

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

Updated - May 2018

	<b>Project</b>	<b>Affecting</b>	<b>Objective and /or Outcomes</b>	<b>Progress Update</b>
<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 held 5/12/17 to scope out the project. Work will continue through 2018/21.
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 continues to meet 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	Procurement to secure bulking and transfer services in readiness for summer 2019 is underway.
4	FODDC Depot project	FODDC	To ensure that Depot/ Bulking Facility is in place in readiness for 2024	Project underway. Requirements have been defined, RPS consultants carried out a site search assessment. Potential site identified and interest registered. FODDC planners consulted. Valuation of current site undertaken by Frank Knight.
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	Procurement of mobile compaction is underway. Completion for Hempsted and Pyke is now expected summer 2018. Wingmoor and Oak for 2019.
<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	A service delivery options review was carried out and following this review a decision was made by Cabinet to go out to tender for this contract. The current contract has been extended until March 2019 to allow time for procurement process. Procurement now underway.
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.
<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 in line with JWC service integration work.

	Project	Affecting	Objective and /or Outcomes	Progress Update
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 and Project Board in place. Draft project initiation document, plan and potential collection options developed. Options appraisal work and consultation with residents to be developed. These 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 were 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 was monitored for 3 month period to establish usage at each site. As tonnages at sites is still high from the recycling banks they will remain.
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. Good take up in recycling service and far better performance than modelled currently being seen. Further work being completed to understand what effect the increase in participation will have on resources.
14	Procurement round 2 on HRC materials	GCC	Ensure best value for HRC materials costs and income.	Wood recycling contract commenced 1st January and is a continuation of the service with South Wales Wood Recycling. All other materials contracts commenced 1st April.
15	Residual waste composition analysis	GCC	Commence planning for this to be delivered during 2018.	A contractor is being appointed from the ESPO framework and the first seasonal sort will take place 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 final draft report has been produced and options discussed with SMG. TBC has identified a resource to market the services in the short term to promote the service and work with internal departments to increase its 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 has been delivered and the new system is in place. A review will be undertaken to establish any lessons learned from the project and to determine the ongoing annual 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 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 Enovert (Cory), but limited further progress.
<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.

	Project	Affecting	Objective and /or Outcomes	Progress Update
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). The annual calendar/ garden waste mailing went out in February which included a leaflet on recycling tips.
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 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 was 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) was not supported. Environmental services policy was updated but has not as yet been adopted.
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.	Working 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. Information was included in the recycling and refuse calendars delivered to all properties in March. The list of non recyclable items inside the calendar leaflet was updated to reflect the new types of items identified at the MRF. Contamination has remained low for the end of the year, averaging 5-6%.

	Project	Affecting	Objective and /or Outcomes	Progress Update
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 Our Forest Campaign 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 was in situ late Sept and October. An evaluation meeting took place in November and subsequently a planning meeting has taken place for the 2018/19 campaign.
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 has been included within council's new waste collection policy which was approved by the council in November.
<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. HSE has provided its intervention programme for 2018-19. Main focus for LAs and contractors is the site revisits from last year's inspections to check on progress of improvements.
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.

<b>Additional Actions</b>
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	<b>Project</b>	<b>Affecting</b>	<b>Objective and /or Outcomes</b>	<b>Progress Update</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 to prolong the life of Hempsted Landfill site up until Javelin Park mobilisation in Spring 2019. Some SDC waste diverted from Hempsted to Cirencester TS.
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

**Appendix 2**  
**Gloucestershire Joint Waste Committee**  
**Action Plan - 2018/21**

Key	
Red	Major Issues or delays.
Amber	Minor issues or delays.
Green	Proceeding to plan.

