner at any given time. This then moves on to benefit others in the round. Since the formation of the partnership to date the equivalent of 3 posts from 13 (excluded head of service) have been saved, cover was provided from within the team to TBC during a prolonged period of reduced staffing. The Head of Service remains a part time (0.4FTE) seconded post.

1.7. Budget Principles

The GWJC Constitution requires that any matter that has an impact on any partner's financial standing or service provision may only proceed with the express agreement of the partner(s) concerned.

Initially the contractual element of budgets (which is the large majority) will continue to be held by individual partners but managed by the JWT.

1.8. Actions

A Draft Action plan is included at Appendix 1.

Some initiatives affect just a single partner but many involve either more than one or all the partners. This is indicative of the cultural shift towards closer joined up thinking and delivery since the formation of the JWC.

2. Background

2.1. Formation of the Gloucestershire Joint Waste Committee (GJWC)

GJWC has been formed under Section 101 of the Local Government Act 1972 to oversee recycling, waste collection and street cleansing services for four district and borough councils and to deliver waste treatment and disposal for the County.

The partnership comprises the following authorities:

Cheltenham Borough Council (CBC);

Cotswold District Council (CDC);

Forest of Dean District Council (FoDDC);

Gloucestershire County Council (GCC);

Tewkesbury Borough Council (TBC);

The agreed framework for the GJWC is an Inter Authority Agreement (IAA) signed in December 2014 whereby the five authorities named above have delegated their powers in relation to the delivery of waste collection and disposal and street cleansing services to the GJWC. The IAA contains a Constitution that specifies how the partnership is governed.

The GJWC comprises of two Members from each authority on a 'one Member, one vote' basis. The GJWC meets formally in public session on a quarterly basis with informal meetings, workshops and visits taking place as required between formal meetings. Election of the Chairman and Vice Chairman will be held annually at an AGM.

The GJWC directs a Joint Waste Team (JWT) led by a Head of Service who reports directly to the Joint Waste Committee and has, in turn, functions and powers delegated to it by the GJWC. The Head of Service maintains close strategic and operational links with the Partner Authorities through a director-level Strategic Management Group (SMG). The GJWC is 'hosted' by Gloucestershire County Council acting as

Administering Authority. The roles of the Administering Authority and SMG are set out in the IAA.

2.2. Purpose of the GJWC

The GJWC provides a shared decision making body to improve services and deliver savings.

Facilitate whole system thinking to reinforce quality of decision making from customer, financial and resource efficiency points of view.

2.3. Vision of the GJWC

In June 2011 the emerging partners agreed a joint vision which aspired to the formation of a partnership. The aims then include;

- Reducing landfill and encouraging high participation in waste avoidance, reuse, recycling and food waste collection schemes.
- Engaging with local people to encourage participation in recycling, support economic wellbeing and use efficient, sustainable and affordable solutions at every stage of the process.
- Encouragement and facilitation of innovation, joined up strategy, policy and operations across the county, continuing to encourage all Gloucestershire councils to join the partnership.
- Developing a holistic approach to service review so that the financial proposition is the most sustainable for the local taxpayer.
- Working together in partnership to deliver more efficient waste services
- Considering potential for waste collection and disposal as a single system provided for the council tax payers of Gloucestershire
- Governance by a Joint Waste Committee with delegated powers to act in the area of waste disposal and collection with representatives from each of the participating District and the County Councils
- Formation of a Joint Waste Team responsible for;
 - Delivering on Business Plan actions and any further resolutions
 - Managing existing external waste contracts,
- Having safeguards in place to ensure that the Districts and the County retain decision-making on significant budgetary and service change matters
- Maintaining existing customer contact arrangements
- Managing within a common strategy with the goal of achieving the most efficient waste service
- Planning across district and borough boundaries, optimising depot and transfer stations infrastructure and the use and purchase of resources such as vehicles.

2.4. Key Principles Regarding Financial Control and Service Provision

The Constitution facilitates joint working while reserving that any matter that has an impact on any partner's financial standing or service provision (for example: frequency of collections or Recycling Centre opening hours) may only proceed with the express agreement of the partner(s) concerned.

