

Appendix 1
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, Nov 18	RAG Status
1	Strategic Direction					
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	Completed. Benchmarking of current Gloucestershire services conducted as part of Cotswold District Council (CDC) collection service review. Results have been presented to SMG.	Green
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 included benchmarking of Gloucestershire services, modelling the relative cost and performance of different service options for CDC and consultation with local residents. This approach can now be applied for other districts when reviewing services.	Green
1.3	Service Integration Routemap.	All	To develop a preferred option and pathway to service integration.	Oct-19	Public consultation for CDC service review approved at June JWC and adopted as a broad template for any future such consultations. JWC considered CDC collection options appraisal outcomes and their wider applicability at its Oct meeting. The CDC approach provides a template for future service reviews. Some further work needed to agree timelines for future reviews.	Green
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	Officer level meetings continue with Gloucester City. Further meeting planned with SDC.	Amber
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	Through ADEPT, the JWT has been involved in stakeholder consultation on the development of a new national waste and resources strategy. The strategy is due to be published by the end of the calendar year.	Green
2	Infrastructure					
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. A business case is being developed by FoDDC.	Green
3	Procurement					
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 Jun 2019.	Green
3.2	Mobilisation of FoDDC street cleaning contract.	FoDDC	New contract for street cleaning within FoDDC.	Aug-18	Contract awarded to Biffa following Cabinet authorisation on 13 September. Vehicles are on order. Contract to start April 2019.	Green
3.3	Refuse and garden waste vehicle procurement.	FODDC	New vehicles in line with contract for 2018-2024.	Jul-18	Completed. Vehicles delivered and operational.	Green

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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	Tenders received and evaluation completed. Contract award delayed due to ongoing discussion between GCC, CBC and TBC over waste transfer and direct delivery tonnages. Contract award anticipated in Dec 2018.	
3.5.1	Purchase HRC mobile compactors.	GCC	To replace compactors at Hempsted and Pyke HRCs.	Sep-18	Installation at Pyke Quarry completed. Work to commence at Hempsted in Dec 2018 (3rd to 21st).	
3.5.2	Purchase HRC mobile compactors.	GCC	To replace compactors at Oak Quarry and Wingmoor HRCs.	Jun-19	Capital growth bid submitted to GCC in Jul 2018 for Fosse Cross. Outcome awaited. Wingmoor and Oak can be completed within current funding allocation.	
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	Completed. Contract extended until 30th Sept 2021. Short extension to IVC may be needed even if CDC service change goes to separate food waste collection.	
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	Project complete and an extension to the existing arrangement has been agreed.	
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	Estimated costs of direct delivery developed and submitted to GCC. Discussions regarding waste transfer and direct delivery now completed.	
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	GCC Cabinet October 2018 agreed to issue a draft policy for consultation. Consultation now live. Anticipated policy adoption Feb/Mar 2019. Revised completion date of March 2019 requested.	
4	Service Development, Efficiency and Improvement					
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 and this action is likely to be carried over into 2019/20 action plan.	
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	A public consultation exercise and options appraisal have been completed and shared with the JWC. Reporting to CDC Cabinet (3rd Dec) and Council (11th Dec) in order to reach a decision on the future service design.	

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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 have been completed. LCM approval obtained for revised HRC opening hours and one day closure per site. New opening hours commenced 28th Oct.		
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.	Mar-19	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 agreed at Jun GJWC meeting.		
4.8	Residual waste composition analysis.	GCC	Four-season analysis of kerbside and HRC residual waste commencing summer 2018.	Apr-19	First phase of fieldwork completed in July 2018. Phase two fieldwork commenced in November 2018.		
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. Enovert has provided additional landfill capacity at Hempsted for short term until EfW commissioning.		
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. Wood recycling contract has been relet due to termination of previous contract.		
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 and as a result of residual waste transfer work, this action is likely to carry across into 2019/20 action plan.		
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	The RCV fleet has been assessed for the suitability of fitting collection cages and currently awaiting prices. Recycling outlets for the materials need to be sought then an options appraisal completed of the cost and likely benefits for providing the additional recycling options. If viable, roll out would be after refuse services start taking waste to javelin park due to the location of the under chassis collection cages.		
4.14	Street cleaning operational review.	TBC	To improve the effectiveness of street cleansing in the borough.	Mar-19	A review of the current service is underway with Ubico. Draft schedules are being drawn up for the sweeper routes. Litter picking and bin emptying will be reviewed next.		
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	Some work is underway internally at TBC as the collection vehicle is on occasion struggling to meet the demand of both bulky collections and bin deliveries combined. JWT officers will be required to support this.		
5	Organisational / Systems						

				Green	Proceeding to plan.	
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.	Mar-19	Revised completion date of Mar 19 agreed at Jun GJWC meeting. To commence on completion of current waste transfer project.	
5.2	Review JWT staffing structure.	All	To ensure sufficient resources are in place to support partner councils and deliver JWC objectives.	Ongoing	Consultation undertaken with JWT and with SMG. Changes to WDA roles currently being developed in consultation with GCC. New role of Contract Manager (HRCs. Recycling and Disposal) appointed.	
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.	
6	Communications and Behavioural Change					
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 beginning a promotion on the need for pre-sorting in order to provide good quality recycling. TBC produces the annual recycling calendar which includes what should and should not be included in all the recycling services. Recycling communications is also a standard feature in the triannual Borough News magazine.	
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 and second phase of activity completed during football world cup and recycle week. Food waste will be the main focus of the Christmas campaign (to include press and radio ads and social media).	
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 promoted through the Recycle for Gloucestershire "Waste Free Wednesdays" articles. It was also promoted as part of the Recycle for Gloucestershire World Cup campaign. The National Recycle Week in September also focused 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	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.	

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6.8	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	Trashconverter trailer has attended public events and school visits. Ten advertorials in the Forest Review (w/c 25 June-w/c 27 August) promoting different aspects of the campaign /highlighting specific litter issues. LYF car window sticker competition has ended. Over 500 unique registration plates spotted this year. Seventeen Scout groups (plus 2 Brownies) have now undertaken litter picks/received a talk. More are planned for spring 2019. Litter sculptures installed at local parks and PedalABikeAway. A report on outcomes of the campaign was launched at a reception at the House of Commons in November. Planning is now underway for next year's campaign.	
7	Safety, Health and Environmental impact of operations					
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 was presented to the Jun 2018G JWC meeting.	

Appendix 2 - High Level risks

Last Reviewed: Nov 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		Additional financial support recruited by Ubico. Monthly budget monitoring by JWT and Partner Councils as part of regular contract monitoring and financial reporting processes. Quarterly monitoring and reporting by ESPBs. Efforts made in setting 208/19 contract sums to identify all known costs and pressures within the base budget. SMG met with Ubico MD about the need make efficiencies.	Hi	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		Procurement exercise to secure transfer arrangements. Development of a direct delivery contingency plan. Negotiation between GCC, CBC and TBC to manage down the costs of waste transfer from those boroughs.	Med	Lo	
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		Work with contractors to ensure they have policies in place for driver training and retention. Ensure drivers have met CTC requirements.	Hi	Med	

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.