	Project	Affecting	Objective and /or Outcomes	Target completion date	Progress, Jun 18	RAG Status
<b>1</b>	<b>Strategic Direction</b>					
1.1	Benchmarking review of current collection services.	All	To understand the relative cost and performance of current waste and recycling services across Gloucestershire.	Oct-18	Benchmarking of current Gloucestershire services will be completed as part of Cotswold District Council (CDC) collection service review. Baseline data gathering is underway.	
1.2	Development of future aligned collection options.	All	To understand the indicative cost and performance of a shortlist of future aligned collection service options.	Mar-19	CDC service review will include benchmarking of Gloucestershire services, modelling the relative cost and performance of different service options for CDC and consultation with local residents. This approach can then be applied for other districts when reviewing services.	
1.3	Service Integration Routemap.	All	To develop a preferred option and pathway to service integration.	Oct-19	Draft consultation for CDC service review to be presented at June JWC for review by Members. It is envisaged that a similar template could be used by other districts in future.	
1.4	Continue to encourage GCiC and SDC to join the JWC.	All	To develop an overall strategy and optimised delivery framework for efficient, effective and inclusive resource management in Gloucestershire.	Ongoing	Dialogue continues with GCiC, which has requested a firmer indication of the likely joining and management costs of the GJWC. This is to be developed. The JWT has provided a small amount of operational support to SDC following a recent staff reorganisation at the district.	
1.5	Review and renew the Gloucestershire Joint Municipal Waste Management Strategy.	All	To agree a vision, priorities and targets for municipal waste management in Gloucestershire beyond Mar 2020.	Feb-20	Information gathering is underway and some contributory projects such as the CDC service review have been initiated.	
<b>2</b>	<b>Infrastructure</b>					
2.1	FODDC Depot Project	FODDC	To produce a site assessment report and prepare a business case for a council owned Depot and Bulking Facility to be in place in readiness for 2024.	Mar-19	Site assessment report completed. FODDC will now develop a business case.	
<b>3</b>	<b>Procurement</b>					
3.1	Procurement of a replacement composting contract for garden waste collected in Gloucestershire.	All	New contract to compost garden waste.	Jan-20	Procurement project to commence Oct 2019.	
3.2	Mobilisation of FoDDC street cleaning contract.	FoDDC	New contract for street cleaning within FoDDC.	Aug-18	Procurement documentation prepared and ITT issued on 18 May. Closing date 10 July 2018.	
3.3	Refuse and garden waste vehicle procurement.	FODDC	New vehicles in line with contract for 2018-2024.	Jul-18	Vehicles build currently in progress.	
3.4	Procurement of waste transfer from the north, east and west of county.	GCC	To ensure adequate long term waste transfer is in place to support FoD, TBC, CBC & CDC.	Mar-19	Procurement project in place with ITT to be issued in June 2018.	
3.5.1	Purchase HRC mobile compactors.	GCC	To replace compactors at Hempsted and Pyke HRCs.	Sep-18	Installation at Pyke Quarry commenced 4th June. Work to commence at Hempsted in Oct 2018.	
3.5.2	Purchase HRC mobile compactors.	GCC	To replace compactors at Oak Quarry and Wingmoor HRCs.	Jun-19	Capital growth bid to be submitted to GCC in Jul 2018.	

				Green	Proceeding to plan.	
3.6	Food waste contract extension/procurement.	GCC	To ensure that a food waste recycling contract remains in place beyond the end of current contract term.	Sep-19	Contract extension approved by GCC in May 18. Contract signing/sealing to be finalised.	
3.7	Reach decision on contract extensions for sale of recyclable materials from HRC sites.	GCC	To ensure continued arrangements for HRC recyclate sales.	Aug-20	Decision to be taken in Jun 2019.	
3.8	Dry recycling material transfer extension/procurement.	TBC	To ensure that there are adequate arrangements in place for the transfer of mixed dry recycling to the MRF beyond the end of the current contract term.	Apr-19	The project is still at an early stage. No progress to report as yet.	
3.9	Support CBC and TBC to develop costs and delivery plan for possible direct delivery of waste to Javelin park	CBC & TBC	Cost evaluation and potential mobilisation exercise	Mar-19	<b>New Project:</b> Project team mobilised and work underway.	
3.10	Support GCC in developing a tipping away policy for agreement with district councils	GCC	A tipping away policy that can be used to compensate WCAs that are required to tip waste beyond their district boundaries.	Oct-18	<b>New Project:</b> Project team mobilised and work underway.	
<b>4</b>	<b>Service Development, Efficiency and Improvement</b>					
4.1	Review options for dewatering and recycling street sweepings and gulley waste.	All	To assess and, if economically viable, arrange recycling of street sweepings and gulley waste.	Mar-20	Street sweepings are classed as Contract Waste under the Residual Waste Treatment Contract with UBB (Javelin Park). Discussion underway with UBB on possible solutions.	
4.2	To review and establish how new developments that cross boundaries will be serviced.	CBC/TBC	To undertake a business case for a consistent service in the JCS area around Cheltenham, which crosses district boundaries. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Oct-19	Discussion underway with the planners to understand development timescales.	
4.3	CBC Bring Site Review	CBC	To assess the impact of the improved kerbside recycling service on bring site usage and identify any areas of improvement/efficiency.	Jul-18	Analysis completed on performance and costs of CBC bring sites and HRC following implementation of the kerbside recycling service redesign. The work has been provided to CBC for review.	
4.4	Alignment of street cleaning functions with waste and recycling collections.	CBC	To improve the efficiency of street cleansing in the borough.	Oct-18	Work has not yet commenced.	
4.5	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 assess the collection options available to CDC, so that the service remains affordable, meets customer expectations and achieves high levels of recycling. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Mar-19	Project underway with Project Board in place. Consultant appointed to benchmark services and model service options. This phase of the project is due to be completed in September. A public consultation exercise is also planned.	
4.6	Review HRCs to explore service efficiency opportunities.	GCC & CBC	To review opening hours and charging policies at HRCs in order to identify efficiency savings contributing to GCC's wider savings programme.	Oct-18	Analysis completed on performance of CBC HRC following implementation of the kerbside recycling service redesign, which has been provided to CBC for review. Savings options from reduced opening hours at GCC HRCs are being developed and an update will be provided to the GJWC in June.	
4.7	Review of HRC Contract performance.	GCC	To review the performance of the HRC Service Contract following its first full year of operation and assess whether it remains value for money.	Jun-18	A formal review has not yet started due to resource constraints within the Joint Waste and GCC Commercial Services teams. A revised completion date of Mar 2019 is proposed.	
4.8	Residual waste composition analysis.	GCC	Four-season analysis of kerbside and HRC residual waste commencing summer 2018.	Apr-19	Consultant appointed and planning underway. First phase of fieldwork is due to commence in July 2018.	