2.5. Services Provided

The Partner Authorities have delegated responsibility for the following service areas to the GJWC:

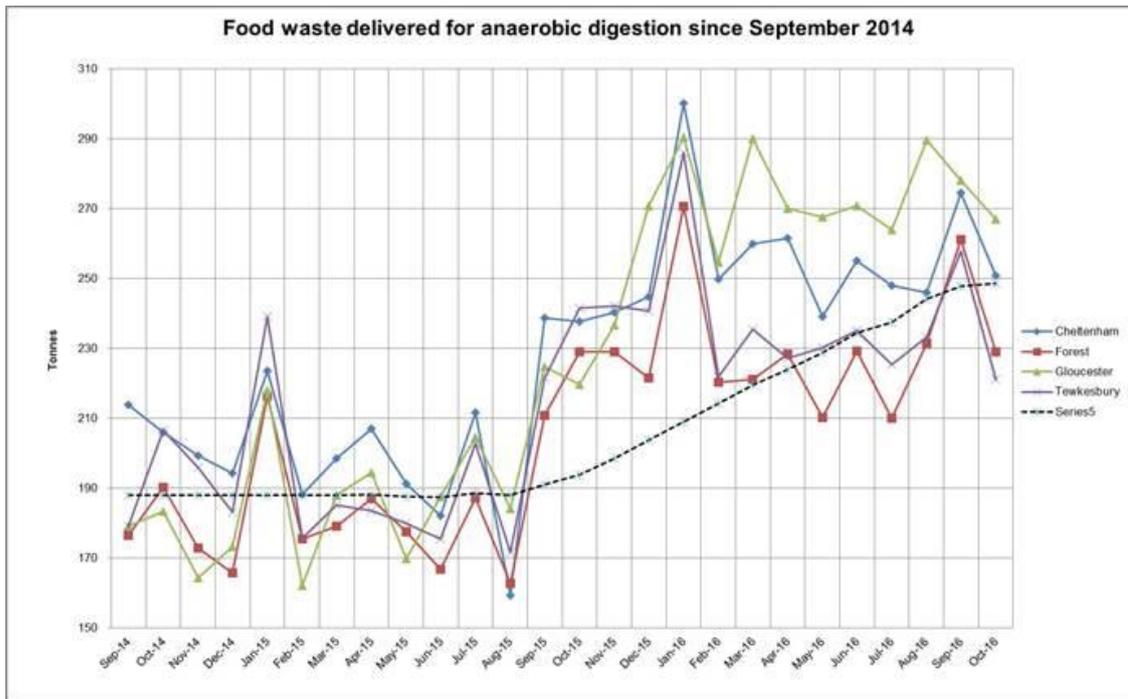
- Household residual waste, dry recycling and organics collection;
- Local Authority Collected Waste transfer, treatment and disposal;
- Bring sites;
- Household Recycling Centres (HRCs);
- Bulky household waste collection;
- Commercial waste collection (where offered);
- Street cleansing;
- Relevant PR, marketing and community engagement (including with schools).
- Medical sharps and clinical waste collection and disposal;

2.6 Achievements to Date

- The contract for collection of waste and recyclables in the Forest of Dean was extended to 2024. From August 2016 a new extended service with weekly recycling has been in place. This included the addition of plastic bottles, cardboard, small WEEE and textiles from the kerbside. This has boosted performance and achieved savings for FoDDC. The picture below shows the new style “Romaquip” Recycling Vehicle deployed in the Forest from Autumn 2016.



- The HRC contract has been let to Ubico after a short review triggered by the late withdrawal of Kier from a contract extension.
- Food waste collection volumes have been increased by 22% following the delivery of the Food Waste Initiative (see figure below)



- The Joint Waste Team are now responsible for the marketing and sale of materials from Cheltenham, which has increased revenue per tonne of recyclables, and for 28 different material streams from the HRCs.
- A service review was carried out for Tewkesbury Borough Council and new vehicles and MRF contract are in advanced stages of procurement.
- A service review is in progress for Cheltenham Borough Council, which has taken into account views of residents gathered via a questionnaire.
- Communications support and a waste reduction incentive have been provided for Stroud District Council to support their service change in 2016.
- All partners were assessed and deemed to be compliant with the Waste (England and Wales) Regulations 2012.
- Support was given to CDC in the acquisition of a new depot site in South Cerney
- Support was provided to Gloucester City Council during the review of their recycling and refuse collection service.

