



Oxfordshire
Waste Partnership

Annual Report 2007/08

Contents

The Oxfordshire Waste Partnership

Who we are	03
Our vision	04
Our approach	05

Chairman's introduction 06

Report from the Partnership Coordinator

Overview	07
Progress against Strategic Policies	08
Performance information	17
The year ahead	19

Finance summary

2007/08 budget outturn	21
New Initiatives fund	22
Auditors report	23

Governance and accountability 24

List of abbreviations used 51

Appendix 1 – JMWMS action plan update at April 08 26

Appendix 2 – JMWMS action plan 2008/11 50

Figures and Tables

Figure 1 – OWP organisational structure	03
Table 1 BVPI performance	17
Table 2 LAA1 Target performance	18



Who we are

The Oxfordshire Waste Partnership (OWP) is a partnership of the county and district councils of Oxfordshire who are working together to continuously improve waste management services within the county.

The members of the OWP are:

- Cherwell District Council
- Oxford City Council
- Oxfordshire County Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Oxfordshire District Council

From April 2007, The OWP has operated as a statutory Joint Committee. The chairmanship of the OWP has been held by Cherwell D.C from May 2006 until May 2008, when this role transferred to Oxford City Council.

The OWP Joint Committee is supported by an officer group structure outlined in figure 1 below.



Figure 1 – OWP organisational structure



Oxfordshire
Waste Partnership

Annual Report 2007/08

Our vision

We will work in partnership to reduce waste and to maximise reuse, recycling and composting.

We will treat residual waste before disposal to recover further value and to minimise the environmental impact of disposal.

Our objectives

The core objectives of the OWP are to:

- a) Ensure waste is managed in accordance with the waste hierarchy: reduce waste first, then reuse, recycle and compost resources, recover value and, as a last resort, dispose of waste.
- b) Promote waste reduction, reuse and recycling initiatives to Oxfordshire communities to help everyone manage their own wastes.
- c) Seek the most appropriate and sustainable solution for waste that protects the environment, including minimising the transport of waste.
- d) Meet or exceed performance required by statutory and locally agreed targets.
- e) Work together through the provision of co-ordinated services and infrastructure for waste collection, treatment, transfer and disposal to maximise the efficient use of resources within Oxfordshire.
- f) Ensure that waste facilities are suitably sized and distributed and that site identification is informed in accordance with the Minerals and Waste Development Framework and the Regional Spatial Strategy.
- g) Assist the development of markets, especially those that are local, for recovered materials.
- h) Enable customer satisfaction through delivery of effective and efficient services to Oxfordshire residents that minimise the overall tax burden at the best possible value.
- i) Develop flexible and comprehensive waste management services that are robust and deliverable throughout Oxfordshire now and in the long term.
- j) Lobby Central Government and work with local business to improve the efficient use of resources, reduce the impact of activities on resource consumption, which results in the production of municipal waste, and encourage them to take responsibility for the wastes they produce.



Our approach

The OWP agreed a Joint Municipal Waste Management Strategy in January 2007. This sets out our plans for dealing with Oxfordshire's municipal waste through to 2030.

The main themes of the strategy are:

Reduce

We will provide advice and services to help householders reduce waste. We will also set a good example by reducing our own waste.

Reuse

We will work with householders, schools, businesses and the community, to reuse waste.

Recycling & Composting

As a minimum, we will achieve:

- a combined recycling & composting rate of at least 40% of household waste by 2010,
- a combined recycling & composting rate of at least 45% of household waste by 2015,
- a combined recycling & composting rate of at least 55% of household waste by 2020,

Dealing with residual waste

We will build new waste facilities to recover value from residual waste. Instead of being landfilled, it can be made into useful products or used to generate power.

Dealing with hazardous waste

We will encourage the separation of hazardous wastes so they can be safely managed.

Land use planning

We will work together to ensure that new waste facilities are built in suitable locations, using the Waste Planning role of Oxfordshire County Council.

Creating Markets

We will help to develop markets for the recyclable materials that we collect.

Working in Partnership

We will improve our waste management services by working together through the Oxfordshire Waste Partnership and with others.



Oxfordshire
Waste Partnership

Annual Report **2007/08**

Chairman's introduction

This Annual Report outlines the work of the OWP during the period May 2007 – April 2008, and shares with the public not only our accomplishments, but also the financing and expenditure that made the work possible.

In my capacity as Portfolio Holder for Environment at Cherwell District Council, I had the privilege of becoming Chairman of the partnership in May 2006. At this time the OWP was a young partnership that had a number of improvements to make. This was confirmed in September 2006 when an Audit Commission review concluded that the partnership provided a fair serve and had uncertain prospects for improvement. Since then we have worked hard to act on the recommendations of the Audit Commission report. A Joint Municipal Waste Management Strategy for Oxfordshire has been agreed and detailed action plans and financial arrangements introduced to support the new strategy. These are helping to ensure that all OWP partner councils are clear on how and when services will change in order to help realise the OWP Vision. These measures are also providing greater clarity on the level of resource needed to achieve our targets.

We have built capacity by ring fencing funding for waste management through our New Initiatives Fund and by agreeing a pooled OWP budget. We have appointed a dedicated OWP Coordinator and delivered ambitious joint projects such as the Recycle for Oxfordshire Campaign. We have also introduced proper governance arrangements ensuring that resources are used effectively and value for money is improved.

A great deal has been achieved in a relatively short space of time and at the end of my two-year tenure as chairman I am glad to report that the OWP is in a far stronger position than it was some two years ago. There are many challenges ahead for local authorities in waste management, not least achieving the huge reductions in the amount of waste landfilled as required by the EU Landfill Directive. I am convinced that such challenges are best met through strong partnership working. The foundations of a strong partnership are now in place. I wish my successor as Chairman, Cllr John Tanner of Oxford City Council, every success in the role.

Cllr Kieron Mallon
Cherwell District Council



Oxfordshire
Waste Partnership

Annual Report **2007/08**

Report from the Partnership Coordinator

Overview

This is the first annual report to be produced by the OWP and it is published at the end of our first year of operation as a statutory joint committee.

2007/8 has been a busy year for all involved and a great deal of progress has been made. Our Joint Municipal Waste Management Strategy (JMWMS) and Partnership Agreement were finalised in time for the 1 April 2008 launch of the new joint committee.

Notable successes that have followed include the development of a 3-year action plan to implement our new JMWMS and the introduction of a regular performance monitoring report in order to measure our progress. A new 3-year rolling budget has also been established to ensure that our strategic planning and financial planning are aligned.

In order to begin raising the external profile of the OWP, an OWP brand has been developed. This brand is backed by a communications plan that sets out how the partnership intends to promote its work. To this effect, a new OWP website (www.oxfordshirewaste.gov.uk) has recently been launched.

March 2008 saw the close of our 18 month "Recycle for Oxfordshire" communications campaign. With the support of a £435,000 grant from the Waste & Resources Action Programme (WRAP), the campaign featured a door-step canvassing exercise to 100,000 households and the production and distribution of printed literature such as recycling collection calendars, residents' information packs and a host of other activities. Delivered within budget, the campaign has resulted in a 13.6% increase in the number of residents classifying themselves as "committed recyclers".

A major project undertaken during 2007/08 was the development of new financial arrangements between the Partner Councils. An intrinsic part of our Partnership Agreement, these arrangements have been devised to encourage

waste reduction reuse and recycling, and also to ensure that all Partner Councils share the increasing costs of waste disposal in a fair and equitable way. New arrangements, which feature a recycling credit payment overlain by bonus and penalty payments based on annual residual waste targets, were agreed by the OWP in February 2008. This innovative approach has generated national interest within the waste management industry.

As part of the new financial arrangements, a New Initiatives Fund (NIF) has been created. Using Public Service Agreement reward payments, the NIF helps to meet the "one-off" costs of re-designing our waste management services so that they are fit to meet the challenging landfill diversion and recycling targets that we face. The NIF opened following agreement at the OWP meeting on 25th May 2007.

A number of major procurement exercises progressed during 2007/08. Oxfordshire County Council is procuring a residual waste treatment facility. This procurement has reached the "Invitation to Submit Detailed Solutions" stage. The two remaining participants will submit their proposals, based on Energy from Waste technology, in July 2008. The County Council is also procuring a food waste treatment facility, so that food waste can be collected separately and diverted from landfill. Tenders for this contract were returned on 30th April. The contract is due to commence in April 2009. Meanwhile, in the south of the county Vale of White Horse D.C and South Oxfordshire D.C are letting a joint contract for their waste management services. This procurement is also proceeding on time and is currently at the "invitation to submit outline solutions" stage.



Oxfordshire
Waste Partnership

Annual Report 2007/08

Report from the Partnership Coordinator

Progress against Strategic Policies

The full action plan for 2007/08 is included at appendix 1. Progress against each of the strategic policies within our JMWMS is summarised below.

Policy 1 – The Oxfordshire Waste Partnership will encourage the efficient use of resources, reduce resource consumption and take responsibility for the wastes they produce.

Whilst an encouraging level of activity is apparent at council offices to reduce waste arisings, there has not yet been much joining up of this good practice at the OWP level. This will be addressed during 2008/09 when waste audits at our main council offices will be conducted. The results will be used to develop a coordinated action plan to further reduce our own waste.

Policy 2 – The Oxfordshire Waste Partnership will lobby Central Government to focus on waste as an integral part of sustainable resource management.

OWP has recently lobbied central government on landfill tax. The partnership added its voice to the Local Government Association campaign to get government to honour its commitment to keep landfill tax revenue neutral for local authorities and to demonstrate how this is being achieved.

The OWP has also asked government to clear up the legal definition of household waste, in response to growing national confusion as to whether waste from premises such as charity shops, schools & hospitals (amongst others) should be classed household waste or commercial waste.

The partnership has issued joint responses to relevant government consultations, such as the consultation on household waste incentives (variable charging for waste collection services).



Oxfordshire
Waste Partnership

Annual Report 2007/08

Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 3 – The Oxfordshire Waste Partnership will help householders and individuals to reduce and manage their wastes through the provision of advice and appropriate services.

The OWP is the major project funder of the Wild Waste Show (WWS), a key waste education and awareness programme to schools and communities across Oxfordshire. The WWS Bus, a fully equipped vehicle with teaching space, is booked by primary schools, community groups, and public events throughout the year to spread the “reduce, reuse, recycle” message.

Since 1999, over 85% of county primary schools have taken part in the WWS. Secondary schools have been targeted since September 2006 with 50% participating to date. A total of 16,690 participants benefited from a WWS visit in 2007/08.

Oxfordshire’s Community Action Project (CAG) continues to flourish. 22 CAG groups are now supported. These volunteer groups conducted a number of campaigns and events in 2007/08 such as countywide reuse “swap shops” and “I’m perfectly packaged” packaging action days. The CAG project is funded by Oxfordshire County Council and supported by the district councils.



A lesson onboard the WWS bus



Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 4 – The Oxfordshire Waste Partnership will encourage the controlled reuse and reclamation of items through the provision of advice and appropriate services.

The CAG project organises “Reuse swap shops” around the county. Around two local events are conducted each month, as well as an annual county wide event, which in March 2008 attracted over 3000 visitors. More recently, the Dorchester CAG has set up a refilling station at the local school providing refills for household detergents.

Links have been established with the furniture re-use schemes within the county, and where possible partners encourage householders to use these facilities for re-useable furniture.

Policy 5 – In accordance with regional policy, the OWP will seek to reduce the growth of municipal waste across the county to 0% per person per annum by 2012.

OWP continued its partnership with the Waste and Resources Action Programme (WRAP) in 2007/08 to deliver 9059 home composting bins to Oxfordshire residents. This arrangement will continue in 2008/09.

Waste reduction packs and reusable bags continue to be distributed and a further 9000 were issued to residents last year.



A refilling station for cleaning fluids at Dorchester CAG

Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 6 – The Oxfordshire Waste Partnership will provide an integrated system of collection and processing of household waste which will achieve, as a minimum:

- By 31 Mar 2010: recycle or compost at least 40% of household waste;
- By 31 Mar 2015: recycle or compost at least 45% of household waste;
- By 31 Mar 2020: recycle or compost at least 55% of household waste.

Our capture rates¹ of dry recyclables increased over the Recycle for Oxfordshire Campaign. The largest increase recorded was for cans, where capture rates increased by around 13% across the county. The campaign also recorded a 26% increase in participation in kerbside recycling collections in the areas surveyed. In addition to this, 3,497 additional/replacement/new recycling containers were requested and delivered as part of the door canvassing undertaken during the campaign.

Progress made during 2007/08 on the procurement of a food waste treatment facility will ensure that partner councils are able to commence separate collections of food waste for composting (or similar treatment) during 2009/10. The introduction of food waste reprocessing should ensure that the OWP remains on course for its 2015 recycling & composting target of 45%.

Policy 7 – The OWP will ensure that recycling facilities and services are available to all residents.

Kerbside recycling collection services are available to all houses throughout Oxfordshire and during 2007/08 district councils extended the provision of recycling points at flats. Every resident within the county now has access to a kerbside recycling collection or equivalent service.

¹ Capture rate – the proportion of a material that has been collected for recycling (captured) rather than disposed of



Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 8 – The Oxfordshire Waste Partnership will encourage householders and businesses to separate waste for recycling collections by providing targeted information and awareness raising campaigns.

