

**Appendix 1**  
**Gloucestershire Joint Waste Committee**  
**Action Plan - 2017/18**

Updated - November 2017

	Project	Affecting	Objective and /or Outcomes	Progress Update
<b>Strategic Direction</b>				
1	Service Integration Routemap	All	To develop options and pathway to Service Integration in accordance with the Accord set out in para 1.4 of the plan	JWC workshop arranged for 5/12/17 to begin scoping and work planning.
2	Continue to encourage Gloucester City Council and Stroud District Council to join JWC	All	To develop an overall strategy and optimised delivery framework for an efficient, effective and inclusive resource management in Gloucestershire	HoS has met with Gloucester City, with plans to be worked up for the city council to potentially join the JWC.
<b>Infrastructure</b>				
3	Waste Transfer Options	All JWC partners	To consider the options for the transfer of waste after closure of Hempsted Landfill site (date TBC) and at end of the Cory Contract August 2018	GCC Cabinet approved (in Sept 17) the extension of the Cory contract to January 2020. Agreement currently being finalised. This allows time to procure new contracts for bulking and transfer for the east and west of the county in time for the opening of Javelin Park. Options for the transfer of waste from the north of the county are also being considered, with a direct delivery option being worked up with Ubico. Bulking and transfer is also being considered should direct delivery not be viable.
4	FODDC Depot project	FODDC	To ensure that Depot/ Bulking Facility is in place in readiness for 2024	Project underway. Requirements have been defined and RPS have been appointed to carry out a site search and evaluation which is in progress.
4A	Replace Static Compactors at 4 Household Recycling Centres (HRCs)	GCC	To procure mobile compaction capability for Hempsted and Pyke Quarry in 2017/18 and Wingmoor and Oak Quarry in 2018/19	Work has commenced for the procurement of equipment for Hempsted and Pyke. Initial ground condition surveys have taken place and concluded that no further groundworks are necessary.
<b>Procurement</b>				
5	Work with Ubico to develop a Procurement Strategy for vehicles and other capital items	All	To be used for projects from April 2017, e.g. TBC, CBC and other partners as required.	Go Shared Services procurement team has set up an e tendering system which is being used for vehicle procurement for Ubico contracts. Ubico has written and approved its own procurement strategy and associated process.
6	Planning for mobilisation of FoDDC street cleaning contract in August 2018	FoDDC	New contract mobilisation	Project team established. Mobilisation project kick off meeting in early December in readiness for 1 August 2018 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	This is included within the extension of integrated contract with Cory through to Jan 2020 (the extension includes landfill disposal, bulking & haulage, green waste composting and monitoring of closed landfills).
8	Assist CBC in arranging new contracts for recycling materials from October 2017 when current contracts expire	CBC	New contracts for recycling materials	Tender process completed and lots awarded to successful bidders. Contracts now in place for all commodities.