3. The Operating Environment

3.1. Background

There are many things that have an impact on services that are not under the control of the GJWC, JWT or the partners. Recycling and waste management is a statutory, demand-led service with a high proportion of fixed costs due to contractual and/or tax requirements. There is however some variability particularly around waste tonnages and the mix of materials recovered. These variable costs can be influenced by macroeconomic effects such as changes in the economy, government policy such as

the landfill tax escalator and social behaviour such as the degree of participation in recycling schemes.

There is always a degree of uncertainty about how such external factors will impact and interplay. We can however identify those issues that might have an impact on the business in the future. The business environment in this period is expected to be characterised to a greater or lesser extent by the following:-

- Political / economic uncertainty in the wake of EU Exit referendum
- A national debate about the role of producers in taking responsibility for the recycling of packaging.
- Ongoing challenges to public bodies to meet the budget deficit.
- Changes to fuel prices.
- Increased waste arisings linked to housing growth
- Central government is unlikely to support further step change initiatives, such as introducing “pay to throw” models, or reduced frequency collections.
- Despite austerity there continues to be clear public expectation of continuing high quality household waste services.

3.2. External Drivers

The regulatory environment is not expected to change significantly over the period. There is now considerable uncertainty about how the “Circular Economy” proposals for revisions to the EU waste Framework Directive will apply to the UK both in terms of the final detail of the ambitious recycling targets and the extent to which the UK will adopt / be affected them.

The Industry body, the Environmental Services Association (ESA) has ramped up pressure for a national debate on the role of producers of goods in covering costs of recycling. The circular economy proposals call for producers to cover the “entire” costs. If this was taken up in the UK it would take some pressure off local authorities.

Defra’s main interest, aside from improving the England recycling rate, continues to be promoting consistency in household collection, with WRAP publishing a paper in September 2016. The Committee received a briefing on this at the October 2016 meeting.

The financial pressure on partner councils remains a major constraint. The Joint Waste Team will continue to seek opportunities to reduce costs through service integration and where possible through renegotiation of existing contracts and obtaining best value for materials. With systems in place, minimising the amount sent for disposal continues to have a positive benefit for all partners.

The demand from the public for a wider range of materials to be recycled will continue and opportunities will be sought to improve this as part of the review and redesign of services and vehicles.

3.3. Challenges

The continuing growth in waste volumes with increases seen over the last 4 years against an historic tendency to decline year on year is a concern to the Committee.

The Committee aspire to continue to improve and maintain the recycling rates. The Gloucestershire Recycling Rate in the period is on course in the 2016/17 financial year

to break the 50% barrier for the first time (up from 47% in 2015/16). This is mainly as result of service changes being implemented in the second half of 2016. In contrast the 44.3% overall recycling rate for England declined by 0.7% in the 12 months to June 2015 compared to the same period up to June 2014.

The partner authorities continue to be subject to cumulative year on year financial pressures, including loss of income from the sale of recycle.. Recycling material values over the late summer have picked up slightly but are still lower than they have been historically.

3.4. Aspirations

It has been helpful to the Joint Waste Team to consider its main priorities as:

- Broadening the partnership (encouraging Gloucester City & Stroud to join)
- Diversion – minimising the amount sent for disposal through waste avoidance, reduction or material recovery (reuse, recycling, composting, AD, etc)
- Optimisation - the priority of making systems as efficient as possible regardless of whether they apply to multiple or single partners. Optimisation covers, among other things, operations, finance and governance.
- Integration – seeking ways to join up and harmonise services