The Recycle for Oxfordshire campaign delivered recycling information to householders over an 18 month period. A number of campaign activities specifically targeted lower performing areas, whereas a variety of printed information and advertising delivered a more general recycling message. The most ambitious project component was a door-step canvassing exercise that covered 100,000 homes. Whilst the campaign improved the participation rates and capture rates of recycling schemes; an analysis of our residual (or landfill) waste stream has shown that there are still further improvements to be made, as some potentially recyclable materials still end up in landfill.

The OWP budget for 2008/09 makes provision for the continuation of the joint communications work that has proved successful over the last 18 months.

A further 485 waste audits were conducted for local companies in 2007/08. Each audit is followed by an audit report, setting out practical advice and measures to help the company reduce its waste. After 3 months of receiving advice 26% of businesses had completed and 6% had begun actions that would reduce their landfilled waste. 42% of business were intending to complete their actions but had yet to start.



A business waste audit

Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 9 – The Oxfordshire Waste Partnership will provide a system for recovering value from residual wastes in order to meet LATS targets.

Good progress was made during 2007/08 on the procurement of residual waste treatment that will ensure that Oxfordshire meets its Landfill Allowance Trading Scheme (LATS) targets in future years. A short list of two bidders has now been invited to submit detailed solutions for treating Oxfordshire's residual municipal waste.

The two bidders, Viridor and WRG, both operate landfill sites within Oxfordshire. Both companies have proposed solutions based on the provision of Energy from Waste facilities at their existing sites at Ardley and Sutton Courtney respectively. Both have proposed a facility capacity of 300,000 tonnes per annum which will provide ample capacity for Oxfordshire's municipal waste and will also allow the treatment of some commercial and industrial waste. This extra capacity will deliver economies of scale and further driving down of the amount of waste sent to landfill.

Oxfordshire currently remains within its LATS allowance, but does anticipate having to purchase permits in order to remain compliant in the years leading up to the opening of new residual waste treatment facilities.

Policy 10 – The Oxfordshire Waste Partnership will ensure optimum use of landfill void.

Continuing efforts to reduce, reuse and recycling greater proportions of Oxfordshire's waste are promoting the longevity of the County's landfill sites. The amount of residual household waste landfilled each year has decreased from 256,939 tonnes in 1997/98 to 185,300 in 2007/08; a 28% reduction. Compared to the previous year, there was a 1.68% reduction to the amount of residual waste landfilled in 2007/08.



Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 11 – The Oxfordshire Waste Partnership will seek to provide waste management services for specialised, potentially polluting material streams, such as hazardous waste and WEEE, which meet and exceed legislative requirements.

2007/08 saw the launch of the first recycling points for household batteries within Oxfordshire when recycling banks were distributed in Cherwell. Household batteries are also collected within the kerbside recycling collections provided by Vale of White Horse D.C and West Oxfordshire D.C.

The Waste Electrical and Electronic Equipment regulations came into force in July 2007. The County Council's eight Waste Recycling Centres (WRCs) were registered as "Designated Collection Facilities" (DCFs) under the regulations and recycling points for WEEE established at each of the sites.

Local Area Agreement pump-priming money was used to raise awareness of the new legislation and its requirements, and to promote the WEEE recycling options available to Oxfordshire's residents.



WEEE recycling advisors hand out information leaflets at waste recycling centres



Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 12 – The Oxfordshire Waste Partnership, working with the Waste Planning Authority, will ensure that waste facilities are suitably sized and distributed with the aim of minimising the transport of waste. Facilities will be well related to areas of population, given the environmental and amenity constraints, and the availability of suitable sites.

The food waste treatment procurement has sought to encourage bids that minimise transportation distances by making distances travelled by waste collection authorities to the treatment facilities an important part of the tender evaluation criteria.

The residual waste treatment procurement is likely to deliver a single facility for the treatment of residual waste. This procurement also invites proposals on waste transfer arrangements in order to minimise the environmental and financial cost of transportation.

Policy 13 – The Oxfordshire Waste Partnership will assist the development of local markets for recovered materials.

Requirements to encourage the local reprocessing of recovered materials wherever feasible have been built into the contract documentation for both the food waste treatment contract and the joint waste services contract being tendered by South Oxfordshire and Vale of White Horse District Councils.

Garden waste that is collected or received by OWP partner councils is composted within Oxfordshire. Our contracts for the recycling of dry recyclables are with UK based contractors, including some local providers such as Smiths of Bloxham and Thamesdown glass, Cricklade near Swindon. However, recyclable materials are globally traded commodities and a proportion may be exported from the UK.

Ongoing waste reduction and reuse initiatives such as home composting and the promotion of furniture reuse schemes also help to reduce the distances that materials travel and keep our waste management solutions local.



Report from the Partnership Coordinator

Progress against Strategic Policies continued

Policy 14 – The Oxfordshire Waste Partnership will develop methods of working together to improve the level of service through effective and efficient use of resources within Oxfordshire.

With the OWP's JMWMS and Partnership Agreement both in place, governance and working arrangements were further strengthened in 2007/08 through the development and agreement of new financial arrangements. These will begin in April 2009, when in addition to the payment of recycling credits, district councils will receive a bonus or penalty payment from OCC depending on their performance against agreed residual waste targets.

The new financial arrangements create shared financial risks (both upside and downside), helping to ensure that all partner councils are focussed on the key objective of reducing the amount of waste landfilled. The development of the partnership's New Initiatives Fund has created a funding stream to assist with the change costs needed to help meet future waste diversion and recycling targets.

In 2007/08, the OWP became the responsible body for the monitoring and implementation of the environment block targets within Oxfordshire's Local Area Agreement (LAA). This includes targets on street cleanliness; a new work area for the OWP. Attaining these targets will release further reward payments that can be added to the New Initiatives Fund.

The achievement of LAA targets and realising the financial rewards that go with them is dependent not only upon the joint commitment of all partner councils to these shared targets, but also upon adequate resources and the development of robust performance monitoring systems. The OWP reorganised its officer group structure in 2007/08. A new Environmental

Quality and Cleansing Group was created and the terms of reference of some of the existing groups refreshed. This was undertaken to ensure that the OWP support structure remains aligned with our strategic priorities and in particular to resource the new street cleanliness work that the OWP has taken on.

A performance monitoring reporting system was also developed to ensure that the objectives of the JMWMS are met. A quarterly, "traffic-light score" reporting system has been implemented. This annual report also forms part of our performance reporting system.

A joint funding bid developed by the OWP in Mar 2007 has gained £50,000 of funding from the Business Resource Efficiency and Waste (BREW) programme to promote commercial waste reduction.



Oxfordshire
Waste Partnership

Annual Report 2007/08

Report from the Partnership Coordinator

Performance Information

Table 1 summarises our performance against key Best Value Performance Indicators (BVPI). From this it can be seen that our overall recycling and composting rate increased to 40.25% in 2007/08, meaning we have hit 40% two years ahead of our JMWMS target. Unfortunately, the kilogrammes of household waste collected per head of population also increased (by 1.11kg per person).

Despite the increase in waste collected per person, the proportion of it landfilled decreased. A 1.68% decrease in the amount of waste landfilled was recorded in 07/08 compared to the previous year.

Table 1 BVPI performance

Indicator	Description	06-07 performance	07-08 performance	Change
BVPI82a	Percentage of waste recycled	23.08%	25.13%	2.05%
BVPI82b	Percentage of waste composted	15.50%	15.12%	-0.38%
BVPI82a+b	Percentage of waste recycled & composted	38.58%	40.25%	1.67%
BVPI82c	Percentage used to recover heat, power etc	0.01%	0.01%	0.00%
BVPI82d	Percentage of waste sent to landfill	61.42%	59.74%	-1.68%
BVPI84a	KG household waste collected per head of population	490.21	491.32	1.11



Report from the Partnership Coordinator

Performance Information

Table 2 sets out performance against the OWP's Local Area Agreement (LAA1) targets. From this it can be seen that we have met our recycling target early (target 6). This level of performance now needs to be maintained during 08/09, the final year of the LAA1. The increased recycling rate includes more than 9,000 extra tonnes of non biodegradable waste, meaning that this part

of the target has also been achieved. Performance against our street cleanliness target (target 7) has improved by 3.60% over the past year, bringing us within target. Once again, performance needs to be maintained during 08/09 in order to ensure that this target is met.

Table 2 LAA1 Target performance

Indicator	Description	06-07 performance	07-08 performance	Change
LAA1 target 6	To increase recycling and composting county wide to 38% in 2008/9 and to recycle 4,875 extra tonnes of non biodegradable waste accumulatively from 2006/7 to 2008/9 inclusive.	38.58%	40.25%	1.67%
LAA1 target 7	1. Reduce the proportion of relevant land and highways assessed as having combined deposits of litter and detritus falling below an acceptable standard by 9%, so that no more than 11% falls below standard (BVPI 199a)	12.20%	8.60%	3.60%
	2. % of people satisfied with cleanliness standards increased to 69.58% (BVPI 89)	71.40%	Will be measured next year.	n/a



Report from the Partnership Coordinator

The year ahead

2008/09 is the final year of our current LAA. Ensuring that we maintain our good performance against LAA1 targets is vital and will form an important part of our work planning and performance reporting. Our remaining LAA pump-priming funding has been allocated for two advertising campaigns to promote recycling, which will take place during the summer of 2008 and Christmas 2008 respectively. An anti-litter communications campaign will also be rolled-out to support our street cleanliness target.

2008/09 also represents the first year of LAA2, which runs until Mar 2011. The partnership is at an advanced stage of negotiations with the Government Office for the South East (GOSE) for the inclusion of the following targets within Oxfordshire's LAA. These are anticipated to be approved by the Oxfordshire Public Services Board, GOSE and Government (in that order) by July 2008.

OWP LAA2 target proposals

Target proposal 1 - To reduce the amount of residual waste collected to 715 kg per household or less by 2010/11.

Reason - To maintain Oxfordshire's position in the top 25% nationally and as one of the lowest waste producers in the country amongst English shire counties.

Target proposal 2 - To achieve a 45% recycling & composting rate by March 2011.

Reason - To maintain our national top quartile performance as a county and to achieve a 10% stretch against our agreed joint strategy target for 2010/11.

Target proposal 3 - To ensure that the percentage of relevant land and highways that is assessed as having deposits of litter and detritus that falls below an acceptable standard (below grade B) by March 2011 are 4% and 7% respectively, or less.

Reason - To bring our detritus score beneath the national average, but also maintain a focus on our excellent performance on the clearance of litter, which remains a key influence on customer satisfaction with council services.

Target proposal 4 - To reduce the number of incidents of fly-tipping by 10% by March 2011.

Reason - To reduce the environmental and financial impact of fly-tipping in Oxfordshire.



Report from the Partnership Coordinator

The year ahead continued

In order to properly resource our LAA2 and JMWMS Action plans, the partnership will appoint two new officers (on 3 year contracts) to coordinate communications activities and environmental quality & cleanliness issues respectively.

Some key milestones of the next 12 months include the award of the Food Waste Treatment contract, anticipated for July 2008. This will also require a partnership agreement to be reached on certain input or delivery requirements of waste to the new facility, to ensure that waste is delivered by the waste collection authorities in the necessary quantities and quality.

The Residual Waste Treatment contract is anticipated to reach preferred bidder status by August 2008 and the contract awarded by December 2008. The Joint Collection contract being let by South Oxfordshire and Vale of White Horse District Councils is also expected to be awarded in December 2008.

The partnership's new financial arrangements will be tested in 08/09, ahead of their official launch in 2009/10.

A copy of the OWP's action plan for 2008/09 is included at appendix 2. It promises to be another busy year, which will also be the first of Oxford City Council's two year tenure as Host Authority.



Finance summary

Table 2 – 2007/08 budget outturn

	Budget £	Actual £	Difference £
Expenditure			
Sub-total Core budget	74,000	92,915	18,915
Development Budget			
Home composting	18,500	2,652	-15,848
Waste Reduction Packs	20,000	0	-20,000
Wild Waste Show	120,000	123,143	3,143
WRAP Project	257,315	237,650	-19,665
LAA Project	76,210	35,004	-41,206
Contingency	20,000	13,224	-6,776
Sub-total Development	512,025	411,673	-100,352
Payments to:-			
Cherwell	93,160	93,160	0
City	114,491	114,491	0
County	640,676	640,676	0
South	88,380	88,380	0
Vale	77,265	77,265	0
West	60,507	60,507	0
Sub-total Payments to partners	1,074,479	1,074,479	0
Total Expenditure	1,660,504	1,579,067	-81,437
Income			
WRAP Funding	227,315	227,315	0
WPEG	1,356,979	1,356,980	1
LAA pump priming	76,210	76,210	0
Total Income	1,660,504	1,660,505	1
Balance	0	-81,438	-81,438
Carry forward analysis			
WRAP -19,665 LAA -41,206 OWP -20,567			TOTAL -81,438

Notes

WRAP funding has been adjusted to reflect the in-year value and not the £440k total awarded for the two year period.

LAA funding has been changed from £78k to £76.21k to reflect in year funding.

Finance summary

OWP realised a surplus of £81,438, of which £19,665 relates to the WRAP “Recycle for Oxfordshire” project funding, £41,206 relates to LAA pump-priming projects, leaving a net underspend for OWP of £20,567. The surplus will be carried forward to 2008/09 pending the usual audit of accounts. It is anticipated that the LAA and WRAP underspend will be ring fenced for those specialist activities.

New Initiatives fund

The New Initiatives Fund (NIF) forms part of the Financial Principles within the OWP Partnership Agreement. These state that Oxfordshire County Council “will create a fund to help meet the capital or one-off costs of waste management initiatives. These would be new initiatives designed to meet the Oxfordshire Joint Municipal Waste Management Strategy (OJMWMS) objectives, and in particular minimise residual waste requiring landfill or further treatment.”