				Green	Proceeding to plan.	
4.9	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.	Ongoing	Regular monitoring of tonnages delivered to Hempsted. A number of options for responding to a closure of Hempsted are being developed with GCC colleagues	
4.10	Mobilisation of Javelin Park Energy from Waste contract.	GCC	To ensure that the contract is mobilised on time and in line with the contract requirements.	Jul-19	Work is ongoing, with regular meetings set up between UBB, the project team, district councils and contractors to plan and deliver a smooth mobilisation.	
4.11	Mobilisation of HRC recyclable material sales contracts.	GCC	To have contracts in place for the recycling of materials collected at HRCs.	Apr-18	Completed.	
4.12	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.	Oct-18	Independent review completed by APSE and considered by SMG. Future strategy yet to be agreed.	
4.13	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.	Mar-19	Project has not yet commenced, but remains within tolerance.	
4.14	Street cleaning operational review.	TBC	To improve the effectiveness of street cleansing in the borough.	Mar-19	A review of the current operation is underway. Data collection and services appraisals taking place.	
4.15	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.	Mar-19	Project has not yet commenced, but remains within tolerance.	
<b>5</b>	<b>Organisational / Systems</b>					
5.1	Review JWC funding arrangements.	All	To ensure that funding arrangements remain sufficient to deliver JWC objectives and are shared equitably by the partner councils.	Oct-18	Information gathering is underway, but limited progress due to conflicting demands and limited JWT resources. Revised completion date of Mar 19.	
5.2	Review JWT staffing structure.	All	To ensure sufficient resources are in place to support partner councils and deliver JWC objectives.	Oct-18	Consultation undertaken with JWT and with SMG. SMG stated that new funding for any WCA roles within the JWT cannot currently be supported. Changes to WDA roles will be developed in consultation with GCC.	
5.3	Javelin Park project handover	GCC	To ensure an efficient transfer of responsibility for the contract from the commercial/procurement team to the JWT.	Mar-19	Ongoing, with regular meetings taking place between the Commercial and Joint Waste teams.	
5.4	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.	Ongoing	The JWT is providing support as necessary. The project is being led by Publica. Action to be deleted from future updates	n/a
<b>6</b>	<b>Communications and Behavioural Change</b>					
6.1	Communications campaign highlighting the importance of separating the right materials for recycling.	All	Maintaining high quality recyclable materials and minimising contamination.	Mar-19	CBC has publicised the need for pre-sorting since 1st April, with the use of bin tags and the back page of the 'Your Guide'. CDC are just about to begin a promotion on the need for pre-sorting in order to provide good quality recycling.	
6.2	Communications campaign to promote food waste prevention and recycling.	All	Encourage residents to reduce food waste, maintain high capture rates of food waste for recycling and minimise the amount of food waste within the residual waste stream.	Mar-19	First phase of activity planned to coincide with football world cup.	