3.5. Key Projects

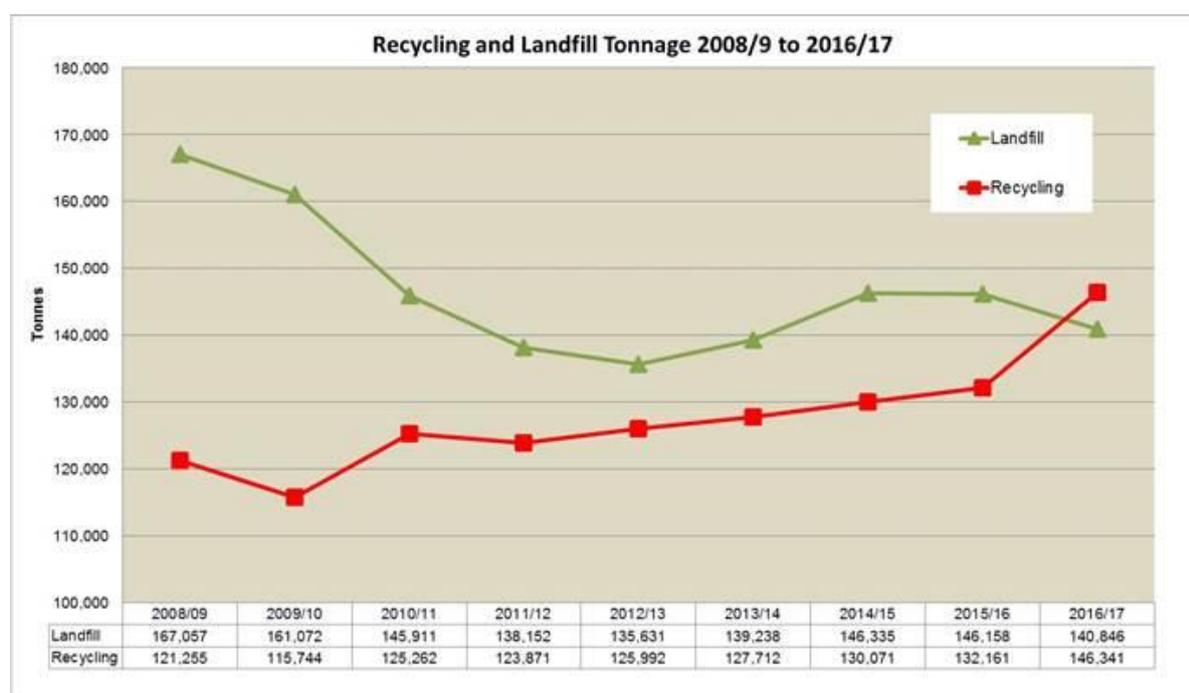
- A summary of projects and other work streams identified is attached as an appendix to the plan.
- As indicated at 1.4 above the partners have signaled clear intent to align and integrate waste and recycling services across the whole county, incrementally as fast as possible, reaching the goal before the end of 2024. This will require an appraisal of options and a detailed action plan.
- Building on the continuing success and effectiveness of the Food Waste Initiative in terms of continuing diversion of food waste, JWT will continue to conceive and deliver campaigns and “nudge” opportunities to improve waste avoidance, reduction and recycling.
- There are a cluster of projects involving review and re-specification of collection contracts with, in some cases, associated capital procurement of vehicles. Partners have already derived value from the joint approach within the single client team.
- A number of these projects have now passed through the post implementation snagging phase (FoDDC Collections, HRCs). Others will be implemented in 2017 (CBC Collection service, TBC MRF and vehicle procurement) and mobilisation of the UBB Javelin Park (construction is underway and commissioning spring 2019).
- There are a number of projects which the JWT will work with contractors to reduce costs through optimise existing services. This includes round reviews, improvement to customer services sitting alongside other joint projects.
- The review of future transfer arrangements for residual and garden waste has begun and will continue during next year.

- The procurement of a replacement contract for the composting of garden waste will also begin.

4. Performance and Targets

Historically, with recent exception of the Food Waste Initiative, the biggest step-changes in recycling performance have come at times of major service change. Small scale initiatives do however continue to have value in reinforcing and maintaining behaviour.

