



# Joint Municipal Waste Management Strategy Three Year Plan April 2011 to March 2014

## Joint Members Waste and Resource Management Forum

In order to help maximise the potential of joint working between partnership members yet at the same time minimise expense this plan has been developed.

The review of the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire (JMWMS) carried out in 2009-10 helped to identify areas of work for member councils through the development of an Action Plan (Annex I – Parts A and B). However with importance of reducing cost across all council services it was necessary for the actions contained within the plan to be prioritised. Through the Joint Members Waste Resource Management Forum a workshop was carried out to help identify the most important areas of work. The workshop prioritised those actions, developed in the strategy review, that were not required directly or indirectly by statutory law.

The workshop presented groups of Members and Waste Management Officers from all councils with actions from the JMWMS. These were debated and then prioritised by the groups. Those actions considered by the workshop held by the Joint Members Waste Resource Management Forum are detailed below:

	Action	Ranking			Index	Priority	Other Comments
		1	2	3			
Waste Prevention	Investigate Community Composting	8	8	6	7.3	8	
	Promote Home Composting	2	3	7	4.0	4	
	Reduce Food Waste	1	1	5	2.3	2	
	Reduce Junk Mail	7	7	8	7.3	7	
	Restrict Residual Waste	3	2	1	2.0	1	Group 2 felt that this could be achieved at a later time
	Promote Re-use at HRCs	6	4	4	4.7	5	
	Promote Re-use of Bulky Collections	5	6	3	4.7	6	
	Provide Support to Re-use Groups	4	5	2	3.7	3	

Recycling and Composting	Provide Commercial Recycling Options	1	1	2	1.3	1	
	Provide Consistent Textile Collections	5	5	3	4.3	5	
	Enhance Bring Recycling Sites	4	3	4	3.7	3	
	Recover Street Sweepings	2	2	1	1.7	2	
	Partnership to collect same materials	3	4	5	4.0	4	
Other Actions	Set Climate Change Target	5	3	3	3.7	5	Group 1 felt this could be done at a later time
	Develop Overarching Comms Plan	1	2	4	2.3	1	
	Reduce Fly Tipping	4	1	5	3.3	4	Group 1 felt this could be done at a later time
	Improve Customer Care HRC	2	5	2	3.0	3	
	Improve Customer Care Collection	2	4	1	2.3	2	

The results of this workshop have used to create a new Action Plan to help plan efforts for the next three years. This three year plan incorporates both actions required of the councils by statutory law and those prioritised by the Forum.

## Three Year Plan

The three year plan is divided by category as per the Waste Hierarchy starting with Waste Prevention (includes re-use), Recycling and Composting, Energy Recovery, Waste Disposal and finally all remaining Miscellaneous actions.



Red box indicates a that this is a statutory requirement

## Strategy Targets

Detailed below are all the targets from the Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire.

### JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY TARGETS

Target	Name	Description	Target
1	Climate Change	Reduce the impact of management of municipal waste management on climate change in Herefordshire and Worcestershire	?
2	Reduce Household Waste	Achieve the national reductions in household residual waste (waste not re-used, recycled or composted) based on 2000 levels	29% by 2010 35% by 2015 45% by 2020
3	Increase Recycling	To achieve national recycling/composting levels of household waste	40% by March 2010 45% by March 2015 50% by March 2020
4	Household Recycling Act 2003	To achieve the requirements of the Household Waste Recycling Act 2003 by 31st December 2010	Provide a kerbside collection of at least 2 recyclable materials from all households
5	Recover value from waste	By 2015 or earlier if practicable, we will recover value from a minimum of 78% of municipal waste.	Value recovered from a minimum of 78% of waste by 2015
6	Reduce Biodegradable Waste to Landfill	Reduce the amount of biodegradable municipal waste landfilled in order to meet the yearly allowances set by Government under the Landfill Allowance Trading Scheme. This is limited to the following amounts:	154,164 tonnes in 2009/10 102,684 tonnes in 20012/13 71,851 tonnes in 2019/20

## Waste Prevention

The outcomes of the workshop have indicated that the councils should prioritise their efforts on continuing to reduce the amount of waste where possible. The areas of encouraging increased home composting and food waste prevention are seen as particular areas where joint efforts would yield the best results.

### WASTE PREVENTION

Priority	Action	Key Tasks	Start Date	End Date	Project Manager
1	Restrict Residual Waste Presented at Kerbside	<b>TARGET: Reduce residual waste collected at kerbside by 10% from 9/10 levels</b>	01-Apr-11	31-Mar-14	ALL WCA
		Implement measures to restrict waste at kerbside (such as limit capacity or frequency of collection)	01-Apr-11	31-Mar-14	ALL WCA
		Enforce measures	01-Apr-11	31-Mar-14	ALL WCA
		Continued promotion of waste prevention initiatives	01-Apr-11	31-Mar-14	ALL
2	Reduce Food Waste	<b>TARGET: Reduce the amount of food waste collected by 10% by March 2014</b>	01-Apr-11	31-Mar-14	ALL
		Conduct targetted food waste reduction campaign trial in the St Johns area of Worcester	01-Feb-11	31-Jul-11	WCC/CoW
		Encourage food waste reduction through a range of initiatives	01-Apr-11	31-Mar-14	ALL
		Continue to promote WRAP Love Food Hate Waste Initiative locally	01-Apr-11	31-Mar-14	ALL
3	Provide Support to Re-use Organisations	<b>TARGET: Increase tonnage of waste re-used by 50% from 09/10 levels</b>	01-Apr-11	31-Mar-14	ALL
		Continue to facilitate the SEWAR meeting	01-Apr-11	31-Mar-14	WCC/HC
		Expand and promote re-use at HRCs and bulky collections	01-Apr-11	31-Mar-12	ALL
		Pay re-use credits for re-use of household waste	01-Apr-11	31-Mar-14	WCC/HC