A method of distributing funds within the NIF was agreed by the partnership on 25th May. Partner Councils can bid for NIF funding through the completion of a standard application form. Applications are assessed by the OWP Officer Strategy Group (OSG), which ascertains the proposals’ fit with and contribution to the achievement of the OWP’s JMWMS. OSG then makes a recommendation to the OWP chairman on whether to approve the funding. Authority was delegated to the OWP chairman to make decisions on NIF funding bids on 30th November (minute 240).

Two funding applications have been supported in 2007/08. These are:

- an award of £7,680 to the Vale of White Horse Council for the provision of Hessian sacks, which are distributed to flat dwellers as recyclables containers (payment to be split over 2007/08 and 2008/09);
- an award of £62,759 to Oxford City Council for the introduction of a food waste collection pilot scheme (to be paid in 2008/09).

The current fund is valued at:

	£
Reward Grant – REVENUE	537,771.50
Reward Grant – CAPITAL	537,771.50
TOTAL Initiatives Fund	1,075,543.00

Finance summary

Auditors Report

In accordance with the Oxfordshire Waste Partnership Agreement, the Vale of White Horse District Council is the appointed Auditing Authority.

Internal Audit gave the OWP a Satisfactory assurance; this means that there is basically a sound system of internal control although there are some minor weaknesses.

As stated in Internal Audit's report for 2007/08, many OWP transactions are processed in accordance with OCC's financial procedure rules and where able we placed reliance upon OCC's Internal Audit reports as to the adequacy and effectiveness of controls in place within those systems. Specifically, this applied to the Financial Records and Transactions, Budgetary Control and Bank Reconciliation.

Three recommendations were made relating to the financial records, budget monitoring and risk management.

Governance and accountability

The OWP is a Joint Committee established in April 2007 under Sections 101 and 102 of the Local Government Act 1972, the Local Authorities (Arrangements for the Discharge of Functions) (England) (Amendment) Regulations 2001 made under Section 20 of the Local Government Act 2000 and all other enabling legislation. A detailed Partnership Agreement has been sealed by each Partner Council.

Purpose of the OWP

The OWP provides a framework to enable joint working between the Partner Authorities on waste matters.

The purpose of the Joint Committee is to carry out the strategic, financial and operational functions set out below and in doing so to discharge, on behalf of the Partner Authorities, their statutory responsibilities for waste management as are delegated to the Joint Committee from time to time.

The functions of the OWP Joint Committee are to:

Strategic

- develop a strategic policy framework within which the Partner Authorities can each discharge their functions as waste disposal authority or waste collection authority
- discharge on behalf of the Partner Authorities, responsibilities in relation to County-wide waste promotional activities, public engagement, research, technical evaluations, achievement of the wastes element of the Local Area Agreement (LAA) stretch target. This does not preclude district authorities from undertaking public engagement or other activities on waste collection issues specific to their district
- annually review and revise as necessary the objectives and strategic policies of the OWP for consideration and approval by the Partner Authorities

- contribute to achievement of sustainable development through waste minimisation, reduction of waste going to landfill on a year by year basis, development of alternative methods of disposal, and increased proportion of waste being recycled on a year by year basis
- develop proposals for the future development of waste management that achieve the core objectives

Financial

- prepare, commit and oversee expenditure of pooled budgets to ensure the prioritised jointly operated waste functions described above are delivered
- agree a draft budget by 31 October for the forthcoming financial year to include the proposed contribution from each OWP Partner, for consideration by Partner Authorities
- oversee the operation of the agreed partner incentivisation arrangements and monitor effectiveness of these arrangements
- make recommendations to the Partner Authorities to request resources as required to meet the core objectives
- annually review the costs of administering the OWP and determine the contributions of the partners ensuring that the distribution is equitable

Governance and accountability

Operational

- take decisions as required on the matters presented, voting on such matters if any voting member present requests it. Voting is by a show of hands with the Chair having a casting vote in the event of a tie. In the event that any proposition would have contractual or financial implications for a Partner Authority, then the vote of that member in favour of the proposal is required
- continually seek more efficient and cost effective ways of delivering the waste objectives including opportunities for joint procurement and shared services
- prepare and jointly deliver an annual action plan that delivers the OWP objectives and strategic policies, for approval by the Partner Authorities
- consider and comment on progress reports from the LAA Clean/Green group and report to PSB on progress towards the LAA 'Clean/Green' targets
- commission research and public opinion surveys into matters relevant to the core objectives
- issue press releases and carry out publicity as the Committee deems necessary for the furtherance of the core objectives.

Composition of the Joint Committee

The Committee comprises 6 members; one member appointed by each Partner Authority. Each is a member of the Executive at their respective Partner Authorities.

Each Partner Authority also appoints another named member of its Executive to act as a deputy for its appointed committee member.

Role of Committee Members

The role of each Committee Member is to:

- attend meetings of the OWP Joint Committee, vote on items of business and make a positive contribution to the Committee, and ensure that if unable to do so, a named deputy attends
- demonstrate commitment to and act as champion for the OWP vision and objectives and OWP key principles
- act as ambassador for the Committee and ensure that his/her Authority supports the OWP and abides by the OWP key principles
- act as advocate for the Committee in seeking any necessary approvals from his Authority in connection with the annual JMWMS action plan
- keep up-to-date with changes in legislation and all relevant statutory and non-statutory guidance

Appendix 1A

Oxfordshire Waste Partnership Action Plan update at April 2008

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?	Policies supported	Progress	Comments
Develop a joint policy to source and ring-fence internal and external funding for waste reduction and reuse (WRR) initiatives.	Ensure that the OWP continually seeks external funding for WRR initiatives. Ring-fence existing internal funding for WRR initiatives.	- Reduced Municipal Solid Waste (MSW) arisings - Increased reduction and reuse - Development of new and innovative WRR initiatives - Reduction in potential Landfill Allowance Trading Scheme (LATS) penalties.	Officer time	- Dependence on external funding for WRR initiatives. Core budget not being used for WRR initiatives. - No increase in participation in WRR schemes - LATS penalties - Decreased chances of receiving a further round of funding from external bodies.	Project initiation December 2006 Ongoing implementation	OWP	Policy 3, 4 & 5	Green	WRAP LCBF funding ended Mar 08. Future WRAP funding stream is much reduced, but applications for support invited on 30/4. Successful application made for BREW funding. OWP budget 08/09 - 10/11 has provision for joint communications plan.
Develop an enforcement plan and joint policies on controlling waste, and trade waste abuse.	Implement a joint enforcement plan. Implement joint policies and systems to control waste and deal with trade waste abuse. These policies will be integrated into the enforcement plan.	- Prevention of trade waste abuse and fly-tipping - Pooled resources to achieve more successful enforcement outcomes - Reductions in the amount of residual waste householders create - Increased awareness/high levels of compliance of duty of care and waste carriers registration - Reduction in the amount of trade waste in the household waste stream.	- Officer time, (preferably an Enforcement Officer in each District Council) - Funding to implement enforcement, promoting awareness and compliance - Covert surveillance equipment.	- Continued trade waste abuse of the household waste stream - Burden on council tax payers - Continual/increased fly-tipping/illegal disposal incidents - Detrimental affect on the environment - Increased cost of clearance and rectification - Failure to reach Best Value Performance Indicators (BVPI) targets.	Project initiation December 2006 Ongoing implementation	OWP through Env Quality & Cleanliness Group	Policy 5	Amber	Joint enforcement plan not yet developed, although individual authorities are making good progress. OWP budget 08/09 - 10/11 contains funding for OWP Environmental Quality officer to coordinate Joint enforcement activity. Officer group re-structure completed to reinvigorate joint enforcement and Clean & Green work including LAA targets. Good progress in improving BVPI199

Appendix 1A – Oxfordshire Waste Partnership Action Plan update at April 2008 *continued*

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?	Policies supported	Progress	Comments
Deliver the communications initiatives detailed in Annex B – Waste reduction and reuse plan.	Develop and implement a marketing plan. Build an advertising campaign with strong joint branding. Implement an education plan for schools and community groups. Create a customer feedback system, gaining feedback on campaigns and ideas from residents.	• Joint branding for future campaigns and advertising • Work to marketing and education plans, making best use of resource, national events and potential impact • Gain input from customers on existing initiatives and future campaigns/projects, ensuring that projects are fit for purpose • Reduced MSW arisings • Reduction in potential LATS penalties.	• Officer time • Funding to implement the programme • Sign up from OWP on joint branding.	• Not reaching target audience • Missed opportunity from efficiency of scales of joint procurement • Untargeted advertising and marketing campaign.	Ongoing implementation	OWP/Individual Authorities	Policy 3, 4 & 5	Green	Joint "Recycle for Oxfordshire" campaign ran until Mar 08. Continuation planned and budgeted for in 08/09. Maintains joint branding and strong monitoring & evaluation. Provision made within OWP budget for continued support for Wild Waste Show. 22 community waste action groups now established and supported by OCC and other OWP partners.
Develop the waste reduction and reuse (WRR) tools listed in Annex B.	Provide the tools that residents need to reduce and reuse their waste.	• WRR of MSW • Saving on collection and disposal costs • Increase in reuse of waste • Education of Oxfordshire's residents on WRR issues • Support residents to be proactive.	• Officer time • Ring fenced funds for joint projects • Partnership working with external groups.	• Increase in collection/disposal costs • Potential LATS penalties • Emphasis remains on recycling and disposal rather than the top of the hierarchy • Failure to meet BVPI targets.	Ongoing implementation	OWP/OCC	Policy 3, 4 & 5	Green	The waste reduction tools within Annex B such as waste reduction packs and home composting continue to be delivered. Provision has been made in the OWP budget 08/09 - 10/11 to continue these tools. These are overseen by the Waste Reduction Projects Group, who will review the tools used in 08/09.
Develop a waste reduction and reuse action programme to support the Waste Reduction and Reuse (WRR) Plan	Fund, develop, support and promote WRR initiatives in households, schools, businesses and communities.	• Reduced MSW arisings	• Officer time	• No waste reduction	Project initiation September 06	OWP	Policy 3, 4 & 5	Green	See above

Appendix 1A – Oxfordshire Waste Partnership Action Plan update at April 2008 *continued*

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?	Policies supported	Progress	Comments
		- Reduction in potential LATS penalties - Support community/business sector - Increase customer satisfaction - Increased WRR.	Funding for projects.	Possible increased waste collection and disposal costs.	Ongoing implementation				Good progress this year in delivering waste audits to businesses and giving advice on how to reduce costs, increase recycling and composting and cut waste sent to landfill.
	Each District to consider integrated and collection-only financial and environmental cost models, as necessary, and determine the most appropriate collection systems. Local consultation as necessary.	Policy 6 recycling and composting targets delivered to deadlines.	Resources to implement new collection systems will be identified in modelling reports.	Actions aren't sufficient to deliver policy 6 targets.	Action plans in place by March 2007	OWP/ District Councils	Policy 6, 7 & 8	Green	Ongoing. Vale & South joint contract procurement on-track.
The Oxfordshire councils will aim to increase recycling and composting participation rates by: 10% by 2010; and 20% by 2020.	Promote services and educate community members through engagement and distribution of education materials Incentive measures used to increase home composting.	- Increased recycling - Meet government targets.	- Funding - Officer time.	- Targets not met - Participation doesn't increase.	Ongoing	OWP	Policy 8	Green	The "Recycle for Oxfordshire" campaign resulted in increased participation rates in recycling collection schemes. Provision made for further analysis in 08/09 - 10/11 campaign budget.
The Oxfordshire Councils will collectively aim to achieve 100% coverage for recycling collections across the County by 2010.	Work with the community and contractor/s to extend collections	- Reduced MSW arisings - Increased recycling.	- Officer time - Funding.	Low participation.	2010	OWP/ Contractor	Policy 7	Green	100% coverage of kerbside recycling (or equivalent) in place.
OWP will provide targeted and specific advice to residents regarding their recycling services, particularly to low-performing areas and will continue to encourage residents to use recycling services, at the kerbside, bring banks and the Waste Recycling Centres (WRCs)	Develop appropriate education materials/ programmes and distribute/implement	Reduced MSW arisings	Officer time	Participation doesn't increase.	Ongoing	OWP	Policy 6, 7 & 8	Green	The "Recycle for Oxfordshire" scheme targeted lower performing areas with some success, but this remains a future priority. Greater promotion of WRCs identified as an area for further work & provision made within OWP budget 08/09.