For the first time in Q1 and Q2 2016/17, tonnages to recycling, reuse, composting and digestion exceeded tonnages to disposal. The gap is expected to grow further in 2017/18 due to the full year effects of implemented service changes in Forest of Dean and Stroud and service changes in Cheltenham expected in the autumn of 2017.



Pending review during 2017/18 as part of the development of a new routemap, the key targets for the partnership are:-

- Reducing residual waste to <228kg/person at the earliest possible date prior to 2020, at a countywide level.
- 60% recycling target for 2020 at a countywide level.

5. The Budgetary Framework

5.1. The Budgetary Framework is set out within the IAA, specifically Schedules 4 and 5. The main principles are as follows:

- The Constitution requires that any matter that has an impact on any partner's financial standing or service provision may only proceed with the express agreement of the partner(s) concerned (as stated at 2.3 above).
- The partnership has accumulated funding remaining to cover Head of Service and support costs. The reserve was envisaged to be sufficient to last for the first three years. The reserve is only sufficient to cover the period up to the end March 2018.

- The salary, expenses and local service and supply costs of transferred employees are covered by the transferring authority who reimburse the Administering Authority accordingly.
- Contract payments and other ongoing liabilities in connection with the service are made by the contract holding authority upon instruction of the JWT.
- Income received by the partner authorities for garden waste etc. will be retained by each local authority to offset contractual costs.

5.2. The table below shows the draft 2017/18 Revenue Budget summary for the whole partnership. These are indicative figures only. The partners are currently in the process of setting budgets and the figures are expected to change as the budget setting progresses, subject to member approval.

Budget Area	Total Budget £'000
Joint Waste Management Unit	
Gross Expenditure	296
Income	-256
Net Expenditure	40
Joint Improvement Board	
Gross Expenditure	0
Income	-40
Net Expenditure	-40
TOTAL - GJWP	0
<u>Waste Disposal</u>	
Royalty Payments	-622
WCA Landfill and Composting	16,576
Household Recycling Centres	
Gross Expenditure	4,939
Income	-240
Net Expenditure	4,699
Trade Waste	-4
Recycling Credits	3,832
Tipping Away	56
Closed Landfill Sites	34
WCA Fridges and TVs	75
Management Costs	
Gross Expenditure	2
Income	-8
Net Expenditure	-6
Waste Projects	50
Marketing Promotions - Waste	50
TOTAL - WASTE DISPOSAL	24,740
<u>Waste Collection</u>	
Household Waste	5,053
Bulky Household Waste	
Gross Expenditure	70

Income	-121
Net Expenditure	-51
Food/Organic Waste	
Gross Expenditure	433
Income	0
Net Expenditure	433
Green Waste	
Gross Expenditure	2,687
Income	-2,395
Net Expenditure	292
Recycling Centres	
Gross Expenditure	726
Income	-181
Net Expenditure	545
Bring Sites	
Gross Expenditure	277
Income	-74
Net Expenditure	203
Recycling Collection Schemes	
Gross Expenditure	5,665
Income	-2,726
Net Expenditure	2,939
Bulking of Recyclables	
Gross Expenditure	221
Income	-590
Net Expenditure	-369
Trade Waste	
Gross Expenditure	888
Income	-934
Net Expenditure	-46
Recycling Schemes Marketing	104
TOTAL - WASTE COLLECTION	9,103
<u>Street Cleaning</u>	2,970
<u>Central Costs</u>	
Central Support Costs	1,773
JWT Staffing Costs	600
Depreciation	533
TOTAL - CENTRAL COSTS	2,906
TOTAL NET EXPENDITURE	39,719

6. Risk Register

The risk register is included at Appendices 2A and 2B.