## Waste Prevention Continued

Priority	Action	Key Tasks	Start Date	End Date	Project Manager
4	Promote the Home Composting	<b>TARGET: Sell 15,000 from April 2011 to March 2014</b>	01-Apr-11	31-Mar-14	WCC/HC
		Continue to provide for Master Composters to help promote composting at home	01-Apr-11	31-Mar-14	WCC/HC
		Continue to provide subsidised compost bins for householders	01-Apr-11	31-Mar-14	WCC/HC
		Provide and distribute supporting information to encourage home composting	01-Apr-11	31-Mar-14	ALL

## Recycling and Composting

Aside from council's statutory obligations to expand kerbside recycling services to all households by the end of 2010. The workshop identified that the ability to offer recycling collections to trade customers was a priority.

### RECYCLING AND COMPOSTING

Priority	Action	Key Tasks	Start Date	End Date	Project Manager
1	Continue to meet requirements of the Waste Recycling Act (2003)	<b>TARGET: Collect for recycling a minimum of two different materials from every household</b>	01-Dec-10	31-Mar-14	ALL WCA
		Identify and allocate service to all new properties	01-Dec-10	31-Mar-14	ALL WCA
		Record all exemptions	01-Dec-10	31-Mar-14	ALL WCA

## Recycling and Composting Continued

Priority	Action	Key Tasks	Start Date	End Date	Project Manager
2	Provide Commercial Recycling Options	<b>TARGET: Recycle at least 25% of commercial waste collected by participating WCAs by 2012</b>	01-Apr-11	31-Mar-12	ALL
		Identify collection and treatment services required and cost to ensure best value	01-Dec-10	01-Apr-11	WCC/HC
		Establish collection services	01-Apr-11	30-Jun-11	ALL WCA
		Establish delivery points for materials	01-Apr-11	30-Jun-11	WCC/HC
		Provide and promote service	01-Jul-11	31-Mar-14	ALL WCA
3	Recover Street Sweepings	<b>TARGET: Recycle at least 10% of street sweepings by 2013</b>	01-Dec-10	31-Mar-13	WCC/HC
		Investigate suitable facilities and processes for recovering useful material from street sweepings.	01-Dec-10	31-Mar-11	WCC/HC
		Negotiate variation with Waste Disposal Contractor	01-Jan-11	31-Mar-11	WCC/HC
4	Enhance Bring Recycling Sites	Investigate most suitable and cost effective services in support of kerbside collection services	01-Apr-12	30-Jun-12	ALL WCA
		Implement new services	01-Jul-12	31-Mar-14	ALL WCA

## Energy Recovery

In order to meet the partnerships targets to divert waste from landfill the development of an Energy from Waste facility remains a high priority.

### ENERGY RECOVERY

Action	Key Tasks	Start Date	End Date	Project Manager
<b>Construct and Commission an Energy from Waste facility</b>	Obtain planning and environmental consents for development	01-Apr-11	31-Mar-12	MWM
	Council and Contractor to agree financial model	01-Apr-11	30-Sep-11	MWM/WCC/HC
	Construct and Commission facility	01-Apr-12	31-Mar-14	MWM
	Start Delivering Waste	01-Apr-14	31-Mar-25	ALL

## Waste Disposal

Suitable landfill facilities will be required even after the development of an Energy from Waste facility. Our Disposal Contractor will be responsible for ensuring that sufficient capacity is provided.

### WASTE DISPOSAL

Action	Key Tasks	Start Date	End Date	Project Manager
<b>Provide Suitable Landfill Facilities</b>	Monitor capacity of existing facility(s)	01-Apr-11	31-Mar-14	MWM
	Identify additional landfill capacity as required (e.g. for APC residues)	01-Apr-13	31-Mar-14	MWM

## Miscellaneous Actions

Of the remaining actions aside from those required in any event the workshop indicated the need to develop a joint communications plan to help better co-ordinate partnership promotional efforts. Improving customer care at Household Waste Sites and also on waste collection rounds was also seen as a priority.

MISCELLANEOUS ACTIONS					
	Action	Key Tasks	Start Date	End Date	Project Manager
1	<b>Collect, Store and Provide Accurate Waste Data as Required</b>	Continue to collect and store waste data for performance management	01-Apr-11	31-Mar-14	ALL
		Report performance through Waste Data Flow or any subsequent means	01-Apr-11	31-Mar-14	ALL
2	<b>Provide Assisted Collection Services where Required</b>	Devise suitable policies for providing assisted collections	01-Apr-11	31-Mar-14	ALL
		Identify and provide service where required	01-Apr-11	31-Mar-14	ALL
3	<b>Develop Overarching Communications Plan</b>	Produce a draft communications plan for review by the Joint Members Waste Management Forum	01-Dec-10	30-Jun-11	SEC
		Implement approved Communications Plan	01-Jul-11	31-Mar-14	ALL
4	<b>Improve Customer Care on Refuse and Recycling Collection Rounds</b>	<b>TARGET: Continue to achieve at least a 75% satisfaction rating from the place survey</b>	01-Apr-11	31-Mar-14	ALL WCA
		Develop training programme for collection crews	01-Apr-11	31-Mar-12	ALL WCA
5	<b>Improve Customer Care at Household Recycling Centres</b>	<b>TARGET: Continue to achieve at least a 75% satisfaction rating from the place survey</b>	01-Apr-11	31-Mar-14	WCC/HC
		Develop training programme for HRC Operatives	01-Apr-11	31-Mar-12	WCC/HC

## Waste Strategy Action Plan

The Action Plan sets out how all councils in Herefordshire and Worcestershire will deliver the revised strategy.