Appendix 1A – Oxfordshire Waste Partnership Action Plan update at April 2008 *continued*

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?	Policies supported	Progress	Comments
		- Increased recycling - Decreased contamination.	Funding.						
Support recycling schemes through promotions, grants and in-kind contributions	Promote and support local and council recycling schemes and allocate funding for programmes	Sustained recycling and composting programmes supported through the development of reliable end markets.	Funding for programmes	Failure of recycling programme	Ongoing	OWP	Policy 7 & 8	Green	22 Community Action Groups are supported.
Encourage businesses to improve their performance on recycling	Develop recycling educational/ marketing campaign aimed at businesses		Officer time.	No reliable markets.					LAA1 target on commercial waste reduction is performing well. Regular updates provided to OWP.
Procure and construct a residual waste treatment facility to meet the medium to long term requirements of the Landfill Allowance Trading Scheme	OCC to lead procurement of a waste treatment facility, consistent with the LATs targets and policies in this strategy.	Complete outline business case and begin EU procurement process through competitive dialogue.	Funding for infrastructure.	Inability to meet timelines.	To be completed in line with the Draft Outline Business Case 2006		Policy 9,10,11, 12 &14	Green	Outline solutions from participants are currently being evaluated. Detailed solutions will be invited in the New Year. Regular updates are provided for the OWP.
Ensure that waste facilities are procured in accordance with the Minerals and Waste Development Framework and the Regional Spatial Strategy	Consult with relevant officers during the procurement and planning process	Successful procurement and construction of waste facilities.	Funding	Delay in construction	To be completed in line with the Draft Outline Business Case 2006		Policy 12	Amber	The Waste Treatment Procurement Project Team continues to liaise closely with the WPA. The development of the WDF has been put on hold by the WPA, so it is likely that planning applications under the waste treatment procurement will be determined under the existing Waste Local Plan.
Ensure waste reduction, reuse, recycling & composting, services and programmes are successfully implemented to promote the longevity of landfill sites	Achieve the actions within this plan and ensure that adequate resources are made available.	Minimal requirement for the use of existing or new landfill sites.	Funding for all reduction, reuse, recycling and composting programmes.	LATS penalties	Ongoing	OWP	Policy 10	Amber	Oxfordshire is presently within its landfill allowance allocation. New collection systems are planned to reduce liabilities between 2010 - 14, but these remain subject to procurement and successful roll-out .
Maximise cost-effective recycling and composting of waste before utilising residual waste management technologies	Implement recycling and home composting actions	Reduced finances required for residual waste infrastructure.	Funding for waste reduction, reuse, recycling and composting programmes.	Low waste reduction, diversion, participation and capture rates.	Ongoing	OWP	Policy 9	Green	Recycling & composting rates continue to improve and Oxfordshire remains within the top quartile for this performance measure.
Promote sustainable waste management, including appropriate disposal routes for specialised materials	Conduct waste composition analysis	Sustainable waste management	Funding for analysis and ongoing monitoring	Not meeting targets	December 2006 (composition analysis)	OWP	Policy 11	Green	A communications campaign on Waste Electrical and Electronic Equipment (WEEE) has been developed by the Waste Management Projects

Appendix 1A – Oxfordshire Waste Partnership Action Plan update at April 2008 *continued*

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?	Policies supported	Progress	Comments
	Ensure adequate disposal methods are available to the community for wastes produced Develop action plan to ensure sustainable approach to disposal of hazardous and specialised waste	Decrease in the amount of hazardous waste being landfilled.	Officer time.	Non compliance with legislation.	Ongoing (monitoring)				Group and WEEE reception facilities have been installed at WRCs. Battery recycling schemes are being developed by some partner councils.
Adoption of Oxfordshire Waste Partnership Strategy	Completion of public engagement exercise Review of strategy and individual action plans Appointment of Partnership Officer	- Up-to-date strategy - Demonstrate commitment to strategy and speed process up - Ascertain public preferred sustainable waste management options.	- Officer time £55K of partnership funding.	No public buy in to waste problem or solutions.	Sep-06 March 31st 2008 Sep-06	OWP	Policy 14	Green	Joint Strategy and action plan adopted by OWP in Jan 07. Partnership Officer appointed Jan 07.
Agree funding and governance arrangements for Oxfordshire Waste Partnership	Review existing arrangements for funding	Improved partnership working.	Officer time.	Failure to realise the potential savings by working together.	Oct-06	OWP	Policy 14	Green	OWP Partnership Agreement sealed. New financial arrangements agreed and the New Initiatives fund has been established.
Wherever possible respond jointly to Government consultations.	Set targets for number of responses	Encourage joint thinking.	Officer time.	None identified.	Ongoing	OWP	Policy 2	Green	The OWP issued a joint response to recent consultations on household waste incentives and on the definition of MSW for LATs purposes.
Partnership members to lead Oxfordshire by example by reduction, reuse and recycling of wastes from their own activities and through implementation of a 'buy recycled' policy.	Review opportunities for waste reduction, reuse and recycling Establish 'buy recycled' procurement policy	Lead by example.	- Monitoring - Officer time.	Negative press.	Ongoing	OWP	Policy 1	Amber	Although there is evidence of good practice at individual partner councils, there has not yet been any joining up of this at OWP level. This action has been carried forward into the 08.09 joint action plan.

Appendix 1B

Cherwell District Council – Waste Partnership Action Plan update at April 2008

	Actions	Required Outcome & Target (if applicable)	Resources Required	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
Waste prevention and reuse								
1.1	Work with neighbouring Councils in the OWP Projects Group to jointly promote waste reduction via Waste Reduction Packs & reusable bags, real nappies, "Savvy Shopping".	Reduction in amount of waste sent to landfill Target = 445 kg arising per head	Officer Time	31-Mar-08	RM	Policy 8	Green	Distribution of Waste Reduction Packs and reusable bags at events and roadshows in Cherwell
1.2	Review bulky waste and fridge collections to increase amount recycled and reused	Encourage re-use Target = reduce amount of bulky waste landfilled by 10%	Officer Time / CVS Banbury	31-Mar-08		Policy 3	Amber	Promotion of reuse through article in Cherwell Link, participation in OCVA visit Dec 13th, regular meetings with CVS Banbury, set up of steering group for reducing bulkies in Cherwell
Recycling + Composting								
2.1	Research kitchen waste pilot scheme	Information gathered for possible future expansion Target = pilot scheme design	Officer Time WRAP funded / Rotate Team	01-Jul-07	HES+RM	Policy 9	Green	COMPLETED - Food waste pilot plans being developed, set up task force to implement kitchen waste (monthly meetings), visits to councils (Bristol, Wycombe, Huntingdonshire), plans for a pilot due to go to Executive Feb' 08
2.2	Promote joint home composting in Oxfordshire sponsored by WRAP	Divert waste from main waste streams and encourage home composting through continued sales of composters	Officer Time	On-going	RM	Policy 3	Green	Compost leaflets and composter at all roadshows and events, leaflets in cash offices and other council offices
2.3	Promote expansion of blue box & bin services to under performing areas	Increased participation & subsequent rate of recovery Target = Increase from 70% to 80% in under performing areas	Officer Time	On-going	RM / OM	Policy 3	Green	1 round complete, 2nd round being planned (included distribution of letter and information leaflet)
2.4	Improve the recycling service at flats	Increased participation & subsequent rate of recovery Target = Improve service at all 150 blocks of flats	Flats Team	31-Mar-08	RM	Policy 3	Green	Doorstepping campaigns at all flats Bicester, Kidlington, Banbury done - distribution of leaflets, flats bag to be repeated next fiscal year

Appendix 1B – Cherwell District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Required Outcome & Target (if applicable)	Resources Required	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
2.5	Implement on street recycling service in Banbury, Bicester & Kidlington	Increased rate of recovery Target = Implement 12 recycling units in urban centres	Officer Time	01-Oct-07		Policy 7	Green	COMPLETED - On street recycling trial implemented (14 units in district) to be expanded to 30 by end of fiscal year, poster to be produced for retailers to make shoppers aware of scheme
2.6	Implement household battery collection bring sites	Extra material collections Target = 25 bring sites	Funding provided externally	01-Jun-07	RM	Policy 3	Green	COMPLETED - , strategy meeting with WRAP in Dec to discuss future of scheme (time span between end of funding and beginning of Battery Directive)
2.7	Implement glass recycling facilities at flats	Increased rate of glass recovery Target = Set up glass collection at 12 blocks of flats	Flats Team	31-Mar-08	RM	Policy 8	Green	Glass recycling facilities implemented at 34 flats to be expanded to 40
2.8	Expansion of glass bring sites (60) & Promotion of glass collection through distribution of glass bags	Increased rate of recovery Target = + 2500 tonnes	Funding for bags provided externally Officer Time	31-Mar-08	HES+RM	Policy 7 Policy 8	Green	COMPLETED - Glass bag finalist in Innovation category for LARAC recycling awards
2.9	Leading the Councils activities with the joint Communications Project funded by WRAP	Increase awareness of Waste Issues and participation in the Councils services for recycling & composting	Funding provided externally	31-Mar-08	RM	Policy 8	Green	Doing, work with OWP coordinator and others on future campaign (post March 2008)
2.10	Assist in coordination of second participation rate monitoring as part of WRAP project	Comparison of effectiveness of campaign + increased take up rate in various areas	Funding provided externally	30-Nov-07	RM	Policy 9	Green	Complete
2.11	Produce collection day calendar	Increase awareness of Waste Issues and participation in the Councils services for recycling & composting		31 Nov 2007	RM	Policy 8	Green	COMPLETED - to be distributed in Cherwell Link Dec ' 08
2.12	Working with Planning to implement refuse and recycling requirements for new developments	Increased participation & subsequent rate of recovery		On-going	RM	Policy 8	Green	Draft copy of Cherwell planning guide ready to be discussed with Planning
2.13	Develop internal targets for reduction, re-use and recycling of Council generated wastes (Council Offices and Leisure Centres)	Lead by example and improve own environmental practices	Officer Time	01-Oct-07	RM	Policy 8	Amber	Shortage of resources have delayed this project, Recycling Officer started March 10th, steering group set up, internal promotion and review started

Appendix 1B – Cherwell District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Required Outcome & Target (if applicable)	Resources Required	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
Residual Waste and Sustainable Waste Management								
3.1	Collection Staff Training	Enhance performance of collection staff through Health & Safety and Customer Service training Target: workshops for all collection staff	Officer Time	Jun-07	OM+HES		Green	Staff training programme complete Summer '07
3.2	Explore mobile working technology such as vehicle tracking & satellite navigation systems	Improve customer service processes	Officer Time	01-Oct-07	OM+HES		Green	Initial exploration complete. Now looking at longer term rollout
Waste Policy and Performance								
4.1	Produce Waste Action Plan 2008/2009.		Officer Time	01-Sep-07	RM+HES		Green	Complete
4.2	Explore Joint Procurement opportunities	Economies of scale Identify potential efficiencies through joint procurement	OWP	Deadlines contained within the OWP JPP	HES		Green	Joint fuel and tyre procurement with Oxford City
4.3	Review data capture systems for compliance with duty of care and Waste Data Flow	Effective and efficient data recording	Officer Time	01-Sep-07	OM		Green	Complete
4.4	Ensure compliance with changes in legislation	Ensure services take into consideration any changes in legislation	Officer Time	31-Mar-08	RM+HES+OM		Green	Regular strategy meetings with Head of Service and Waste Collection Manager
4.5	Monitor and manage performance to reach targets	Improving overall performance	Officer Time	31-Mar-08	RM+HES		Green	On going
4.6	Customer Satisfaction Survey and on-going monitoring	Using data to improve and enhance services	Officer Time	31-Mar-08	RM+HES		Green	Customer Service survey data being analysed to further increase satisfaction levels
4.7	Review Corporate Targets for Waste Managements for 2008/9 onwards as part of LAA County-wide targets	Targets established in line with OWP joint targets.	Officer Time	31-Mar-08	HES		Green	Completed during service planning Sept 07
General Promotion and Communication								
5.1	Review web site contents and upgrade where necessary	Accurate information	Officer Time	01-Jun-07	RM	Policy 8	Green	On going
5.2	Identify events for the WRAP promotional vehicle	Attendance at suitable public events Target = Attendance at 5 events	Officer Time	During 2007 (TBA)	RM	Policy 8	Green	Attended 5 events this summer with roadshow trailer, providing event recycling service and promoting the recycling scheme
5.3	Produce information for Cherwell Link and other publications	Increase awareness of Waste issues with residents	Officer Time	On-going	RM	Policy 8	Green	Done for xmas edition

Key to initials: RM = Recycling Manager HES = Head of Environmental Services Operations Manager

Appendix 1C

Oxford City Council – Waste Partnership Action Plan update at April 2008

	Actions	Required Outcome & Target (if applicable)	Resources Required	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
Waste prevention and reuse								
1.1	To include promotion of Waste Reduction Packs and reusable bags, real nappies etc with OWP	Reduction in amount of waste sent to Landfill	Officer time	Ongoing	Recycling Team	Policy 3	Green	As part of the County initiative, Waste Reduction Packs with reusable bags continue to be distributed from Council offices, along with New Residents Packs. These are also distributed at recycling promotional events.
Recycling & Composting								
2.1	Implement a comprehensive garden waste and dry recycling kerbside collection system based on an alternate week cycle with the objective of achieving a recycling rate in excess of 40%	Complete by April 2007	Officer time	April-07	Recycling Team	Policy 6	Green	Phased implementation completed in June 2007 and the service continues with continuous improvement and review.
2.2	Tender for outlets for garden wastes, paper, glass and co-mingled wastes	Implementation of new contract	Officer time	June-07	Recycling Team	Policy 12	Green	Tenders completed and are currently under review to take advantage of new market conditions.
2.3	Increase participation rates for flats recycling	Increased participation rates	Officer time	October-08	Recycling Team	Policy 7	Green	We converted approximately 2300 flats onto AWC and commingled recycling. This project currently on target but more resource is required to maintain current progress.
Residual Waste & Sustainable Waste Management								
3.1	Prepare options for introduction of kitchen waste collections in time for budgetary provision	Follow budgetary process	Officer Time	September-07	Recycling Team	Policy 9	Green	Initial work undertaken and business case sent to OWP for trial food waste scheme for approximately 6,000 homes.
3.2	Review waste handling & recycling practices at Oxford City premises and develop consistent & high recycling and reuse levels	Review and implement improvements	Officer Time	September-07	Recycling Team	Policy 9	Green	Project completed and refinement is currently being made to extend the range of materials that can be processed at our depot.
Waste Policy and Performance								
4.1	Develop Commercial Waste Strategy with emphasis on commercial waste recycling opportunities	Increase customer base for trade recycling	Officer time Council approval for strategy	June-07	Recycling Team	Policy 8	Green	Complete - Project expanded through WRAP and BREW support, including evening collections of cardboard and a trialled collection for trade commingled recycling. Currently have 136 customers for cardboard and 100 customers for commingled sacks. In addition commercial glass recycling service has a customer base of over 80 outlets.
4.2	Develop options and report on environmental buying policies	Follow Oxford City Council procurement rules	Officer time	September-07	Recycling Team	Policy 1	Green	City Council's procurement team build in environmental considerations as part of their core processes - City Council operates bio-fuel policy and all new vehicles are compliant with latest emissions targets.