7. List of Appendices

Appendix 1 – Action Plan

Appendix 2A – Risk Register

Appendix 2B – Risk Register Matrix

Appendix 3 – Joint Waste Committee Summary of Forecast Income and Expenditure
2015/16

Appendix 4 – 2017/18 Waste Marketing and Behaviour Change Programme

Appendix 1 - Action Plan

	Project	Affecting	Objective and /or Outcomes
	Strategic Direction		
1	Service Integration Routemap	All	To develop options and pathway to Service Integration in accordance with the Partner's declared intent
2	Continue to encourage GCC and SDC to join JWC	All	To develop an overall strategy and optimised delivery framework for an efficient, effective and inclusive resource management in Gloucestershire
	Infrastructure		
3	Waste Transfer Options	All JWC partners	To consider the options for the transfer of waste after August 2018
4	FODDC Depot project	FODDC	To ensure that Depot/ Bulking Facility is in place in readiness for 2024
	Procurement		
5	Work with Ubico to develop a Procurement Strategy for vehicles and other capital items	All	To be used for projects from April 2016, e.g. TBC , CBC and other partners as required.
6	Planning for mobilisation of FoDDC street cleaning contract in 2018	FoDDC	new contract mobilisation
7	Procurement of a replacement composting contract for garden waste collected in Gloucestershire.	All	New contract to compost garden waste from August 2018
8	Assist CBC in arranging new contracts for recycling materials from October 2017 when current contracts expire	CBC	New contracts for recycling materials

	Project	Affecting	Objective and /or Outcomes
	Service Development, Efficiency and Improvement		
9	To review and establish how new developments that cross boundaries will be serviced	TBC/CBC/GC	To establish if one service fits all is achievable
10	Support CDC in appraising the options available for recycling service improvement in 2019 when the current vehicles reach their end of life	CDC	To improve the services offered to residents and increase the amount of waste diverted from landfill into recycling streams.
11	Explore new recycling opportunities at HRCs including Swindon Road	GCC & CBC	Given the wider infrastructure project and consideration by CBC over the usage of the Swindon Road Depot, this action has been suspended.
12	Monitor recycling banks usage in FoDDC	FoDDC	To assess if recycling banks can be removed in July 2018 to reduce costs, due to the expansion of the kerbside collection which were implemented in 2017.
13	Working with Ubico, implement preferred option for recycling service redesign in Cheltenham including round optimisation.	CBC	Having identified the preferred option (expected Autumn 2016), to plan and implement new service within time and financial parameters during Autumn 2017
14	Procurement round 2 on HRC materials	GCC	Ensure best value for HRC materials costs and income.
15	Residual waste composition analysis	GCC	Commence planning for this to be delivered during 2018.
16	To work with Ubico to undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level	TBC	To establish if cross council service is viable
17	Review of Garden Waste Charging Process and system to consider annual renewal and licence/tag system	TBC	To improve the service and renewal process
18	Bulky waste collection service review	TBC	To consider service options with the aim of improving service levels and reducing waste to landfill

	Project	Affecting	Objective and /or Outcomes
	Organisational / Systems		
19	Recruitment of a new Head of Service Complete Phase 2 of JWC Restructuring	JWT	To be completed by June 2017
20	Javelin Park project handover	GCC	To implement plan to transfer responsibility for the contract to the JWT.
21	Support 2020 project changes - e.g. changes to CRM systems that impact on service delivery	2020 partners	To ensure continuity of service, and quality of service delivery and customer satisfaction
22			
	Communications and Behavioural Change		
23	Increasing recycling participation by engagement e.g. the <i>Helping People to Recycle More</i> project	All JWC partners	To minimise waste to disposal on an average per household basis.
24	SDC service change follow-up work	GCC / SDC	Communications support to maintain participation rates after initial surge has settled down (potential to include bin stickering)
25	Javelin Park Communications	GCC	JWT to work with GCC Residual Project officers and UBB to ensure consistency in the delivery of comms key messages.
26	Support CBC in enforcing no-side waste and closed bin lid policy	CBC	Once necessary enforcement support has been secured, to control levels of residual waste being presented - in support of <i>Helping People to Recycle More</i> project.
27	Promote garden waste collection schemes in all districts	Districts	To promote and sustain uptake in garden waste services
28	To explore options for developing a more integrated, efficient and effective countywide approach to flytipping enforcement	All	To improve the natural environment and reduce costs