				Green	Proceeding to plan.	
6.3	Communications campaign to promote the reduction and recycling of plastic waste.	All	Encourage residents to reduce consumption of single-use plastics, maintain high capture rates of plastic for recycling and minimise the amount of plastic materials within the residual waste stream.	Mar-19	Recycling of plastic bottles is being promoted through the Recycle for Gloucestershire "Waste Free Wednesdays" articles. It is also being promoted as part of the Recycle for Gloucestershire World Cup campaign. The National Recycle Week in September will also focus on plastics.	
6.4	Javelin Park communications.	GCC	To ensure consistent and clear communications relating to the construction and operation of the facility.	Ongoing	Communications planning with UBB is underway. A number of reactive communications by GCC also continue to be supported.	
6.5	Continued promotion of real nappies.	GCC	To provide information and support on the use of reusable nappies and to promote the uptake of the Gloucestershire Real Nappy voucher scheme.	Ongoing	New contract established for Resource Futures to continue the programme.	
6.6	Continued support for home and community composting.	GCC	To provide information and support on home and community composting and continue to make home composting bins available for purchase by Gloucestershire residents.	Ongoing	Compost Awareness week was promoted in May. Discounted compost bin support still available.	
6.7	Commission and complete a residual waste composition analysis	GCC	To conduct a four-season composition analysis of household residual waste to both determine the baseline calorific value of waste to be treated at the Javelin Park facility and also to inform our waste prevention, reuse and recycling plans.		This action duplicates action 4.8 and so the two will be amalgamated for future reports.	
6.8	Promote garden waste collection schemes in all districts.	CDC, CBC, FoDDC & TBC	To promote and sustain uptake in garden waste collection services.	Jun-18	Promotions of garden waste service for CDC,CBC, FODDC and TBC have been completed.	
6.9	To build on the Love Your Forest anti-litter campaign.	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.	Ongoing	2018-19 Campaign Plan agreed. New Love your forest scout association badge developed for Beavers, Cubs and Scouts. Good uptake so far. New trashconverter trailer launched at the Forest Activities festival. Visited several events so far including Forest Faddle, Woolaston Cubs, Perrigrove Railway, Wild Boar Chase. School visits in plan. Car Sticker Campaign launched 30 May in the Wye Valley and Forest Review with articles and prizes donated by local tourism operators and businesses running throughout the summer.	
7	<b>Safety, Health and Environmental impact of operations</b>					
7.1	Monitoring, reporting and continuous review of health and safety policy and practices of GJWC contractors and service providers.	ALL	To ensure safe working practices are in place and to establish common processes and best practice.	Ongoing	Health & Safety is monitored on a ongoing basis as part of the contract management for each of the authorities. H&S is a standing item for all contractor meetings and the team continually assesses the numbers and detail of lost time, non lost time and near miss incidents. A report on 2018/19 activity will be reported to the June 2018 meeting.	

**Appendix 3 - High Level risks**

Last Reviewed: May 2018

**Impact**  
 v.Lo = Negligible  
 Lo = Minor  
 Med = Moderate  
 Hi = Major  
 v.Hi = Catastrophic

**Probability**  
 Not foreseeable  
 Unlikely  
 Possible  
 Likely  
 Almost certain

Ref	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score		
			Impact	Prob.	Score		Impact	Prob.	score
R5	Ubico service costs increase beyond budgeted amounts.	Additional budget has to be found, meaning that other services may need to be cut back.	Hi	Hi	v.Hi	Additional financial support to be recruited by Ubico. Monthly budget monitoring by JWT and Partner Councils as part of regular contract monitoring and financial reporting processes. SMG to meet with Ubico MD about the need make efficiencies.	Hi	Med	v.Hi
R12	Failure to make transfer arrangements for the delivery of waste to Javelin Park	Waste cannot be delivered to the facility or waste has to be direct delivered by collection vehicles over longer distances.	V Hi	Med	v.Hi	Procurement exercise to secure transfer arrangements. Development of a direct delivery contingency plan.	Med	Lo	v.Hi
R13	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	Hi	v.Hi	Work with contractors to ensure they have policies in place for driver training and retention. Ensure drivers have met CTC requirements.	Hi	Med	v.Hi

Notes May 18

Impact increased (impact of direct delivery on TBC and CBC)

Non completions in CBC as Agency drivers and loaders are not turning up. Probability increased.