Part A of the Action Plan provides details of the key tasks that are required and the organisation responsible for delivering these tasks. A reference from the Consultation Annex H is also given to show how the views of people have helped to influence the development of the Strategy.

Part B of the Action Plan provides details of when key tasks are to be delivered, whether resources have been allocated and the level of resources to be allocated to the task. Resource allocation has been given three levels as follows:

Low	A total resource allocation of less than £10,000 provided to deliver task
Moderate	A total resource allocation of £10,000 or more but less than £75,000 provided to deliver task
High	A total resource allocation of £75,000 or more provided to deliver task

Part B of the Action Plan also outlines the dependencies and risks that must be considered in order to achieve the key task. The monitoring mechanism is also detailed.

The Action Plan will be continually developed throughout the lifetime of the Strategy, with new Key Tasks added where necessary.

WASTE PREVENTION	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WP01	Annex C FG11	Distribute 25,000 <b>Home Compost Bins</b> to households in Herefordshire and Worcestershire between 2007/08 and 2010/11.	Worcestershire County Council
	WP02	Annex C FG11	Distribute 15,000 <b>Home Compost Bins</b> to households in Herefordshire and Worcestershire between 2011/12 and 2013/14	Worcestershire County Council
	WP03	Annex C FG11	Distribute 35,000 <b>Home Compost Bins</b> to households in Herefordshire and Worcestershire between 2014/15 and 2020/21	Worcestershire County Council
	WP04	FG10 & FG11 S06 to S10 SHR05B	Promote the <b>Home Composting Scheme</b> to encourage residents in Herefordshire and Worcestershire to compost more waste at home. Promote the <b>Master Composter Scheme</b> to train volunteers who in turn can promote the Home Composting Scheme	Worcestershire County Council
	WP05	S06 to S09	Options for <b>Community Composting</b> are to be jointly investigated by the partnership in conjunction with the Community Composting Network to provide small scale local composting sites for community use	All Councils Community Composting Network
	WP06	S13	The partnership to promote the Waste Resources Action Programme (WRAP) <b>Love Food Hate Waste</b> initiative locally in order to encourage less wastage of food in the home. All councils to contribute resources in order to achieve this.	All Councils WRAP
	WP07	S13	The partnership to develop and implement a <b>Food Waste Prevention</b> marketing plan in support of and in addition to the <b>Love Food Hate Waste</b> initiative. All councils to contribute resources in order to achieve this.	All Councils
	WP08	S13	Achieve a Partnership target to increase number of ' <b>committed food waste reducers</b> ' to <b>30%</b> by 2011/12. A baseline of <b>23%</b> has been established by the initiative in spring 2009. Target to be reviewed annually.	All Councils
	WP09	S13	Master Composters will be trained to promote the Love Food Hate Waste initiative in support of Actions WP02A, WP02B & WP02C. Resourcing to be provided by Worcestershire County Council and Herefordshire Council.	Worcestershire County Council

WASTE PREVENTION	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WP10	S12 & S13	The Partnership to develop and implement a <b>Smart Shopping</b> marketing plan. This is to encourage people to think about what waste will be generated from the things that they buy and to consider alternatives which produce less waste. All councils to contribute resources in order to achieve this.	All Councils
	WP11	S21	Develop and implement a <b>Junk Mail</b> marketing plan. All councils in the Partnership are expected to help promote this scheme but it shall be resourced by Worcestershire County Council and Herefordshire Council	Worcestershire County Council
	WP12	S21	Increase number of people signing up to the ' <b>Mailing Preference Service</b> ' by <b>10,000</b> per annum between 20010/11 and 20011/12. This indicator will be used to monitor the performance of the <b>Junk Mail</b> marketing plan. The Mailing Preference Service to supply data.	Worcestershire County Council
	WP13	S14 to S17	Provision of <b>support to reuse organisations</b> through provision of advice and guidance by the Waste Management Teams at Herefordshire Council and Worcestershire Council.	Worcestershire County Council Herefordshire Council
	WP14	S17	Continuation of the <b>Waste &amp; Recycling Forum (SEWAR)</b> to encourage networking and sharing of information and experiences from various organisations involved with reuse	Worcestershire County Council
	WP15	S17	Herefordshire and Worcestershire County Council to increase <b>Re-use Credits</b> paid to 3 <sup>rd</sup> Sector to <b>750 tonnes per annum by 2013/14</b> .	Worcestershire County Council Herefordshire Council
	WP16	S14 S15 S17	Investigate options to provide <b>Grant Funding</b> for community re-use and recycling schemes. To be resourced by all councils.	All Council
	WP17	FG01 S14 to S17 SHR09AK	Promote re-use activities through the provision of the <b>Re-use guide</b> . This will support council re-use initiatives but also promote other re-use opportunities. To be resourced by Herefordshire and Worcestershire Councils.	Worcestershire County Council
WP18	S17	Expand and promote <b>Re-use schemes at Household Recycling Centres</b> to increase the amount of waste reused by <b>10 tonnes</b> per annum between 2010/11 and 2011/12. To be resourced by the Waste Disposal Authorities and administered by Worcestershire County Council.	Worcestershire County Council	