Appendix 1C – Oxford City Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Required Outcome & Target (if applicable)	Resources Required	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
4.3	Work with OWP and other groups to promote waste reduction, and home composting	Ongoing	Officer time Partial Funding	Ongoing	Recycling Team	Policy 4	Green	Work in partnership with WPMG on joint initiatives to promote waste reduction and home composting. We are supporting County initiatives and seeking Master Composters for future promotional activities.
4.4	Involvement and input into development of the Joint Procurement Plan	Ongoing	Officer time	Ongoing	Recycling Team	Policy 14	Green	City Council officers have participated fully in this project to date. We will maintain a watching brief for the future.
4.5	Continue support for OWP Governance and development of suitable and equitable financial arrangements	Agreement of new financial arrangements	Portfolio holder time Officer time	Ongoing	Recycling Team	Policy 14	Green	City Council officers have participated fully in this project and continue to do so.
4.6	Review data capture systems for compliance with duty of care and Waste Data flow	Effective and efficient data recording	Officer time	April-07	Recycling Team	N/A	Green	Review undertaken and procedures established. Liaison with other districts to ensure consistency. Member of the OWP data group.
4.7	Review corporate targets for Waste Management for 2008/9 onwards as part of LAA County-wide targets	Targets established in line with OWP joint targets	Officer time	31-Mar-08	Recycling Team	N/A	Amber	City Council position reviewed and is currently awaiting clarity from County/OWP
General Promotion and Communication								
5.1	Co-operate and contribute to all OWP marketing and education programmes and initiatives	Reduction of waste sent to landfill through higher recycling rate	Officer time	Ongoing	Recycling Team	N/A	Green	City Council officers have participated fully in this project and continue to do so.
5.2	Adopt common branding of OWP and WRAP initiatives	Ongoing	Officer time	Ongoing	Recycling Team	N/A	Green	City Council adhere fully to this principle and continue to do so
5.3	Promote waste minimisation schemes to include schools	Increase in waste reduction and reuse	Officer time Funding - promotion	Ongoing	Recycling Team	Policy 3 & 5	Green	Targeted educational activities to pre-schools. Continue to support the eco-schools initiative. Assigned an officer to promote waste reduction and recycling in colleges, and have implemented pilot schemes for commingled recycling in colleges.
5.4	Investigate possible grants through the OWP	Reliant on grant being achieved	Officer time	Ongoing	Recycling Team	N/A	Green	City Council officers have participated fully in this project and continue to do so.

Key to initials: RT = Recycling Team

Appendix 1D

Oxfordshire County Council – Waste Partnership Action Plan update at April 2008

	Actions	Milestone/ Success Criteria	Resources Required	Deadline for Completion	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
Waste Reduction and Reuse								
1.1	Successfully help to deliver the WRAP campaign on behalf of the Oxfordshire Waste Partnership (OWP).	Complete the Waste Recycling Centre survey. Deliver our role as lead accounting authority		Nov-07 Mar-08	To promote waste reduction, reuse and recycling	Policy 1, 3, 4 & 5	Green Green	The final phase of the canvassing campaign is taking place on 17th/18th November. OCC has been acting as lead accounting authority since the start of the Wrap Campaign.
1.2	Deliver a targeted marketing campaign to further the objectives of the Joint Strategy and deliver the LAA targets for municipal waste in co-ordination with the Waste Management Projects Group.	Review progress against milestones Deliver the savvy shopping campaign		Oct-07 Mar-08	To promote waste reduction, reuse and recycling	Policy 1, 3, 4 & 5	Green Amber	This project is on track and the campaign is in place for Christmas 2007. This element of the project is now focusing on WEEE and the work on this is on-going at present
1.3	Support and maintain the existing network of 18 Community Action Groups (CAGs)	18 CAGs are maintained throughout 2007/8		Mar-08	To promote waste reduction, reuse and recycling and partnership working with community groups	Policy 1, 3, 4 & 5	Green	There are currently 20 active community action groups across the County.
1.4	Deliver a series of successful CAG events	35 CAG events delivered		Mar-08	Waste reduction, reuse and recycling and partnership working with community groups	Policy 1, 3, 4 & 5	Green	The majority of the CAGs have held at least one Swap Shop individually and 17 participated in this year's countywide swap shop. There have also been awareness raising events such as 'I'm perfectly packaged' and networking/information sharing opportunities.
1.5	Deliver free waste audits to Oxfordshire's businesses to demonstrate how much waste can be reduced and suggest solutions.	150 waste audits delivered		Mar-08	To promote waste reduction, reuse and recycling of commercial wastes	Policy 1, 4 & 8	Green	Over 200 audits have been carried out to date this financial year.
Recycling and Composting								
2.1	Increase recycling at the Waste Recycling Centres	Establish an improvement programme for the WRCs Review Implementation Assess current recycling activities and potential for improvement Formalise the arrangements for the processing of wood waste from the recycling centres		Jul-07 Dec-07 Aug-07 Dec-07	To increase recycling	Policy 1, 4, 6 & 7	Green Green Green Amber/ Red	An improvement plan for the Waste Recycling Centres has been established and is being implemented. Implementation will be reviewed in Dec. Work has been done to try to increase the recycling rate at the centres following problems with wood recycling. Trials are now taking place on the sorting of residual waste from the centres. There have been problems with the processing of wood from the centres. A variety of new arrangements are now being used but more work does need to be done to find and develop processing capacity and formalise arrangements so they are secure.

Appendix 1D – Oxfordshire County Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Milestone/ Success Criteria	Resources Required	Deadline for Completion	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
Residual Waste								
3.1	Meet milestones for the procurement of capacity to treat residual waste	Short list participants and issue the Invitation to Submit Outline Solutions.		Jul-07	To recover value from waste and reduce the amount of waste sent to landfill	Policy 9 & 12	Green	The invitation to submit outline solutions and been issued and good quality solutions received.
		Issue the Invitation to Submit Detailed Solutions		Nov-07			Amber	The ISOS submissions are now being evaluated and participants will be invited to submit detailed solutions in Feb 2008.
3.2	Meet milestones for the procurement of capacity to treat food waste	Issue Invitation to Tender		Jul-07	To increase recycling	Policy 6 & 12	Amber	The notice to the official journal of the EU was dispatched in October. The deadline for receipt of prequalification questionnaires is 11 Dec.
		Award Contract		Nov-07			Amber	Contract award is expected in March 2008.
Waste Policy and Performance								
4.1	Action waste enforcement by developing a joint approach across the waste partnership	Draft business plan and short term action plan		Jun-07	To reduce trade waste abuse, protect the environment and make most efficient use of resources	Policy 8 & 14	Red	The Waste Enforcement Officer post is planned to move to the OWP. Clarity is needed on how the county wide waste enforcement group will work and how this will interact with the LAA target on Clean and Green.
		Agree a joint approach across the partnership		Dec-07			Amber	Enforcement activity carried out by district councils has increased. However, a joint approach has yet to be agreed.

Appendix 1E

South Oxfordshire District Council – Waste Partnership Action Plan update at April 2008

	Actions	Milestone/ Success Criteria	Resources Required	Deadline for Completion	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
Waste Reduction and Reuse								
1.1	Education and Awareness Programme to include promotion of Waste Reduction Packs and reusable bags with OWP.	Increase in waste reduction and reuse. Reduced waste arisings.	Officer time OWP fund the Packs	Ongoing	Need for more information to householders about waste reduction	Policy 3	Green	Waste Reduction Packs and Calico bags were distributed at SODC Recycling events, SODC Young Persons Forum and any presentations/ talks we attend. Approximatley 45 events attended per year.
1.2	Increased sales of home compost bins and improved advice to householders through the WRAP Programme.	Increased home composting.	Waste Resources Action Programme (WRAP) support	Jan-08	Supports the waste hierarchy.	Policy 3 & 5	Green	We have advertised the home composters through our council publication, county-wide adverts, updated links on website etc. Home composting leaflets are also taken to all recycling events. Also working in partnership with the WRAP campaign.
1.3	Actions to control trade waste abuse.	Decreased flytipping. Increased awareness of Duty of Care. Decreased trade waste in household waste stream.	Enforcement Officers Funding to implement enforcement	Ongoing	Landfill Allowance Trading Scheme (LATS) targets	Policy 5	Red	Limited staff resources for enforcement work around trade waste has meant that work has not begun. Obvious breaches of Duty of Care around trade waste are followed up however (visits by CMO's and warning letters including information on duty of care)
1.4	Promote waste minimisation schemes to include schools and the Council.	Increase in waste reduction and reuse within schools and the Council.	Officer time Funding – promotion	Ongoing	Supports the waste hierarchy. Reduced municipal solid waste (MSW) arisings.	Policy 3 & 5	Amber	Focus for schools has been litter education for much of this year. We provide support to the Wild Waste Show who visit a number of schools to carry out education on re-use and recycling (hand out green boxes after WWS visit and speak to parents about recycling).
1.5	Continue to support Swap Shops and the work of the Community Action Groups (CAGs).	Increase in reuse at Swap Shop events. Raises awareness of reuse.	Officer time	Ongoing	Partnership working with Community Groups.	Policy 4	Green	Provided support at 10 Swap Shop events. CAG Review in Nov 2007 with all district CAGs attending. Attend quarterly CAG advisory meetings with County.
Recycling and Composting								
2.1	Waste Consultation Questionnaire to 10,000 households and via website.	Representative data and feedback from households.	Funding agreed	Mar-07	To inform future service improvements and changes.	Policy 3	Green	Complete. A further questionnaire, focus groups and web forum were carried out during Sept/Oct 2007 around the proposed changes for the new contract.

Appendix1E – South Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Milestone/ Success Criteria	Resources Required	Deadline for Completion	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
2.2	Development of a Communications Strategy relating to all waste and recycling services.	Proactive approach to promotion of current and future services.	Officer time	First version - April 2007	Proactive approach to communications. Identify shortfalls in funding for communications.	Policy 3 & 8	Green	Strategy for garden waste and current recycling schemes bring developed - alongside this a strategy for promotion and roll-out of the services to be introduced under the new contract.
2.3	Set internal targets for reduction, reuse and recycling of Council generated wastes.	The Council to lead by example.	Officer time	May-07	OWP Policy	Policy 1	Amber	Carried across as an action for 2008/09 with EIE carrying out an audit, from which targets will be set.
2.4	Increase participation rates for flats recycling through improved promotion.	Increased participation rates. Increased capture rates.	Officer time WRAP Funding	Mar-08	Recycling targets	Policy 7	Green	Please see 2.5. Leaflets have been distributed to flats encouraging use of the existing kerbside recycling scheme.
2.5	Provision of a recycling collection point/ storage area for identified blocks of flats .	20 sites to be provided with a collection point/storage to facilitate recycling.	Officer time Funding subject to growth bid	Mar-08	Recycling targets	Policy 7	Red	In light of the new waste contract starting in June 2009, we agreed not to install facilities that may not be compatible with the services that the new contractor will propose
2.6	Promote current services, both kerbside and bring , through engagement and education, targeting lower performing areas.	Increased participation rates. Increased capture rates.	Officer time WRAP Funding	Mar-08	Request for information on what items can/ can't be recycled and why.	Policy 7 & 8	Green	Continue to promote services through XX events, press releases, adverts, parish magazines, Outlook articles etc. Updates to Council website to include more detailed lists of what can/can't be recycled and why.
2.7	Promote recycling of non-biodegradable materials – glass, cans, plastics.	Increased recycling tonnages.	OWP funding for promotions	2008/09	OWP Local Area Agreement (LAA) target for non-biodegradable materials	Policy 8	Green	Continue to promote recycling services through 45 events, talks, press releases, adverts, parish magazines, Outlook articles etc. As part of LAA1 we supported the county wide promotion of 'seasonal' recycling.
2.8	Desk top study on kerbside collection of glass .	Inform decision making on future collection of glass.	Officer time	Mar-08	Recycling targets	Policy 6	Green	Eunomia Consulting appointed to undertake collection scheme modelling in relation to the new contract. Included the impact of adding glass to kerbside.
2.9	Desk top study on kerbside collection of food waste .	Better understanding of food waste collections.	Officer time	Mar-08	Possible collection of food waste long term.	Policy 6	Green	Eunomia Consulting appointed to undertake modelling, included likely performance and tonnages for collecting food waste.
2.10	Increase number of households using the brown bin garden waste collection to 14,000 in 2007/08 and 16,000 in 2008/09.	Increased tonnages of garden waste composted.	Officer time Funding - promotion	2007/08 then 2008/09	LATS Recycling targets	Policy 6	Green	Current number of households signed up to the scheme is 14,500.
2.11	Improved bring site signage and wider promotion of existing sites.	Increased usage of sites. Increased recycling tonnages.	Funding subject to growth bid or WRAP funding	2008/09	OWP LAA target for non-biodegradable materials	Policy 8	Green	4 new signs installed at 4 sites. Growth bid submitted for signage for 5 further sites.

