



2018/21 ACTION PLAN UPDATE AND DRAFT ACTION PLAN FOR 2019/22

Committee	Gloucestershire Joint Waste Committee
Committee Date	4 December 2018
Significant Decision	No
Responsible Officers	Wayne Lewis, Head of Joint Waste Team, 01452 425504, wayne.lewis@gloucestershire.gov.uk
Main Consultees	None
Purpose of Report	The purpose of this report is to update members on progress of the 2018/21 actions and to set out a draft action plan for 2019/22 for review.
Recommendations	<p><i>It is recommended that the Committee:</i></p> <ul style="list-style-type: none">a) Notes the progress of the current (2018/21) action plan;b) Agrees revised completion dates for the actions discussed in paragraphs 2.1 and 2.2 of this report;c) Notes the high level risks and mitigation measures set out in section 4 of this report;d) Considers the draft action plan for 2019/22 and provides comments ahead of its planned adoption in February 2019.
Resource Implications	None. The current revenue budget position for each of the partners is reported separately on today's agenda.

1. Background

- 1.1 This report provides an update on the progress to November 2018 of the 2018/21 action plan adopted by the JWC in February 2018.
- 1.2 A risk register is developed as part of the JWC annual business plan and is managed by the Senior Managers Group (SMG). Risks categorised as high by the SMG will be reported to the JWC. The current high level risks are set out in section 4.
- 1.3 The Joint Waste Committee adopts a business plan each year (normally at its February meeting). A draft action plan for the 2019/21 period is provided within this report for review ahead of its inclusion within the business plan for the same period.

2. Action plan 2018/21

- 2.1 Appendix 1 provides a summary of progress to 22nd November 2018 against the 2018/21 action plan. Good progress is being made on the majority of actions. Two actions have been scored as red, as limited progress has been made (actions 4.4 – alignment of street cleaning, waste and recycling functions for Cheltenham borough council and 4.12 – trade waste review for Tewkesbury and Cheltenham boroughs). In consultation with the relevant partner councils, these will be carried forward in to the action plan for 19/22.
- 2.2 Whilst good progress has been made, a revised completion date of March 2019 is also necessary for action 3.10 (development of a tipping away policy).

3. Risks

3.1 A risk register that identifies risks associated with the delivery of the JWC action plan (2018/21) is reviewed at each meeting of the SMG. Risks are scored according to their likelihood and also the impact that they might have should they occur. Mitigation measures are set out to reduce the effects of these risks. The highest scoring risks are reported to the joint committee.

3.2 At quarter 3, three risks have been scored as “high”. These are set out in appendix 2, together with mitigation measures.

3.2.1 The costs of a number of Ubico contracts were higher than budgeted last year (for Cheltenham B.C, Cotswold D.C, and Gloucestershire C.C). There are also shared concerns over the quality of the forecasting and reporting provided. Mitigation measures have been agreed in consultation with Ubico. Key measures include the recent recruitment of financial support staff and the introduction of more regular and better quality budget reporting.

3.2.2 With the Javelin Park Energy from Waste plant due to start accepting waste in March 2019, there is a requirement to make arrangements for the delivery of district council collected waste to the site. A procurement process for waste transfer has been completed and options for managing the associated costs have been discussed by the relevant partner councils. This is discussed in more detail elsewhere on today’s agenda.

3.2.3 The difficulty in recruiting and retaining labour for waste and recycling collections work, particularly drivers, continues to be an issue for Ubico. The company continues to take mitigation measures including recent recruitments and development of a drivers supplement on a number of contracts.

4. Draft Action Plan for 2019/22

4.1 A draft action plan for 2019/22 is set out at appendix 3. Some key projects will include a review of the Gloucestershire Joint Municipal Waste Management Strategy and a related review of the current partnership governance and funding arrangements, so that clear and shared objectives are in place and suitable structures in place to facilitate their achievement. A review of our current waste infrastructure such as depots, transfer facilities and HRCs will also be important to ensure that services remain fit for purpose. There are a number of procurement and mobilisation exercises to be managed and a desire to further improve communication and behaviour change efforts, which members have identified as a priority.

4.2 The draft action plan will also be discussed with Ubico Ltd, so that the respective business plans of both the GJWC and Ubico can increasingly be aligned.

5. Updates from Non-voting Partners

5.1 Gloucester City Council and Stroud District Council will be invited to provide a verbal update at the meeting.