WASTE PREVENTION	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WP19	S17	The Partnership is to develop schemes for <b>re-use of bulky waste</b> from council collection services. The Partnership plans to build on the success of the scheme operated by Herefordshire Council and increase re-use from bulky collections by <b>10 tonnes per annum</b> . All councils to contribute resources in order to achieve this.	All Councils
	WP20	S14 to S17 SHR09AK	The Partnership to develop and implement a <b>Re-use/Repair/Hire Marketing Plan</b> in support of the re-use initiatives detailed in WP04A to WP04G. All councils in the Partnership are expected to input to this but resourced by HC and WCC	Worcestershire County Council
	WP21		The partnership will continue to promote other waste prevention initiatives such as <b>Food Waste Disposers, Real Nappies and Home Shredding Services</b> .	All Councils
	WP22	SHR09AG SHR09BE SHR10P	The Partnership will support the <b>water industry</b> in any <b>research</b> into the impacts of <b>Food Waste Disposers</b> . As the subsidy for householders to install them the impacts are likely to be low.	All Councils
	WP23	FG08 S12, S13 & S18 SHR02B	Through the Partnership's Forum <b>Government Agencies will be lobbied</b> to encourage action to combat the production of unnecessary <b>Packaging Waste</b> .	Joint Member Waste Resource Management Forum
	WP24		Local Councils (Waste Collection Authorities) to put in place measures to <b>restrict residual waste presented</b> . Achieved by reducing collection frequency and/or limiting container capacity and not accepting side waste. Resourced by WCAs.	Local Councils (Waste Collection Authorities)
	WP25	FG01	In response to the consultation residents indicated a need to <b>promote the use of re-use websites</b> such as Freecycle. This will be resourced by Herefordshire and Worcestershire Councils with support from all other Partnership members.	All Councils
	<b>Target 2</b>	<b>Target 2</b>	To achieve the <b>national reductions in household residual waste</b> (waste not re-used, recycled or composted) of 29% by 31 <sup>st</sup> March 2010, 35% by 2015 and 45% by 2020, based on 2000 levels.	Worcestershire County Council Herefordshire Council

RECYCLING AND COMPOSTING	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WRC01	FG04 S04	To <b>commission the new EnviroSort</b> facility prior to the launch of mixed dry recycling kerbside collections by Local Councils. This is expected by November 2009 at the latest. Resources from Worcestershire County Council and Herefordshire Council	Worcestershire County Council
	WRC02	FG04 S04 S05	Local Councils (Waste Collection Authorities) to provide services to <b>collect same kerbside recyclable materials</b> (except sack collections where glass will not be acceptable) and increase recycling capacity. To be resourced by Local Councils.	Local Councils (Waste Collection Authorities)
	WRC03	S04 SHR09AS	The partnership will continually investigate opportunities for <b>increasing the range of materials accepted for recycling</b> , through kerbside collection or at bring recycling sites.	All Councils
	WRC04	<b>Target 4</b> FG06 SO2	Local Councils to expand coverage of their kerbside <b>recycling services to all households</b> as required by the <b>Waste Recycling Act (2003)</b> . To be resourced by Local Councils.	Local Councils (Waste Collection Authorities)
	WRC05	S11 SHR10L	Where provided <b>garden waste composting collections</b> will be at a <b>charge to the Householder</b> . Councils to consider feedback from consultation that there should be no charge to residents. Service provision and resourcing to be provided by Local Councils.	Local Councils (Waste Collection Authorities)
	WRC06	SHR09AQ SHR10L	The Partnership to provide and promote a consistent <b>textile re-use/recycling service</b> across all councils, working with the Third Sector where possible. Textiles are not to be accepted in new kerbside recycling services, All councils to resource alternatives.	All Councils
	WRC07	SHR01A SHR08G SHR15A	The options for providing <b>commercial waste recycling services</b> to council trade collection customers are to be investigated. As this is a partnership issue it is to be resourced by all councils.	All Councils
	WRC08		Herefordshire and Worcestershire Council (Waste Disposal Authorities) will investigate the options for <b>recycling and/or recovery of street sweepings</b> in order to divert this waste from landfill.	Worcestershire County Council Herefordshire Council
	WRC09		A <b>new Household Waste Site</b> is to be provided in <b>Kington</b> (Herefordshire). No site is currently conveniently located for residents of this area to deposit their household waste. Cross border sharing of the facility is being investigated with Powys. Resourced by Herefordshire and Worcestershire Councils.	Worcestershire County Council Herefordshire Council

RECYCLING AND COMPOSTING	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WRC10		Rebrand Household Waste Sites as <b>Household Recycling Centres</b> to emphasise their recycling element. To be resourced by Herefordshire and Worcestershire Councils	Worcestershire County Council
	WRC11		The <b>Household Waste Site at Tenbury</b> is to be <b>redeveloped</b> pending successful planning application. To be resourced by Herefordshire and Worcestershire County Councils.	Worcestershire County Council
	WRC12	FG05	Feasibility of <b>pedestrian access to Household Recycling Centres</b> is to be investigated both current and future provision. Recommendations from investigation will be considered before action is taken. Resourced by Herefordshire and Worcestershire Councils.	Worcestershire County Council
	WRC13	S01	The partnership to produce clear <b>guidance on what materials can be accepted</b> for recycling by Local Council Collection schemes	All Councils
	WRC14	FG03	Herefordshire and Worcestershire Councils to take measures to <b>improve customer care</b> from staff at Household Recycling Centres. Local Councils to improve customer care of collection crews.	Worcestershire County Council Local Councils
	WRC15	FG02 S03 SHR05B	The Partnership to <b>provide information on what happens to waste</b> and recycling once it has been collected. This will include information on the new EnviroSort facility and the final destination of recyclables and residual waste. Funding received from WRAP to produce guide and publicity materials.	All Councils
	WRC16	FG07	The partnership to use <b>an education rather than enforcement approach</b> to encourage people to recycle more.	Local Councils (Waste Collection Authorities)
	WRC17		Promote battery recycling in accordance with <b>Batteries Directive</b>	All Council
WRC18		We will actively support the market to <b>stimulate demand</b> for additional types of recycled plastics and glass <b>through our procurement of goods</b> .	All Councils	