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	<b>Service Development, Efficiency and Improvement</b>			
9	To review and establish how new developments that cross boundaries will be serviced	TBC/CBC/GC	To undertake a business case for a consistent service in the JCS area around Cheltenham which crosses boundaries	Comparable collection costs for CBC & TBC services have been drafted to assist in discussions between the authorities. SMG to consider further and develop next steps.
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.	Project inception completed. Project plan and potential collection options being developed. Options appraisal work and consultation with residents will support the work required under the service integration route map.
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 may be a lower priority than others.	Any improvements to Swindon Road on hold until the direction of the infrastructure project has been confirmed. Opportunities for recycling carpets and mattresses will be included in the new materials recycling procurement in early 2018. Action to be carried into 2018/19 action plan.
12	Monitor recycling banks usage in FoDDC	FoDDC	Following the expansion of the kerbside recycling service in August 2017 prepare a report to assess the impact of the removal of the 34 recycling bank sites on customer satisfaction, performance and cost by March 18. .	Measurement of tonnages from individual bank sites being monitored for 3 month period to establish usage at each site.
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	New service launched on 16th October 17. Some residents continuing to present mixed recycling which is slowing recycling crews down.
14	Procurement round 2 on HRC materials	GCC	Ensure best value for HRC materials costs and income.	Wood recycling procurement to commence November 2017 and all other materials in January 2018. Contracts to run until April 2021. GCC Cabinet decision effective from 23/11/17.
15	Residual waste composition analysis	GCC	Commence planning for this to be delivered during 2018.	Existing Frameworks are being investigated to speed up the procurement process, and it is intended to commence the work during spring/summer 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	.	The draft report has been received and discussed amongst the project team (CBC, TBC & WODC) and some comments and suggestions have been made to APSE who will produce a final report shortly. TBC has identified a resource to market the services in the short term to promote the service and work with internal departments to increase the customer base.
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 implementing sticker service and annual renewal system.	The project is on course to commence in April. The licences have been developed and a design & postage contract is to be let. Pro rata invoicing has been in place since April and the bulk of these have been done through spring and summer.
18	Bulky waste collection service review	TBC	To consider service options with the aim of improving service levels and reducing waste to landfill following an audit of the service and assist in implementing the recommendations.	This project will be delivered in 2018/19.
18A	Review options for dewatering and recycling street sweepings and gulley waste	All	To assess and, if economic, arrange recycling of street sweepings and gulley waste.	Agreement in principle reached with Cory.

	Project	Affecting	Objective and /or Outcomes	Progress Update
<b>Organisational / Systems</b>				
19	Recruitment of a new Head of Service Complete Phase 2 of JWC Restructuring	JWT	To be completed by end of June 2017 and December 2017 respectively. HoS top priority is to deliver the Accord.	Wayne Lewis took up the role of Head of Service in October. Due to the delay in appointing, the phase 2 team structure review is yet to be completed.
20	Javelin Park project handover	GCC	To implement plan to transfer responsibility for the contract to the JWT.	Regular project meetings involving the JWT are taking place. The JWT also attends meetings of the UBB Community Liaison Group.
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	Due to the formation of Publica this project was delayed. The CRM system at the FODDC will not be supported from 1 April 2018, so a new system is required to process service requests (e.g. bin orders, missed bins, bulky waste service requests). A project team has now been established and the JWT are providing input.
<b>Communications and Behavioural Change</b>				
22	Increasing recycling participation by engagement e.g. the <i>Helping People to Recycle More</i> project	All JWC partners	To minimise waste to landfill on an average per household basis.	A project is currently underway at FODDC to identify properties that have a second unauthorised refuse bin with the intention of collecting the additional bins and encouraging these residents to recycle instead (thus reducing the amount of waste sent to landfill). Preparations are underway for the annual Christmas campaign and the design of the Your Guide back page adverts.
23	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)	The JWT has met with SDC during the summer to consider the best use of this funding. Current pressures on SDC include the ongoing volume of requests for extra recycling containers, and support for this will be offered, along with the promotion of key messages relating to keeping paper and cardboard dry and the use of plastic bag caddy liners.
24	Javelin Park Communications	GCC	JWT to work with GCC Residual Project officers and UBB to ensure consistency in the delivery of comms key messages.	Ongoing
25	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.	Business case for a support officer to resource this project (and to help address wider capacity and resilience issues) has been presented to CBC for consideration to be built in to 2018/19 budget. Enforcement process and environmental services policy are being updated and will be presented to Cabinet for formal approval.
26	Communications campaign to promote the blue bin collection service ensuring residents recycle the right material and reduce contamination	TBC	Minimise contamination to maintain a clean comingled recycling service which reduces the cost to the authority.	Work has begun with the MRF operator Suez to identify similar sorts of items that residents are recycling incorrectly. Press releases have generated some interest and work has been carried out with some housing providers to improve the recycling in communal bin stores. This is set to continue throughout the remainder of the year.