Appendix1E – South Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Milestone/ Success Criteria	Resources Required	Deadline for Completion	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
2.12	Undertake participation rate analysis every 12 months.	Up to date information on participation.	Officer time	Annual	Enable more targeted communications.	Policy 8	Green	Participation rate, composition and capture rate analyses complete. Participation rate increased from 71% to 73%.
Residual Waste								
3.1	Prepare new contract documentation.	Successful tender process.	Officer time		Recycling targets	Policy 6	Green	OJEU posted Feb 2008. Long-listing to 9 companies complete. Now in the ISOP stage of the tendering process.
3.2	Explore mechanisms for dealing with Waste Electronic and Electrical Equipment (WEEE) .	Appropriate disposal of WEEE.	Officer time	Jul-07	WEEE Directive requirement to collect and dispose of WEEE items, with OWP	Policy 11	Green	Promoting the facilities available at the recycling centres, directing bulky waste customers to use the facilities, direct delivery of our WEEE collected on bulky waste to Oakley Wood. Advertised in council publication. Leaflets distributed at events. WEEE promotion at the HWRCs (April 08 and Sept 08).

Appendix1E – South Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Milestone/ Success Criteria	Resources Required	Deadline for Completion	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
2.12	Undertake participation rate analysis every 12 months.	Up to date information on participation.	Officer time	Annual	Enable more targeted communications.	Policy 8	Green	Participation rate, composition and capture rate analyses complete. Participation rate increased from 71% to 73%.
Residual Waste								
3.1	Prepare new contract documentation.	Successful tender process.	Officer time		Recycling targets	Policy 6	Green	OJEU posted Feb 2008. Long-listing to 9 companies complete. Now in the ISOP stage of the tendering process.
3.2	Explore mechanisms for dealing with Waste Electronic and Electrical Equipment (WEEE) .	Appropriate disposal of WEEE.	Officer time	Jul-07	WEEE Directive requirement to collect and dispose of WEEE items, with OWP	Policy 11	Green	Promoting the facilities available at the recycling centres, directing bulky waste customers to use the facilities, direct delivery of our WEEE collected on bulky waste to Oakley Wood. Advertised in council publication. Leaflets distributed at events. WEEE promotion at the HWRCs (April 08 and Sept 08).

Appendix 1F

Vale of White Horse District Council – Waste Partnership Action Plan update at April 2008

	Actions	Required Outcome & Target (if applicable)	Resources Required (other than Waste Team)	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
Waste prevention and reuse								
1.1	Work with neighbouring Councils in the OWP Projects Group to jointly promote waste reduction via Waste Reduction Packs & reusable bags, real nappies, "Savvy Shopping".	Reduction in amount of waste sent to landfill Target = 369 kg arisings per head		31-Mar-08	WSC	Policy 8	Green	Waste Reduction Packs with reusable bags still continue to be distributed from Council offices, along with New Residents packs.
1.2	Promote the joint home composting in Oxfordshire sponsored by WRAP	Continued sales of composters Target = 1200 units sold		31-Mar-08	WSC + CT	Policy 3	Green	Articles in Vale Views, details on website and current WRAP campaign have all contributed to continued increase in composter sales.
Recycling and Composting								
2.1	Promote expansion of Brown Bin & Green Box services to under performing areas	Increased participation & subsequent rate of recovery, Target = 25% recycling & 6% composting		30-Jun-07	WSC	Policy 3	Green	Both services have benefited from the WRAP doorstep campaign. Uptake on both has increased. Actual performance: Recycling - 22.6%. Composting - 10.4%. Combine - 33%
2.2	Implement alternative to Green Sack scheme	Diversion of green waste from landfill Target = +600 tonnes (subject to implementation)		01-Jul-07	WSC + Veolia	Policy 3	Green	Implemented
2.3	Expand the service of Mini Recycling Centres to suitable dwellings	Increased coverage of suitable properties and subsequent rise in PI Target = 99%	Contractor time	31-Mar-08	WSC + Veolia	Policy 7	Green	100 sites now in place. Individual TOs now have responsibility for identifying, placing and monitoring of sites in their areas. PI currently @ 99.3%
2.4	Consider additional containers for residents in dwellings such as flats who have MRCs	Obtain additional containers to encourage greater use of MRCs & extra material collections Target = +1 material at 20 sites. Caddies (or similar) to 1,000 households)		30-Sep-07	WSC	Policy 3	Green Green	1,500 Hessian bags for recycling now in stock and distribution commenced. TOs coordinating their areas, Council offices have supplies for collection. 12 sites now have plastics. Further 10 expected December.
2.5	Provide recycling facilities in leisure centres	Reduce waste to landfill Target = recycling facilities at 4 sites		30-Apr-07	WSC + LFM	Policy 7	Green Green	2 sites already in place at Tilsley Park and White Horse Leisure Centre in Abingdon. 2 sites, Faringdon & Wantage sports centres, require some groundwork which is taking place Nov. Due to be in place December.

Appendix 1F

Vale of White Horse District Council – Waste Partnership Action Plan update at April 2008

	Actions	Required Outcome & Target (if applicable)	Resources Required (other than Waste Team)	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
Waste prevention and reuse								
1.1	Work with neighbouring Councils in the OWP Projects Group to jointly promote waste reduction via Waste Reduction Packs & reusable bags, real nappies, "Savvy Shopping".	Reduction in amount of waste sent to landfill Target = 369 kg arisings per head		31-Mar-08	WSC	Policy 8	Green	Waste Reduction Packs with reusable bags still continue to be distributed from Council offices, along with New Residents packs.
1.2	Promote the joint home composting in Oxfordshire sponsored by WRAP	Continued sales of composters Target = 1200 units sold		31-Mar-08	WSC + CT	Policy 3	Green	Articles in Vale Views, details on website and current WRAP campaign have all contributed to continued increase in composter sales.
Recycling and Composting								
2.1	Promote expansion of Brown Bin & Green Box services to under performing areas	Increased participation & subsequent rate of recovery, Target = 25% recycling & 6% composting		30-Jun-07	WSC	Policy 3	Green	Both services have benefited from the WRAP doorstep campaign. Uptake on both has increased. Actual performance: Recycling - 22.6%. Composting - 10.4%. Combine - 33%
2.2	Implement alternative to Green Sack scheme	Diversion of green waste from landfill Target = +600 tonnes (subject to implementation)		01-Jul-07	WSC + Veolia	Policy 3	Green	Implemented
2.3	Expand the service of Mini Recycling Centres to suitable dwellings	Increased coverage of suitable properties and subsequent rise in PI Target = 99%	Contractor time	31-Mar-08	WSC + Veolia	Policy 7	Green	100 sites now in place. Individual TOs now have responsibility for identifying, placing and monitoring of sites in their areas. PI currently @ 99.3%
2.4	Consider additional containers for residents in dwellings such as flats who have MRCs	Obtain additional containers to encourage greater use of MRCs & extra material collections Target = +1 material at 20 sites. Caddies (or similar) to 1,000 households)		30-Sep-07	WSC	Policy 3	Green Green	1,500 Hessian bags for recycling now in stock and distribution commenced. TOs coordinating their areas, Council offices have supplies for collection. 12 sites now have plastics. Further 10 expected December.
2.5	Provide recycling facilities in leisure centres	Reduce waste to landfill Target = recycling facilities at 4 sites		30-Apr-07	WSC + LFM	Policy 7	Green Green	2 sites already in place at Tilsley Park and White Horse Leisure Centre in Abingdon. 2 sites, Faringdon & Wantage sports centres, require some groundwork which is taking place Nov. Due to be in place December.

Appendix 1F – Vale of White Horse District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Required Outcome & Target (if applicable)	Resources Required (other than Waste Team)	Deadline for Completion	Responsible Officer/Team	Link to Joint Waste Management Strategy	Progress	Comments
4.6	Veolia Joint Improvement Plan	New Improvement Plan to be produced for 2007/08 with appropriate targets delivering continuous improvement to service Target = compliance with non-collection target as contained in 07/08 contract PI table.	Veolia	JIP to be in place by 31 March 2007 Achievement of Plan by 31 March 2008	WSM		Green	Completed Improvement plan has led to considerable improvement in performance particularly regarding collections
4.7	Joint Procurement Plan	District Waste Action Plan to be reflect outcomes contained within the OWP JPP	OWP	Deadlines contained within the OWP JPP	DD(C&P)		Green	Progress is reported via updates to OWP
4.8	Submit JPP Tender Specification to Executive	Approval of specification by Exec		Sept 2007 Exec meeting	DD(C&P)		Green	Not required
4.9	Review Corporate Targets for Waste Managements for 2008/9 onwards as part of LAA County-wide targets.	Targets established in line with OWP joint targets.		31-Mar-08	DD(C&P)		Amber	Provisional targets set, awaiting outcome of final discussion with GOSE to determine final targets for 08/09
General Promotion and Communication								
5.1	Review web site contents and upgrade where necessary	Accurate information		Monthly review	WSC	Policy 8	Green	Ongoing. Complete revamp of website due for January 07.
5.2	Identify events for the WRAP promotional vehicle	Attendance at suitable public events Target = Attendance at 10 events	DSO support	During 2007 (TBA)	WSC + CT	Policy 8	Amber	No WRAP events identified for 07-08, however for 08-09 Vale Communications Team are planning promotions programme. Full use was made of the Wild Waste Show.
5.3	Produce information for Vale Views	Increase awareness of Waste issues with residents	Funding provided externally	Monthly articles.	WSC + CT	Policy 8	Green	Information included in Autumn 07 edition. Details required for next issue February 08.
5.4	Produce Waste leaflet for Council Tax distribution.	As above		15 February 2008 for March distribution	WSC + CT	Policy 8	Green	Outline design discussion with Communications team this week. Details to be finalised by end November

Key to initials:

WSC = Waste Strategy Coordinator WOs = Waste Technical Officers CT = Communications Team WM = Waste Minimisation WSM = Waste Services Manager DD(C&P) = Deputy Director (Contracts & Procurement)
 SRC = Strategic Review Committee LFM = Leisure Facilities Manager FM = Facilities Manager DSO = Direct Services Organisation LAA = Local Area Agreement OWP = Oxfordshire Waste Partnership
 BVPI = Best Value Performance Indicator PI = Performance Indicator LPI = Local Performance Indicator JPP = Joint Procurement Plan

Appendix 1G

Appendix 1G – West Oxfordshire District Council – Waste Partnership Action Plan update at April 2008

	Actions	Desired Outcome	Resources Required	Deadline for Completion	Responsible Officer/Team	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
Waste Prevention and Re-use									
1.1	Waste minimisation report and associated action plans for implementation for Committee/Cabinet	Reduce amount of waste being collected per household, increase recycling	Officer Time	Apr-07	Environmental Policy Manager	Waste minimisation highlighted as issue through AC report, OWP and Survey. Will have impact on recycling rates and associated targets This also links to the issues of excess waste. 74% of respondents to the survey perceived excess waste to be an issue. The changing OWP finance arrangements will place more emphasis and reward on waste minimisation.	Policy 3	Complete	Environment Overview & Scrutiny Committee March 2007. Cabinet 4th April 2007
1.2	Promotion of Waste Reduction Packs with OWP	Reduce amount of waste being collected per household, increase recycling	Packs are printed and paid for by OWP	On-going	Environmental Promotions Officer	Need for information about waste reduction highlighted by waste survey.	Policy 3	Green	Included in Christmas 2007 waste reduction and recycling promotion campaign
1.3	Design and distribute 'Bulky Waste' Information leaflet following charges review	Increase awareness of the service, encourage re-use of items through charity collections, reduce impact on residual waste stream of this service, help service to improve cost efficiency through increased income	Officer Time Cost of printing leaflets	May-07	Environmental Promotions Officer	Highlighted through the survey that there was a lack of information about this service	Policy 2	Amber	Bulky Waste charges were not altered in May 2007, however promotion of bulky waste service needs to be carried out (opportunity to include in Creating Futures)
1.4	Promote Home Composting	Divert waste from main waste streams and encourage home composting	Joint promotion across the County	On-going	Environmental Promotions Officer	In line with the waste proximity principle and minimises the amount of waste collected.	Policy 3	Green	Link in with county-wide promotional work
1.5	Implement action plan for waste minimisation including any required amendments to receptacle policy	Reduce the amount of waste sent to landfill and improve recycling rates	Any additional resources required will be identified within the Waste Minimisation Report presented to Members.	April 2007 onwards	Waste Team	Waste minimisation highlighted as issue through AC report, OWP and Survey. Will have impact on recycling rates and associated targets	Policy 3	Amber	Waste minimisation action plan to be developed as a specific piece of work.