RECYCLING AND COMPOSTING	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WRC19	Policy 14	The Partnership will continue to provide and enhance <b>Bring Recycling Sites</b> , where considered beneficial, and to supplement “kerbside” collection schemes and facilities provided at Household Waste Sites.	Local Councils (Waste Collection Authorities)
WRC20	<b>Target 3</b>	To achieve national recycling/composting levels of household waste of <b>40% by 31st March 2010</b> as a minimum and work towards achieving <b>45% by 31st March 2015 and 50% by 31st March 2020</b> .	All Councils	

ENERGY RECOVERY	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	ER01	S22 & S23	Suitable development land to be identified and the technology to be used <b>to treat the Partnerships residual waste</b> to be decided. Work to be conducted by the PFI Contractor to be resourced by Herefordshire and Worcestershire Councils.	PFI Waste Disposal Contractor
	ER02	FG16	PFI Contractor to complete a <b>pre-application(s) consultation</b> prior to submission of planning application. This could influence the final design of the treatment facility. To be resourced by Herefordshire and Worcestershire Councils.	PFI Waste Disposal Contractor
	ER03		Following submission the <b>application(s) will be determined</b> by the relevant planning authority.	Herefordshire/Worcestershire Planning Authority
	ER04		Subject to planning consent(s) the PFI contractor will <b>construct and commission the facility</b> to receive residual waste from the Partnership. To be resourced by Herefordshire and Worcestershire Councils.	PFI Waste Disposal Contractor
	ER05	SEA03A	PFI Contractor to continue to <b>utilise landfill gas for power generation</b> at Hill & Moor Landfill Site near Pershore. No resource implication for the Partnership.	PFI Waste Disposal Contractor
	ER06	S22 SEA03B	Herefordshire and Worcestershire Councils and the PFI Contractor to <b>promote energy recovery options</b> when deciding the residual treatment solution.	Herefordshire Council Worcestershire County Council PFI Waste Disposal Contractor
	ER07	SHR06A	Partnership to contact Shropshire CC to ascertain feasibility <b>of transporting waste by river</b> (The Severn) to potential incineration facility at Ironbridge.	Joint Member Waste Resource Management Forum
<b>Target 5</b>	<b>Target 5</b>	By 2015 or earlier if practicable, we will recover value from a minimum of 78% of municipal waste.	Joint Member Waste Resource Management Forum	

FINAL DISPOSAL	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	WD01			PFI Contractor to <b>provide suitable landfill facilities</b> as required for final disposal of waste from the Partnership. To be resourced by Herefordshire and Worcestershire Councils.
WD02		SHR08J SHR10L	The Partnership to provide and promote a <b>consistent approach to clinical waste</b> collection and disposal. Currently arrangements vary across the Partnership. Greater consistency could lead to improved efficiencies.	All Councils

OTHER STRATEGY ACTIONS	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	OSA01	Target 1 SHR09AA	Partnership councils to gather data to establish a baseline for NI185, NI186 and NI188 and set <b>Climate Change Target (Target 1)</b> .	All Councils
	OSA02		The Partnership to <b>reduce impact on climate change</b> to help meet the Climate Change Target through optimisation of Local Council refuse collection rounds and waste transfer movements. All councils will be responsible for this and resource as necessary.	All Councils
	OSA03	Policy 6	Partnership Members to continually <b>monitor the performance</b> of their services in a consistent way to ensure they are performing as expected and in line with the Strategy objectives. This will be resourced by all councils.	All Councils
	OSA04	Policy 18	Provide information to residents concerning the <b>links between Climate Change and Waste Management</b> Practises. Place greater emphasis on the sustainable objectives of waste management services.	All Councils
	OSA05		The Partnership will produce a <b>summary document for the JMWMS</b> following final endorsement by all Partnership members. This will summarise the most significant aims and objectives of the Strategy for residents, elected members and any other interested parties.	All Councils
	OSA06		All Partnership members to <b>provide accurate and timely waste</b> data required for reporting of all waste National Indicators. This will be resourced by all councils.	All Councils
	OSA07	FG13 FG14 S20	The Partnership is to <b>provide good information about the range of services that are available to residents</b> and guidance on how to use them, in a variety of media formats. The greater consistency of approach by all councils means that this can be provided by the partnership.	All Councils
	OSA08		This <b>Action Plan will be annually reviewed</b> by the Partnership to ensure that the Strategy is being delivered across all councils in the Partnership. It will be updated as necessary to amend targets and address any new challenges that may arise.	All Councils
	OSA09		The Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire <b>will be reviewed by the Partnership in 2014</b> . All councils to provide resources to do this.	All Councils