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27	Promote garden waste collection schemes in all districts	Districts	To promote and sustain uptake in garden waste services	Promotions have been completed in CBC and CDC with an increase seen in numbers of subscribers in both districts. TBC has been marketing the service along with the information regarding pro rata payments and the new licence system. A steady increase in TBC area. FODDC has seen an increase in subscriptions again rising from 17,900 last year to 18,727.
28	To explore options for developing a more integrated, efficient and effective countywide approach to flytipping enforcement and prevention.	All	To improve the natural environment and reduce costs	TBC has implemented a project to tackle fly-tipping, which is being managed by the Environmental Health Team. Activities include stop and search with the police and the environment agency, and a drive on investigating incidents of fly-tipping that has resulted in prosecutions. The opportunity for cross border working with the FODDC was identified and this request has been passed on to the shared Environmental Regulatory Service team (a shared service across the Forest of Dean, Cotswold and West Oxfordshire) as they have the enforcement powers required to carry out such work.
29	To build on the Hubbub anti-litter campaign to discourage littering	FODDC	To develop and deliver an action plan to work with the community to change behaviour and reduce littering across the district	The Love Your Forest Campaign PR launch was successful on 15 May. Good press coverage across local and national media both online, press and TV. The Trashconverter van visited schools, (Supported by the street wardens) and events and tourist sites (Supported by volunteers) throughout May. A launch event at Wenchford on 20 May was well attended - 15 bags of litter collected from the area by members of the public in exchange for seeds and flowers. The Car Sticker competition in conjunction with the Forest Review and the Tourism association ran from May to September with weekly coverage in the local press and social media. The communitrees trail was installed at Wenchford from 10 August to 10 Sept and the roadside gallery will be in situ late Sept and October. An evaluation report on this campaign will be published later in the year.
30	To develop a "Bin Charter" to cover presentational issues in the Tewkesbury Conservation Area	TBC	Consultation exercise with policy development, agreement, publication and implementation leading to improved amenity in conservation area	This will be part of the council's new waste collection policy instructing residents how and when to present their bin. The policy is in final draft form and will go through the committee & council meetings in the autumn.
<b>Safety, Health and Environmental impact of operations</b>				
31	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	Ongoing monitoring in place and waiting for confirmation of anticipated HSE intervention programme.
32	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	Ongoing function embedded in the contract monitoring duties of the JWT for all partners.

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<b>Additional Actions</b>				
A	Interim Waste Disposal arrangements	GCC	To establish continuity of service.	Cabinet has approved the extension of the current Cory contract up to January 2020, by which time it is expected that Javelin Park EfW will be up and running.
B	Redirect a proportion of waste to Wingmoor Farm landfill in order to prolong life of Hempsted landfill.	GCC	To minimise the amount of waste disposal at Hempsted.	Waste diversion has commenced.
C	Refuse and Garden waste vehicle procurement	FODDC	New vehicles in line with contract for 2018-2024	Procurement in progress and on track for July 18 deadline