Appendix 1G – West Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Desired Outcome	Resources Required	Deadline for Completion	Responsible Officer/Team	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
1.6	Promotion of Waste Reduction Packs with OWP	Reduce amount of waste being collected per household, increase recycling	Packs are printed and paid for by OWP	On-going	Environmental Promotions Officer	Need for information about waste reduction highlighted by waste survey.	Policy 3	Green	Included in Christmas 2007 waste reduction and recycling promotion campaign
1.7	Promote Home Composting	Divert waste from main waste streams and encourage home composting	Joint promotion across the County	On-going	Environmental Promotions Officer	In line with the waste proximity principle and minimises the amount of waste collected.	Policy 3	Green	Link in with county-wide promotional work
Recycling & Composting									
2.1	Implement findings of bring bank review for Year One	Improve satisfaction with this service element	Officer time – funding for improvements to come from WPEG funding	April 2007 onwards	Waste Team	Low satisfaction levels have been highlighted through survey. Independent review of this service produced several recommendations that need to be implemented.	Policy 6	Green	Refurbishment of bring banks completed Dec 2007.
2.2	Re-launch Green Waste Scheme for 2007/08 – promotional campaign	To re-sign existing customers and increase overall customer numbers. Contributes to the Council's composting rates and diversion of biodegradable waste from landfill	Promotional costs will come from existing revenue budgets	Scheme starts April 2007	Waste Team	To increase the overall recycling performance, to divert green waste from landfill and to maximise the cost efficiency of scheme. Our composting rate was highlighted as being poor by the Audit Commission Organic waste was highlighted through the survey as the material residents would most like to recycle to improve existing services.	Policy 6	Green	Member agreement for 3800 green waste customers. Scheme rolled-over into 2008/09
2.3	Develop promotions plan for 2007/08	To increase participation levels and overall recycling rates	Officer Time – Activities funded partly by WRAP bid	Apr-07	Environmental Policy Team	To ensure that effective promotions are delivered throughout the year to encourage more recycling	Policy 8	Green	Promotions plan in place. A household recycling participation survey being undertaken by WODC / Veolia in 2007/08
2.4	Develop internal targets for reduction, re-use and recycling of Council generated wastes	To lead by example and improve own environmental practices	Officer Time – to be done through Green Office Champions Group	May-07	Environmental Policy Team	Part of OWP strategy to lead by example	Policy 1	Green	Green Office Project is monitoring recycling / residual waste rates to set baseline and carrying out promotional campaigns. Targets will be set for 2008/09
2.5	Participate in WRAP funded promotional programme	To increase recycling across District	Officer Time – Activities funded by WRAP bid	April 2007 onwards	Environmental Policy Team	To contribute to partnership programme and to drive towards shared goals.	Policy 8 & 14	Green	Need to ensure WODC are fully aware of all potential funding sources

Appendix 1G – West Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Desired Outcome	Resources Required	Deadline for Completion	Responsible Officer/Team	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
2.6	Implement actions for bring sites for Year 2	To improve satisfaction with this service and increase recycling rates	Officer time – funding for improvements to come from WPEG funding	Nov-07	Waste Team	Low satisfaction levels have been highlighted through survey. An independent review of this service produced several recommendations that need to be implemented.	Policy 6	Green	Scoping document for bring site review and medium / long term strategy has been drawn up for consideration.
2.7	Review services for flats – including provisions, promotions etc and re-launch	Promote service and awareness to this group of residents to drive up participation rates and therefore recycling rates	Officer Time Potential costs in terms of service provision/ promotional activities which will be determined as part of the review	Jan-08	Waste Team	Flats were highlighted as low participation areas through the waste survey. Increasing participation levels across the District is a target within the OWP strategy	Policy 7	Green	Working with OCC, planning services and engineers to develop 'street design manual' incorporating receptacles, collection processes, etc
2.8	Develop implementation plan for changes to collection system	To ensure a smooth transition for new collections schemes	Officer Time	Jan-08	Head of Street Scene and Waste Team	Action within OWP plan to have fully developed plan for changes to collection schemes to ensure Oxon as a whole reaches diversion targets.	Policy 6	Green	Ongoing success dependent on Cabinet / Committee decisions and progress of OWP
2.9	Prepare new contract documentation	To ensure that the Council is in a position to procure quality future services	Officer Time	Mar-08	Head of Street Scene	The Waste Team need to have a procurement plan for future collection contracts.	Policy 6	Green	As above. WODC / OWP timeframes need to take into account procurement/tendering process.
2.10	Implement promotions programme	To reinforce the recycling message, increase material capture rates and ensure residents are correctly informed	Officer Time – these promotional activities will be included within the WRAP funded programme	On-going throughout the year	Environmental Promotions Officer	Promotions are critical in providing both instructional and motivational messages to residents.	Policy 8	Green	
2.11	Improve internal waste management	Reach targets set for own internal practices	Officer Time – changes to collection systems have already taken place	Throughout 2007/08 target for end of year	Green Office Champions Group	Part of OWP strategy to lead by example through own practices	Policy 1	Green	Green Office Project is promotion recycling and waste minimisation. 2008/09 work plan (including targets) is in development.
Commercial Waste									
3.1	Recycling Scheme	To implement a commercial waste recycling scheme	£20,000 glass + £45,000 cardboard funding has been awarded for these initiatives	Funding is available until March 2007 for glass and March 2008 for cardboard	Commercial Waste Officer	To provide a cost effective service that removes commercial waste from landfill – contributing towards diversion targets	Policy 8	Green	Follow up proposals for comingled commercial recycling scheme in 2008/09
3.2	Increase customer base	To increase customer base by 300 and improve overall cost efficiency	Officer Time	Mar-08	Commercial Waste Officer	To ensure that service is cost efficient		Green	A promotions plan developed with Rural Business Development Team to actively promote service to local businesses (from Feb 2008)

Appendix 1G – West Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Desired Outcome	Resources Required	Deadline for Completion	Responsible Officer/Team	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
3.3	Roll out commercial waste recycling scheme	To divert commercial waste from landfill where possible	Officer Time	Throughout 2007/08 – this action is dependent on the success of the scheme launched in 2006/07	Commercial Waste Officer	To meet local demand for this service and to divert waste from landfill as part of OWP strategy to meet diversion targets		Amber	At end March there were XX customers (glass) and XX (cardboard). Resources and officer time need to be identified in 08/09 to maintain continued increase in customer numbers.
3.4	Commercial waste enforcement	To ensure that commercial waste is correctly managed and removed from domestic waste streams	Officer Time – to be carried out in conjunction with OWP	01/10/2007 - ongoing	Enforcement Team/ Commercial Waste Officer	Part of OWP strategy to ensure correct management of commercial waste	Policy 5	Amber	Scoping document is being considered to develop commercial waste enforcement strategy. Joint overt operation (street scene and environmental enforcement team) planned for 08/09
3.5	Increase customer base	Improve cost effectiveness of services	Officer Time	Throughout 2007/08	Commercial Waste Officer	The Commercial Waste Scheme needs to maintain a certain level of customers to ensure cost effectiveness		Green	Expected 10 % growth this year
Partnership working									
4.1	Continue to support the development of the OWP in terms of governance and finance arrangements.	Ensure the emerging OWP is fit for purpose	Officer Time	Mar-07	Strategic Director (envt)	The OWP will become the forum for joint waste decision therefore it is vital that the Council contributes to its formation	Policy 14	Green	
4.2	Begin joint procurement study for future collection contracts	Economies of scale and savings through joint procurement	Officer Time - £50,000 of government funding has been awarded to support this project	Project will begin in 2007 and run for 12 months	Strategic Director (Envnt)	The Council secured some savings through previous joint procurement activities and is seeking similar through the re-letting of the contract.	Policy 6 & 14	Green	
4.3	Continue to support projects and operations sub-groups	Ability to provide additional services/ promotional activities that would not be achievable individually	Officer Time	On-going	Waste Team	Through the OWP the Council is able to benefit from joint activities where it would not be able to provide these independently	Policy 14	Green	
4.4	Continue to support and participate in all relevant OWP activities	Ability to provide additional services/ promotional activities that would not be achievable individually	Officer Time	On-going	Waste Team	Through the OWP the Council is able to benefit from joint activities where it would not be able to provide these independently	Policy 14	Green	
4.5	Develop partnership working with local community groups	To improve involvement in Council activities and on-going projects	Officer Time	Throughout 2007/08	Environmental Policy Team	Community Groups are able to promote services and the recycling message to their local communities and therefore are a valuable resource to the Council.	Policy 3 & 4	Green	

Appendix 1G – West Oxfordshire District Council – Waste Partnership Action Plan update at April 2008 continued

	Actions	Desired Outcome	Resources Required	Deadline for Completion	Responsible Officer/Team	Reason/Driver	Link to Joint Waste Management Strategy	Progress	Comments
Waste Policy & Performance									
5.1	Review data capture systems for compliance with duty of care and WDF	Effective and efficient data recording that will satisfy increasing demands on this information	Officer Time	Mar-07	Waste Team	The Council needs to ensure that it has the data required to complete WDF – which will be used to compile BVPIs in the future	Monitoring & review	Green	Data capture system is in compliance
5.2	Implement systems to ensure data capture for monitoring performance against set targets	To be able to monitor and manage performance to meet targets	Officer Time	Mar-07	Waste Team	Improvements have been made to performance management this year that need further refinement	Monitoring & review	Green	Process of data capture has been reviewed.
5.3	Review ICT needs	Improve communication between residents, the Council and the Contractors	Officer Time	Apr-07	Waste Team	The issues with the current system were highlighted by the Audit Commission and need to be addressed.	Monitoring & review	Amber	Training on CIVICA system to take place over the next 3 months
5.4	Consider customer satisfaction survey and on-going monitoring	To improve customer satisfaction levels	Officer Time Development of survey	Apr-07	Waste Team	The Audit Commission highlighted a lack of on-going and up to date customer satisfaction data.	Monitoring & review	Green	Results of customer satisfaction surveys currently under consideration: household waste survey (2006) survey and environment survey (2007). Need to ensure ongoing satisfaction surveys are carried out.
5.5	Monitor and manage performance to reach targets	To reach targets set for year – improving overall performance	Officer Time	Throughout 07-08	Waste Team	Data capture and performance management are essential to effective management of waste services	Monitoring & review	Green	Current monitoring and management system is effective. Comprehensive BPR for waste processes is being considered for 08/09
5.6	Ensure compliance with changes in legislation	Ensure the Council's services take into consideration any changes in legislation	Officer time – implications of legislation changes to be analysed on individual basis	On-going	Environmental Policy Team	The Council needs to ensure that developments in service are in line with legislative changes.	Monitoring & review	Amber	Need to review process for disseminating new legislation updates to key officers

Appendix 2

Joint Municipal Waste Management Strategy Action Plan 2008/11

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Policy 1 - The Oxfordshire Waste Partnership will encourage the efficient use of resources, reduce resource consumption and take responsibility for the wastes they produce.						
Share best practice on current internal/in-house waste reduction initiatives.	Best practice on internal waste reduction initiatives established.	Each partner council to complete a waste audit by Jul 2008.	Approx £2,500 for audits of main Council Offices.	1. Adverse publicity from failing to reduce waste. 2. Manageability - scope of project needs to be clear (locations/size). 3. Consistency - each Partner Council to use same methodology to allow comparison.	Jul-08	Waste Reduction Projects Group
		Complete best practice guidance by Oct 2008.	Officer time (approx 12 days)	-	Oct-08	Waste Reduction Projects Group
Reduce partner councils' waste through the introduction of further reduction measures.	New reduction measures leading to measurable reduction of waste.	Each partner council to begin implementation of best practice guidance & set reduction targets by Jan 2009.	Officer time (approx 6 days per Partner Council).	Delivery risk - may require new systems and budget allocations to be established.	Jan-09	Waste Reduction Projects Group
Show case best practice on waste reduction to Oxfordshire residents & businesses.	OWP exemplar project presented to local community.	To publicise the project findings by Jan 2010.	Officer time, plus marketing budget of approx £2,500	Dependency - reliant on successful completion of earlier project phases.	Jan-10	Waste Reduction Projects Group
Policy 2 - The Oxfordshire Waste Partnership will lobby Central Government to focus on waste as an integral part of sustainable resource management.						
Issue joint responses to relevant Government consultations.	Joint consultation responses.	To respond to relevant consultations within their specified timescales.	Officer time (approx 3 days per consultation). Consultation with bodies such as LARAC, NAWDO, National Partnership Officers Group, LGA.	Staff Resources - ability to respond within the specified timescales.	-	Strategy Group
To lobby Government and retailers on the reduction of single use carrier bags.	Reduction in carrier bag use, through policy change.	To lobby retailers and Government by Dec 2008.	Officer time (approx 3 days). Related communications plan budget provision of 7.7K for "Carrier Bag Free Town" initiatives.	Effectiveness - minimal impact if lobbying as a single county.	Dec-08	Waste Reduction Projects Group
To lobby Government and retailers on the reduction of packaging.	Reduction in packaging, through policy change.	To lobby retailers and Government by Dec 2008.	Officer time (approx 3 days).	1. Effectiveness - minimal impact if lobbying as a single county. 2. Potential duplication (with other organisations).	Dec-08	Waste Reduction Projects Group