	Project	Affecting	Objective and /or Outcomes
	Safety, Health and Environmental impact of operations		
29	Monitor Health and Safety and Support the Health & Safety Executive's anticipated intervention programme.	Districts	To ensure safe working practices are in place and risks are eliminated or mitigated
30	Review of monitoring health and safety of Ubico contracts	ALL	To establish common processes and ensure safety working practices are in place and risks are eliminated or mitigated

Appendix 2A – Risk Register

Gloucestershire Joint Waste Committee Strategic Risk Register (JWC Version 08/02/16) Last Reviewed 08/02/16		Impact (threats)			Impact (opportunities)			Probability						
		v.Lo = Negligible			Negligible			v.Lo = Not foreseeable						
		Lo = Minor			Minor benefit			Lo = Unlikely						
		Med = Moderate			Moderate benefit			Med = Possible						
		Hi = Major			Major benefit			Hi = Likely						
		v.Hi = Catastrophic			Groundbreaking benefit			v.Hi = Almost certain						
Read with Risk Appetite Matrix (see Appendix 2B)														
Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score			Future Actions	Target Score		
				Impact	prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
R1	Financial	Pressure to reduce budgets places existing services under financial pressure. The affordability of existing services becomes more questionable.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi		Work with service suppliers to either reduce price or change service offer to be more affordable.	Lo	Hi		Under guidance from the JWC, meet with suppliers to discuss how to deliver savings.	Lo	Hi	
R2		Improvements to services are harder to make in a climate of financial hardship.	Service providers can only offer service improvements by being more efficient or by making savings elsewhere.	Med	Hi		Work with service suppliers to discuss changes to bring forward efficiencies which can be re-invested. Evaluate future service options	Lo	Hi			Lo	Hi	
R3		Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal.	Budget pressure created by increasing waste volumes.	Med	Hi		Continued public engagement and interventions to encourage diversion	Lo	Hi		Under guidance from JWC consider future service options that will discourage waste growth and encourage avoidance and diversion	Lo	Hi	
R4		Income from sales of recyclate (Risk)	Material values have dropped in the last 12 months and show no early signs of recovery.	Med	Hi		This is due to market forces but maintaining high quality of materials will help cushion the impact	Lo	Hi		Ensure that the best deals are made with processors and other opportunities to market materials are taken in due course .	Lo	Hi	
O1		Income from sales of recyclate (Opportunity)	Sell materials directly, eliminates third party margins and therefore maximises income	Med	Hi		CBC have agreed that JWC will takeover marketing of materials from October 2015	Lo	Hi		Ensure that the best deals are made with processors and other opportunities to market materials are taken in due course .	Lo	Hi	
O2		Innovation and integration	Authorities have the opportunity to look for novel service delivery models which offer greater efficiencies	Hi	Hi		Under guidance form the JWC, wWork with Contractors / Ubico Board to deliver service changes and associated savings, consider developments to existing service models.	Hi	Hi		Seek economies of scale through service alignment and optimisation as far as possible on a countywide basis	Hi	Hi	
R5	Political	DCLG remain critical of local authorities who do not provide refuse services weekly	Additional cost to County as whole likely to exceed £3-4m pa and recycling rate will drop.	v.Hi	Lo		Continue to base policy on evidence of performance and popularity	Hi	Lo		Keep members informed especially following changes to administration or portfolio holders.	Hi	Lo	
R6		Political priorities can and will change over time.	Waste becomes an issue which members feel has been dealt with and so the focus is on other priorities.	Med	Med		Ensure members are aware of the nature of the services and how they impact on all taxpayers. Keep up to date with the latest thinking to ensure opportunities to innovate are not missed.	Med	Med		Keep members informed especially following changes to administration or portfolio holders.	Med	Med	
R7	Organisational	JWT Management Structure is not fit for purpose	The unit is not structured or led in a way that provides balance in terms of value for money and demands	Med	Med		Ensure workload is planned to deliver the highest priorities and staff are empowered to work effectively and efficiently.	Med	Med		Structure Review will consider various options including there is an opportunity to employ a full time Head of Service and other mitigating options.	Med	Med	
R8		Balance of resources between partners	Partners expect the JWT to deliver everything they want without committing the resources required for delivery.	Hi	Hi		Use the business planing process to understand and resolve how the JWT resources are to be utilised across partners. Some members may need to commit more resources.	Med	Hi		SMG and partner authorities commit to resolve resource disparity, JWT will seek ways to allow this without adding overall cost	Med	Hi	