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<b>Strategic Direction</b>			
1	Service Integration Routemap	All	To develop options and pathway to Service Integration in accordance with the Accord set out in para 1.4 of the plan
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
<b>Infrastructure</b>			
3	Waste Transfer Options	All JWC partners	To consider the options for the transfer of waste after closure of Hempsted Landfill site (date TBC) and at end of the Cory Contract Jan 2020
4	FODDC Depot project	FODDC	To ensure that Depot/ Bulking Facility is in place in readiness for 2024
<b>Procurement</b>			
5	Work with Ubico to develop a Procurement Strategy for vehicles and other capital items	All	To be used for projects from April 2018
6	Planning for mobilisation of FoDDC street cleaning contract in August 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 Jan 2020
8	Refuse and Garden waste vehicle procurement	FODDC	New vehicles in line with contract for 2018-2024
9	Procurement of waste transfer from north, east and west of county	GCC	To ensure adequate long term waste transfer is in place to support FoD, TBC, CBC & CDC
10	HRC compactor installation	GCC	To update compaction facilities at County HRC's
11	Food waste contract extension/procurement	GCC	To ensure that a food waste recycling contract remains in place
12	Dry recycling material transfer extension/procurement	TBC	To ensure that there are adequate transfer arrangements in place for mixed dry recycling to the MRF from April 2019
<b>Service Development, Efficiency and Improvement</b>			
13	To review and establish how new developments that cross boundaries will be serviced	TBC/CBC/GC	To undertake a business case for a consistent service in the JCS area around Cheltenham which crosses boundaries
14	Support CDC in appraising the options available for waste and 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.
15	Review HRCs including Swindon Road to explore service efficiency and any new recycling opportunities.	GCC & CBC	Given the wider infrastructure project and consideration by CBC over the usage of the Swindon Road Depot, this action may be a lower priority than others.
16	Procurement round 2 on HRC materials	GCC	Ensure best value for HRC materials costs and income.
17	Residual waste composition analysis	GCC	Four-season analysis be delivered during 2018/19.
18	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 & CBC	Present review findings to authorities and gain support for service improvements
19	Bulky waste collection service review	TBC	To consider service options with the aim of improving service levels and reducing waste to landfill following an audit of the service and assist in implementing the recommendations.
20	Review options for dewatering and recycling street sweepings and gulley waste	All	To assess and, if economic, arrange recycling of street sweepings and gulley waste.
21	Redirect a proportion of waste to Wingmoor Farm landfill in order to prolong life of Hempsted landfill.	GCC	To minimise the amount of waste disposal at Hempsted.
22	Alignment of street cleaning functions with waste and recycling collections	CBC	To improve the impact of street cleansing in the borough
23	UBB mobilisation	GCC	To support UBB in the mobilisation of Javelin Park in 2019
24	DPS mobilisation	GCC	To have contracts in place for the recycling of materials collected at HRCs.
25	Investigate the collection of WEEE (and other possible recyclables) at the kerbside.	TBC	Investigate the options for kerbside collection with a view to increasing the capture rate of WEEE.
26	Street Cleaning operational review	TBC	To improve the impact of street cleansing in the borough
27	CBC Bring Site Review	CBC	To assess the impact of the improved kerbside recycling service on the bring site usage and identify any areas of improvement/efficiency
28	Review of HRC sites to identify areas of potential efficiency saving	GCC	To further improve the efficiency of HRC operations and contribute to GCC's savings programme
<b>Organisational / Systems</b>			
29		IVWT	To ensure sufficient resources are in place to support partner

	<b>Project</b>	<b>Affecting</b>	<b>Objective and /or Outcomes</b>
29	Complete Phase 2 of JWC Restructuring	JWT	councils and deliver JWC objectives.
30	Javelin Park project handover	GCC	To ensure an efficient transfer of responsibility for the contract from the procurement team to the JWT.
31	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
<b>Communications and Behavioural Change</b>			
32	Increasing recycling participation by engagement e.g. the <i>Helping People to Recycle More</i> project	All JWC partners	To minimise waste to landfill on an average per household basis.
33	Javelin Park Communications	GCC	To ensure consistent and clear communications relating to the construction and operation of the facility.
34	Support CBC in enforcing no-side waste and closed bin lid policy	CBC	Once officer resources are in place, to control levels of residual waste being presented - in support of <i>Helping People to Recycle More</i> project.
35	Communications campaign to promote the blue bin collection service ensuring residents recycle the right materials and reduce contamination	TBC	Minimise contamination to maintain a clean comingled recycling service which reduces the cost to the authority.
36	Promote garden waste collection schemes in all districts	Districts	To promote and sustain uptake in garden waste services
37	To explore options for developing a more integrated, efficient and effective countywide approach to fly-tipping enforcement and prevention.	All	To protect the natural environment and reduce clean up costs
38	To build on the Hubbub anti-litter campaign to discourage littering	FoDDC	To develop and deliver an action plan to work with the community to change behaviour and reduce littering across the district. Wherever possible, to share and apply learning across the partnership
<b>Safety, Health and Environmental impact of operations</b>			
39	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 controlled
40	Review of monitoring health and safety of Ubico contracts	ALL	To establish common processes and ensure safe working practices are in place.