OTHER STRATEGY ACTIONS	Action Plan Reference	Reference(s) from Strategy	Action Required (Key Tasks required)	Responsible Organisation (Local Authority, Government Organisation, Group, etc)
	OSA10	FG04 SHR09N	The partnership is to monitor Waste Management practises from elsewhere and <b>consider adoption of best practise.</b>	All Councils
	OSA11	FG12	Local Councils (Waste Collection Authorities) will resource & provide a range of suitable <b>assisted collection services</b> to allow as many people to participate in recycling collection schemes as possible.	Local Councils (Waste Collection Authorities)
	OSA12	SHR10L	The Partnership is to develop a consistent approach to <b>dealing with fly tipping</b> across both Herefordshire and Worcestershire. This will tackle not only how fly tips are removed and recorded but also enforcement action which is taken.	All Councils Environment Agency
	OSA13	S19	Improve <b>enforcement measures</b> for fly tipping and litter offences.	Waste Collection Authorities.
	OSA14		Partnership to <b>provide schools and other educational establishments</b> (for example Bishops Wood Environmental Education Centre) with up to date <b>information on waste management services</b> in support of their activities.	All Councils
	OSA15		The partnership will develop ways of <b>publicising/informing the community on our Strategy</b> and its delivery.	All Councils
	OSA16	Policy 5	The Local Authorities will seek to adopt and implement sustainable procurement policies and practices for goods and services (including waste management services) that they buy that actively seek to minimise waste and support the use of re-used and recycled materials.	All Councils
	OSA17		Develop and promote <b>consistent use of web sites</b> and web based material and enquiry portals across the Partnership	All councils
	OSA18	Policy 25	<b>Develop individual policies for specific waste streams</b> where this is considered the best approach to preventing, reusing, recycling and recovering value from waste arising in these streams.	All Councils
<b>Target 6</b>	<b>Target 6</b>	<b>Reduce the amount of biodegradable municipal waste</b> landfilled in order to meet the yearly allowances set by Government under the <b>Landfill Allowance Trading Scheme</b>	Herefordshire Council Worcestershire County Council	

## Waste Strategy Action Plan

The Action Plan sets out how all councils in Herefordshire and Worcestershire will deliver the revised strategy.

Part A of the Action Plan provides details of the key tasks that are required and the organisation responsible for delivering these tasks. A reference from the Consultation Annex H is also given to show how the views of people have helped to influence the development of the Strategy.

Part B of the Action Plan provides details of when key tasks are to be delivered, whether resources have been allocated and the level of resources to be allocated to the task. Resource allocation has been given three levels as follows:

Low	A total resource allocation of less than £10,000 provided to deliver task
Moderate	A total resource allocation of £10,000 or more but less than £75,000 provided to deliver task
High	A total resource allocation of £75,000 or more provided to deliver task

Part B of the Action Plan also outlines the dependencies and risks that must be considered in order to achieve the key task. The monitoring mechanism is also detailed.

The Action Plan will be continually developed throughout the lifetime of the Strategy, with new Key Tasks added where necessary.

WASTE PREVENTION	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost		Dependences & Risks	Monitoring Mechanism
	WP01	Distribute 25,000 compost bins between 2007/08 and 2010/11	March 2011	Yes	Moderate	Continued Government support both locally and nationally by all councils, WRAP and IEP <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP02	Distribute 15,000 compost bins between 2011/12 and 2013/14	March 2014	Yes	Moderate	Continued Government support both locally and nationally by all councils, WRAP and IEP <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP03	Distribute 35,000 compost bins between 2014/15 and 2020/21	March 2021	Yes	Moderate	Continued Government support both locally and nationally by all councils, WRAP and IEP <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP04	Promote Home Composting and Master Composters Scheme	Ongoing	Yes	Low	Continued Local Support <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP05	Investigate options for Community Composting	March 2014	Yes	Low	Successful partnerships with community groups <b>RISKS: Financial</b>	Annual Review of JMWS Action Plan
	WP06	Promote WRAP Love Food Hate Waste (LFHW) Initiative locally	Ongoing	Yes	Moderate	Continued commitment to Waste Prevention Team & successful use of funding opportunities <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP07	Develop & Implement Food Waste Prevention marketing plan	August 2010	Yes	Low	Continued commitment to Waste Prevention Team & successful use of funding opportunities <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP08	Increase number of committed food waste reducers to <b>30%</b> by 2011/12	March 2012	Yes	Moderate	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP09	Train Master Composters to promote LFHW	Annually	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report

WASTE PREVENTION	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost		Dependences & Risks	Monitoring Mechanism
	WP10	Develop & Implement Smart Shopping marketing plan	<b>December 2010</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP11	Develop & Implement Junk Mail marketing plan	<b>June 2010</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP12	Increase sign up to the 'Mailing Preference Service' by <b>10,000</b> per annum.	<b>March 2012</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP13	Provision of support to reuse organisations	<b>Ongoing</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Annual Review of JMWMS Action Plan
	WP14	Continuation of the Waste & Recycling Forum (SEWAR)	<b>Ongoing</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP15	Increase tonnage of Reuse credits paid to 3 <sup>rd</sup> Sector by <b>750 tonnes per annum</b>	<b>March 2014</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Annual Review of JMWMS Action Plan
	WP16	Offer Grant Funding for community Re-use and Recycling Schemes	<b>Ongoing</b>	No	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Annual Review of JMWMS Action Plan
	WP17	Promote Reuse through the provision of the Re-use guide	<b>June 2010</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Annual Review of JMWMS Action Plan
WP18	Expand and promote re-use schemes at Household Recycling Centres, increase re-use by <b>10 tonnes per annum</b>	<b>March 2012</b>	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Annual Review of JMWMS Action Plan	

		Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost	Dependences & Risks	Monitoring Mechanism
<b>WASTE PREVENTION</b>	WP19	Develop collection schemes for re-use of bulky waste, increase by <b>10 tonnes</b> per annum	March 2012	Yes	Low	Continued commitment to Waste Prevention Team and by Waste Collection Authorities <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP20	Develop & Implement a Marketing Plan for Re-use/Repair/Hire	March 2011	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP21	Promote other waste reduction (e.g. food waste disposers, Real Nappies and Home Shredding)	Ongoing	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP22	Support <b>water industry research</b> on impacts of <b>food waste disposers</b> .	Ongoing	Yes	Low	Production of report by Water Research Council <b>RISKS: Third Party</b>	Annual Review of JMWMS Action Plan
	WP23	Lobby government to do more to combat the production of excess waste material	Ongoing	Yes	Low	Continued commitment to Joint Members Waste Resource Management Forum <b>RISKS: Financial</b>	Quarterly JMWRMF Report
	WP24	Put in place measures to <b>restrict residual waste presented</b> .	All Councils by April 2011	Yes	Moderate	Agreement from all councils <b>RISKS: Political and Public Acceptance</b>	Quarterly JMWRF Report
	WP25	<b>Promote the use of re-use websites</b> such as Freecycle.	With Re-use Guide June 2010	Yes	Low	Continued commitment to Waste Prevention Team <b>RISKS: Financial</b>	Quarterly JMWRF Report
	<b>Target 2</b>	Achieve the <b>national reductions in household residual waste</b>	29% 2010 35% 2015 45% 2020	Yes	High	Increased Waste due to increased population and affluence <b>RISKS: Financial</b>	Quarterly JMWRF Report

RECYCLING AND COMPOSTING	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost	Dependences & Risks	Monitoring Mechanism	
	WRC01	To <b>commission the new EnviroSort</b> facility	<b>July 2010</b>	Yes	High	Installation of additional equipment to increase plant efficiency Negotiation with contractor <b>RISKS: Technology and Finance</b>	Quarterly JMWRf Report
	WRC02	Local Councils to <b>collect same kerbside recyclable materials</b>	<b>All Councils by April 2011</b>	Yes	High	Agreement from all councils <b>RISKS: Political and Public Acceptance</b>	Quarterly JMWRf Report
	WRC03	Investigate opportunities for <b>increasing range of materials for recycling</b>	<b>April 2011</b>	Yes	Low	Availability of resources including Recycling/Prevention Officers time <b>RISKS: Financial</b>	Quarterly JMWRf Report
	<b>Target 4</b> WRC04	Local Councils to expand <b>recycling services to all households</b>	<b>All Councils by December 2010</b>	Yes	High	Agreement from all councils and availability of resources. <b>RISKS: Political and Financial</b>	Quarterly JMWRf Report
	WRC05	Where provided <b>garden waste composting collections</b> will be provided at a <b>charge</b>	<b>Optional</b>	Yes	Moderate/High	Dependant on demand and uptake Agreement from all councils <b>RISKS: Financial, Political and Public Acceptance</b>	Quarterly JMWRf Report
	WRC06	The Partnership to provide and promote a consistent <b>textile re-use/recycling service</b>	<b>All Councils by April 2012</b>	Yes	Low	Need to identify suitable service providers at acceptable cost. <b>RISKS: Financial</b>	Quarterly JMWRf Report
	WRC07	Investigate options for providing <b>commercial waste recycling services</b>	<b>All Councils by April 2012</b>	Yes	Low	Demand and ability to provide a competitive service, resources <b>RISKS: Financial, Political and Public Acceptance</b>	Quarterly JMWRf Report
	WRC08	Investigate options <b>recycling and recovery of street sweepings</b>	<b>March 2011</b>	Yes	Low	Availability of resources <b>RISKS: Financial and Technology</b>	Quarterly JMWRf Report
	WRC09	<b>New Household Waste Site</b> to be provided in <b>Kington</b> (Herefordshire).	<b>December 2010</b>	Yes	High	Completion of works, recruitment of and installation of equipment. <b>RISKS: Development</b>	Waste Disposal Contract Meeting

RECYCLING AND COMPOSTING	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost		Dependences & Risks	Monitoring Mechanism
	WRC10	Rebrand Household Waste Sites as <b>Household Recycling Centres</b>	<b>All Sites by April 2011</b>	Yes	Moderate	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	WRC11	<b>Household Waste Site at Tenbury</b> is to be redeveloped	<b>March 2012</b>	Yes	High	Conditional on obtaining necessary consents prior to development <b>RISKS: Planning &amp; Development</b>	Waste Disposal Contract Meeting
	WRC12	Feasibility of <b>pedestrian access to Household Recycling Centres</b> is to be investigated	<b>March 2011</b>	Yes	Low	Allocation of Officers time to project. Public consultation <b>RISKS: Financial, Political and Public Acceptance</b>	Quarterly JOWRMF Meeting
	WRC13	Produce <b>clear guidance on materials accepted</b> for recycling	<b>Ongoing</b>	Yes	Moderate	Availability of resources including Recycling/Prevention Officers time <b>RISKS: Financial</b>	Quarterly JMWRP Report
	WRC14	<b>Improve customer care</b> at Household Recycling Centres and on collection rounds.	<b>Ongoing</b>	Yes	Low	Allocation of Officers time to project. Contractors acceptance <b>RISKS: Financial</b>	Individual Council Performance Management Meetings
	WRC15	The Partnership to <b>provide information on what happens to waste</b>	<b>Ongoing</b>	Yes	Low	Availability of resources including Recycling/Prevention Officers time <b>RISKS: Financial</b>	Quarterly JMWRP Report
	WRC16	Use an <b>education rather than enforcement approach</b>	<b>Ongoing</b>	Yes	Low	Availability of resources including Recycling/Prevention Officers time <b>RISKS: Financial</b>	Quarterly JMWRP Report
	WRC17	Promote battery recycling in accordance with <b>Batteries Directive</b>	<b>May 2010</b>	No	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	WRC18	Stimulate demand for recycling through procurement of goods	<b>Ongoing</b>	No	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report