Gloucestershire Joint Waste Committee
 Strategic Risk Register (JWC Version 08/02/16)
 Last Reviewed 08/02/16

Read with Risk Appetite Matrix (see Appendix 2B)

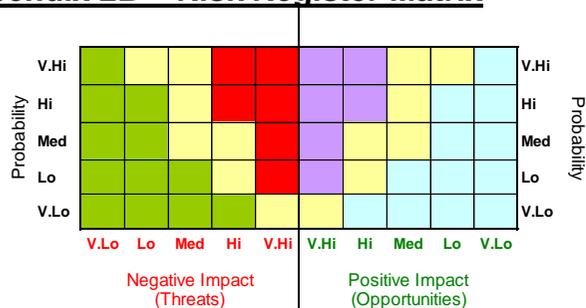
Impact (threats)
 v.Lo = Negligible
 Lo = Minor
 Med = Moderate
 Hi = Major
 v.Hi = Catastrophic

Impact (opportunities)
 Negligible
 Minor benefit
 Moderate benefit
 Major benefit
 Groundbreaking benefit

Probability
 v.Lo = Not foreseeable
 Lo = Unlikely
 Med = Possible
 Hi = Likely
 v.Hi = Almost certain

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score			Future Actions	Target Score		
				Impact	prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
R9	Operational	Ability of contractors to deliver	Service delivery is the key to providing good customer services. As pressure is placed on contractors to deliver more with less service delivery may suffer.	Med	Hi		Ensure that the JWT carries out sufficient monitoring to keep the contractor focused on meeting contractual standards.	Med	Med		Regular meetings with contractors to keep service levels under review.	Med	Med	
R10		IT systems – obsolescence and compatibility	Inefficiencies due to incompatible or obsolete IT systems	Lo	Med		work with ICT units to improve compatibility and functionality	Lo	Med		Keep systems and replacements under review and flag budgetary implications.	Lo	Med	
R11		Driver shortages	Impact on service delivery if not all rounds can be deployed, particularly if over a sustained period. Wage pressure may also become a factor	Hi	Med		Work with contractors to ensure they have policies in place for driver training and retention and drivers have met CTC requirements	Hi	Med		Consider opportunities to make working conditions attractive to aid retention and loss to other HGV operators	Hi	Med	
R12		Weather related	Service disruption caused by weather.	Med	Med		Follow procedures to ensure least disruption to services.	Med	Med		Review and update procedures in light of experience.	Med	Med	
R13	Commercial	Capacity of contractors to develop / improve services / make new proposals	As service providers take on more work, resources can be stretched; performance & commitment to service development can suffer.	Med	Med		Work with service suppliers to ensure changes are managed with appropriate resources and services are delivered to the expected level.	Med	Lo		Ensure that expectations are made clear and embedded in all future commissioning / procurement processes	Med	Lo	

Appendix 2B – Risk Register Matrix



■ Acceptable risk level
■ Mitigation desirable
■ Mitigation essential
■ Limited Opportunity
■ Some scope for benefit
■ Significant opportunity

Appendix 3 – Joint Waste Committee Summary of Forecast Income and Expenditure 2017/18

Item	Amount £'000	Explanation
Opening Balance	-81	Brought Forward
Forecast Income	-29	CBC contribution to staffing costs
	-39	CDC contribution to staffing costs
	-129	FoDDC contribution to staffing costs
	-49	TBC contribution to staffing costs
	-260	GCC contribution to staffing costs
Total Forecast Income	-506	
Forecast Expenditure	45	HoS and PA support
	29	CBC staff costs
	29	CDC staff costs
	129	FoDDC staff costs
	49	TBC staff costs
	260	GCC staff costs
	3	Financial support
	4	Democratic Services support
Total Forecast Expenditure	548	
Net Forecast Expenditure	42	
Forecast Closing Balance	-39	
Change in Balance Held	-42	