RECYCLING AND COMPOSTING	Action Plan Reference		Action Summary	Delivery Date	Resources allocated and significance of cost	Dependences & Risks	Monitoring Mechanism
	Policy 14		Continue to provide and enhance <b>Bring Recycling Sites</b>	Ongoing	Yes	Low	Availability of resources <b>RISKS: Financial</b>
Target 3		To achieve national recycling/composting levels of household waste	40% 2010 45% 2015 50% 2020	No	High	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report

	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost	Dependences & Risks	Monitoring Mechanism	
<b>ENERGY RECOVERY</b>	ER01	Identify land and technology to be used to <b>treat the Partnership's residual waste</b>	<b>December 2009</b>	Yes	High	Availability of Land, Political and Officer agreement, contract negotiations <b>RISKS: Financial, Planning, Development, Political and Public Acceptance</b>	Joint Review Board
	ER02	PFI Contractor to complete a <b>pre-application(s) consultation</b>	<b>Early 2010</b>	Yes	Moderate	Must first obtain land and decide technology <b>RISKS: Planning, Development, Political and Public Acceptance</b>	Quarterly JMWRP Report
	ER03	<b>Application(s) will be determined</b> by the relevant planning authority.	<b>December 2011</b>	Yes	Moderate	Submission of robust planning application for suitable site. <b>RISKS: Financial, Planning, Development, Political and Public Acceptance</b>	Joint Review Board
	ER04	<b>Construct and commission the facility</b> to receive residual waste.	<b>March 2014</b>	Yes	High	Engagement with contractor, completion of works, recruitment of and installation of equipment. <b>RISKS: Development</b>	Joint Review Board
	ER05	<b>Utilise landfill gas for power generation</b>	<b>Ongoing</b>	Yes	Low	Engagement with contractor <b>RISKS: Planning</b>	Joint Review Board
	ER06	<b>Promote energy recovery options</b> when deciding the residual treatment solution.	<b>Ongoing</b>	Yes	Low	Engagement with contractor, technology type and location of residual treatment facility <b>RISKS: Political and Public Acceptance</b>	Joint Review Board
	ER07	Investigate <b>transport of waste by river</b>	<b>November 2010</b>	Yes	Low	Feasibility needs to be established <b>RISKS: Financial, Planning, Development, Political and Public Acceptance</b>	Quarterly JMWRP Report
	<b>Target 5</b>	Recover Value from a minimum of 78% of municipal waste	<b>March 2015</b>	No	High	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report

FINAL DISPOSAL	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost		Dependences & Risks	Monitoring Mechanism
	WD01	PFI Contractor to <b>provide suitable landfill facilities</b>	Ongoing	Yes	High	Engagement with contractor <b>RISKS: Planning, Development, Political and Public Acceptance</b>	Joint Review Board
WD02	Promote a <b>consistent approach to clinical waste</b> collection	All Councils by April 2011	Yes	Low	Cross party agreement from Partnership members <b>RISKS: Financial, Political Acceptance</b>	Quarterly JOWRMF Meeting	

OTHER STRATEGY ACTIONS	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost		Dependences & Risks	Monitoring Mechanism
	OSA01 Target 1	Partnership councils to gather data and set <b>Climate Change Target</b>	<b>September 2010</b>	Yes	Low	Cross party agreement from Partnership members <b>RISKS: Financial, Political Acceptance</b>	Quarterly JMWRP Report
	OSA02	The Partnership to <b>reduce impact on climate change</b>	<b>Ongoing</b>	Yes	High	Cross party agreement from Partnership members <b>RISKS: Financial, Political Acceptance</b>	Quarterly JMWRP Report
	OSA03	Continually <b>monitor the performance</b> of their services	<b>Ongoing</b>	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	OSA04	Provide information concerning the <b>links between Climate Change and Waste Management</b>	<b>Ongoing</b>	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	OSA05	The Partnership will produce a <b>summary JMWMS document</b>	<b>April 2010</b>	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	OSA06	All Partnership members to <b>provide accurate and timely waste data</b>	<b>Ongoing</b>	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	OSA07	Provide <b>good information</b> on range of services available to residents	<b>Ongoing</b>	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Council Performance Management Meetings
	OSA08	<b>Action Plan to be quarterly reviewed</b>	<b>Ongoing</b>	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report
	OSA09	The Strategy <b>will be reviewed by the Partnership in 2015.</b>	<b>December 2015</b>	Yes	Moderate	Availability of resources <b>RISKS: Financial</b>	Quarterly JMWRP Report

OTHER STRATEGY ACTIONS	Action Plan Reference	Action Summary	Delivery Date	Resources allocated and significance of cost		Dependences & Risks	Monitoring Mechanism
	OSA10	Monitor and consider <b>Best Practise</b> elsewhere	Ongoing	Yes	Low	Ability to gather information from other local authorities <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA11	Provide suitable <b>assisted collection</b> services	Ongoing	Yes	Moderate	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA12	Develop <b>consistent approach to Fly-Tipping</b>	March 2011	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA13	Improve <b>enforcement measures</b> for fly tipping and litter offences	Ongoing	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA14	Provide <b>schools with waste management education</b> information	Ongoing	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA15	Develop ways to <b>publicise our strategy</b>	Ongoing	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA16	Seek to adopt and implement <b>sustainable procurement policies</b>	Ongoing	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA17	Develop and promote <b>consistent use of web sites</b>	Ongoing	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
	OSA18	Develop individual policies for <b>specific waste streams</b>	When Required	Yes	Low	Availability of resources <b>RISKS: Financial</b>	Individual Performance Management Meetings
Target 6	<b>Reduce the amount of biodegradable municipal waste</b> landfilled	March 2010 March 2013 March 2020	Yes	High	Availability of resources <b>RISKS: Financial, Public Acceptance</b>	Quarterly JMWRP Report	