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Policy 3 - The Oxfordshire Waste Partnership will help householders and individuals to reduce and manage their wastes through the provision of advice and appropriate services.						
Refresh our current Joint Waste Reduction & Reuse plan.(incl. home composting, smart shopping, real nappies etc)	Relevant and effective waste reduction policies, communications and tools.	To review the Joint Waste Reduction & Reuse plan by Jun 2008.	Officer time (approx. 12 days)	1. Resources - staff time to complete the review. 2. Affordability - recommendations may be beyond scope of current agreed budget.	Jun-08	Waste Reduction Projects Group
Involve Community in the trialling/piloting of new waste schemes and initiatives.	Involvement of volunteers & residents in the design of new services (particularly food waste collections).	To have plans in place for community involvement in service design by Oct 2008.	Officer time (approx. 8 days per Partner Council).	1. Failure to engage - limited take up. 2. Manageability - over subscription and limited support resources.	Oct-08	Waste Reduction Projects Group
Recruit local recycling champions to promote and "trouble-shoot" waste reduction, recycling & composting services.	Involvement of residents in the local promotion of services.	To recruit a team of recycling champions by Jun 2008.	Officer time (approx. 15 days), plus support from the CAG project.	1. Failure to engage - limited take up. 2. Manageability - over subscription and limited support resources.	Sep-08	Waste Reduction Projects Group
Introduce recycling collection facilities for liquid carton packaging (such as Tetrapaks).	More recycling points for liquid carton packaging.	Each Partner Council to have facilities in place by Sept 2008.	Banks and collections provided by Tetrapak.	Customer satisfaction - reliability of service provision, limited availability.	Sep-08	Waste & Recycling Operations Group
Policy 4 - The Oxfordshire Waste Partnership will encourage the controlled reuse and reclamation of items through the provision of advice and appropriate services.						
Map existing voluntary sector organisations and identify market potential.	A comprehensive list of existing groups and an understanding of the market potential of the sector in Oxfordshire.	To complete a research report by Jan 2009.	Officer time (20 days)	Duplication - avoid duplication with existing information sources.	Jan-09	OCC Waste Reduction Team & Waste Reduction Projects Group.
Where appropriate, promote the waste management services offered by voluntary sector organisations.	A promotional campaign promoting voluntary sector services.	To introduce a promotional campaign by Jun 2009.	Communications plan budget provision of 10K in 08/09 and 5K per annum thereafter.	Increased demand - ability of sector to respond to increased demand/workloads.	Jun-09	OCC Waste Reduction Team & Waste Reduction Projects Group.
Promote online reuse networks such as "freecycle".	Increased reuse activity facilitated through online networks.	To promote relevant networks by Oct 2009.	Officer time (2 days)	Legal - ensure that Partner Councils do not accept any liability for the information or services provided by such sites.	Oct-09	OCC Waste Reduction Team & Waste Reduction Projects Group.
Support the voluntary sector in growing their skills and capacity.	More waste recovered by the voluntary sector.	To have a package of support measures in place by Jun 2009.	Officer time (20 days)	Managing expectation - risk of raised expectation and relationship damage if unable to deliver.	Jun-09	OCC Waste Reduction Team & Waste Reduction Projects Group.
Promote suitable reuse schemes at WRCs.	Greater reuse of materials delivered to WRCs through partnership working with voluntary sector.	To expand current arrangements by Mar 09.	OCC Officer time, plus buy-in from voluntary groups and site contractors.	Customer care - reclamation needs to be controlled.	Mar-09	OCC Service Delivery Team

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Policy 5 - In accordance with regional policy, the OWP will seek to reduce the growth of municipal waste across the county to 0% per person per annum by 2012.						
Implement an enforcement plan and joint policies on controlling waste, and trade waste abuse.	Reduced amount of trade waste within the household waste stream.	To have a joint enforcement plan in place by Oct 2008.	Officer time (approx. 6 days per Partner Council)	1. Failure to reach agreement on joint plan, differing priorities at Partner Councils. 2. Resources - budget for implementation, staff resources, appointment of OWP Enforcement Officer post.	Oct-08	Waste & Recycling Operations Group
Continue to deliver a Countywide communications campaign promoting waste reduction, reuse & recycling services.	A communications campaign leading to a decrease in the amount of residual waste collected.	To have a communications plan for the 2008/11 period in place by Mar 2008.	Total comms plan budget provision of 150K per annum. OWP Communications Officer post.	Consistency - ability of Partner Councils to abide by OWP Media Protocol and key messages of the Communications Plan.	Mar-08	Waste Reduction Projects Group
Policy 6 - The Oxfordshire Waste Partnership will provide an integrated system of collection and processing of household waste which will achieve, as a minimum: By 31 Mar 2010: recycle or compost at least 40% of household waste; By 31 Mar 2015: recycle or compost at least 45% of household waste; By 31 Mar 2020: recycle or compost at least 55% of household waste.						
Implement trial collection schemes for food waste.	Knowledge transfer leading to effective method(s) of collecting food waste from households.	To evaluate trials and report findings by Jan 2009.	Costings to be provided on a scheme by scheme basis.	1. Public participation and buy-in 2. Location of facility. 3. Risk of impact for other partners' schemes (positive and negative).	Jan-09	Waste & Recycling Operations Group
Explore the potential for introducing more comingled dry recycling collections.	More comingled collections, allowing a greater range and quantity of recyclable materials to be collected.	To identify and report on best practice by Oct 2008.	Officer time (approx. 6 days).		Oct-08	Strategy Group
Develop on-street recycling systems.	More on-street recycling facilities in the county's main centres of population.	Each partner council to have on-street recycling systems in place by Mar 2009.	Approx £500 for purchase and installation of each bin. Costs to be met by each Partner Council.	1. Siting - Conservation area issues. 2. Resources - cost of purchasing and installing containers, fit with cleansing/operations. 3. Quality - contamination issues.	Mar-09	Waste & Recycling Operations Group
Procure a facility for the acceptance and reprocessing of food waste.	A facility for processing food waste collected from Oxfordshire households.	To procure a facility by April 2008.	Procurement project team & technical support financed by OCC.	Deliverability - Short timescales, planning and construction risks.	Apr-08	Strategy Group & OWP
		To open a facility and commence collections by April 2009.	As above, plus new collection schemes to be resourced by each District Council.	1. Public participation and buy-in. 2. Location of facility.	Apr-09	Strategy Group & OWP

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Review progress towards longterm strategy targets	Measures to ensure that longterm targets are met.	To devise an agreed system of forecasting and reporting by June 2008.	Officer time(approx 5 days).	Control - outcomes can be influenced by external factors (such as the weather, the media, policy and legislative change).	Jun-08	Strategy Group & OWP
Set recycling targets as part of future WRC contract arrangements.	Higher recycling rates at WRCs.	To have targets in place by Oct 09.	OCC procurement project team & OWP Coordinator.	1. Failure to agree targets - JMWMS recycling rates not reached, resulting in higher disposal costs (and LATS liabilities). 2. Contract costs - higher targets might result in a contract premium.	Oct-09	OCC Service Delivery Team
Policy 7 - The OWP will ensure that recycling facilities and services are available to all residents.						
Complete a knowledge sharing exercise on collecting recyclable materials from flats within the county.	Best practice on collecting recyclable materials from flats is shared.	To deliver a best practice report by Oct 2008.	Officer time (approx 4 days per Partner Council).	1. Engagement with planners. 2. Future service changes.	Oct-08	Waste & Recycling Operations Group
Expand the number of recycling facilities provided at flats	More material collected for recycling from flats.	To implement best practice report findings by Mar 2009.	Approx £500 for purchase and installation of each site. Costs to be met by each Partner Council.	Increased collection costs.	Mar-09	Waste & Recycling Operations Group
To develop a planning design guide for the storage of waste at new residential and commercial developments.	New developments are designed to facilitate the easy storage and collection of materials for recycling.	To deliver a design guide by Oct 2008.	Officer time (approx 3 days per authority).	1. Engagement with planners. 2. Future service changes.	Oct-08	Waste & Recycling Operations Group
Policy 8 - The Oxfordshire Waste Partnership will encourage householders and businesses to separate waste for recycling collections by providing targeted information and awareness raising campaigns.						
Continue to deliver a Countywide communications campaign promoting waste reduction, reuse & recycling services.	A communications campaign leading to a decrease in the amount of residual waste collected.	To have a communications plan for the 2008/11 period in place by Mar 2008.	Total comms plan budget provision of 150K per annum. OWP Communications Officer post.	Consistency - ability of Partner Councils to abide by OWP Media Protocol and key messages of the Communications Plan.	Mar-08	Waste Reduction Projects Group
Provide recycling collection services to commercial waste customers.	A greater number of commercial waste customers receive a waste recycling service.	To ensure that all commercial waste customers have recycling systems in place by Mar 2010.	Start up costs to be determined by each Partner Council. Aim for schemes to become revenue neutral.	1. Take up by commercial customers. 2. Changes to legislation and market trends.	Mar-09	Waste & Recycling Operations Group
Investigate the separate collection of food waste from commercial customers.	Method of recovering food waste from commercial customers established.	A trial collection scheme is delivered by at least one partner council by Mar 2010.	Start up costs to be determined by each Partner Council. Aim for schemes to become revenue neutral.	1. Securing outlet for processing of collected material. 2. Take up by customers.	Mar-10	Waste & Recycling Operations Group

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Reduce the amount of residual waste collected per customer for commercial waste collection services.	Reduced residual waste collected per customer.	To achieve an overall reduction average of 10% of residual waste per customer by Mar 2011.	External funding to be sought.	Take up of recycling initiatives by customers.	Mar-11	Waste & Recycling Operations Group
Seek third party funding to support commercial waste reduction & recycling projects.	Increased funding for commercial waste reduction & Recycling.	To complete at least one funding application for commercial waste reduction & recycling projects by Mar 2009	Officer time (approx 10 days)	1. Identification of suitable funding programmes. 2. Bid(s) fail to gain funding.	Mar-09	Waste & Recycling Operations Group
Provide advice and recommendations to SMEs to enable them to reduce waste.	Reduction in the amount of commercial waste being sent to landfill.	To audit a further 500 business by March 09.	Officer time, external funding and partnership match funding.	1. Uptake from businesses. 2. Lack of resources and funding to deliver outcomes	Apr-09	OCC Waste Reduction Team & Waste Reduction Projects Group.
Policy 9 - The Oxfordshire Waste Partnership will provide a system for recovering value from residual wastes in order to meet LATS targets.						
Procure and construct a residual waste treatment facility to meet the medium to long term requirements of the Landfill Allowance Trading Scheme	Procurement of a waste treatment facility for Oxfordshire's residual waste.	To reach contract close by April 09.	Procurement project team comprising OCC Officers and OWP Coordinator, plus technical support. Project costs are met by OCC.	A separate risk register is maintained for this project.	Apr-09	OCC & OWP
Introduce new OWP financial arrangements (in place of recycling credits) that incentivise residual waste reduction.	A new financial model that encourages residual waste reduction.	To have the new financial arrangements in operation by April 2009.	Officer time to develop Agreement & administration measures (approx 10 days). Legal support from OCC.	Affordability resulting from variance from projected performance & payments.	Apr-09	Strategy group
Policy 10 - The Oxfordshire Waste Partnership will ensure optimum use of landfill void.						
To secure sufficient landfill capacity for Oxfordshire's municipal waste.	Procurement of landfill capacity in place of two current contracts that determine in 2009.	To have a new landfill arrangements in place by Oct 2009.	Procurement project team comprising OCC Officers and OWP Coordinator.	1. Sufficient competition. 2. Interface risks with other procurements and contracts.	Oct-09	OCC
To secure ongoing Waste Recycling Centre provision for Oxfordshire's municipal waste.	Re-let contracts for six of the eight WRCs within Oxfordshire.	To have new WRC contracts in place by Oct 2009	Procurement project team comprising OCC Officers and OWP Coordinator.	1. Sufficient competition. 2. Interface risks with other procurements and contracts.	Oct-09	OCC

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Policy 11 - The Oxfordshire Waste Partnership will seek to provide waste management services for specialised, potentially polluting material streams, such as hazardous waste and WEEE, which meet and exceed legislative requirements.						
Deliver a communications campaign advising householders and businesses on WEEE legislation and disposal options.	Greater segregation, reuse and recycling of WEEE.	To deliver a campaign by Dec 08.	LAA1 pump priming allocation of £22K.	Increased demand for WEEE facilities.	Dec-08	Waste Reduction Projects Group.
Expand collection facilities for the recycling of domestic batteries.	More domestic batteries recycled.	All Partner councils to have battery recycling facilities in place by Mar 2009.	Actions	1. Legislative uncertainty surrounding EU Batteries Directive. 2. Increased costs.	Mar-09	Waste & Recycling Operations Group
Explore future arrangements for the disposal of Hazardous wastes (from WRCs and Fly-tips).	Ensure continued disposal arrangements for Hazardous wastes.	To review current arrangements by Jul 08 and agree extension by Aug 08. To implement new arrangements from Oct 09.	OCC Officer time	1. Uncertainty on future revenue costs. 2. Legislative risk - compliance with Duty of Care	Oct-09	OCC
Secure new contract arrangements with a producer compliance scheme (PCS) for the disposal of WEEE waste.	New contract arrangements in place for WEEE.	To operate the new arrangements from 1 Jul 08.	OCC Officer time	Timescales - failure to meet deadline leads to legislative non-compliance. Evidence - receipt of data to demonstrate activities/compliance.	Jul-08	OCC
Policy 12 - The Oxfordshire Waste Partnership, working with the Waste Planning Authority, will ensure that waste facilities are suitably sized and distributed with the aim of minimising the transport of waste. Facilities will be well related to areas of population, given the environmental and amenity constraints, and the availability of suitable sites.						
Procure all waste facilities in accordance with relevant Waste Planning policy & guidance.	Successful procurement and construction of waste facilities.	n/a	Liaison with Waste Planning Officers.	1. Minerals & Waste Development Framework development has been delayed.		OCC & OWP
Policy 13 - The Oxfordshire Waste Partnership will assist the development of local markets for recovered materials.						
Review partner councils' current purchasing policies and implement a 'buy recycled' policy where necessary.	Greater proportion of goods purchased are recycled and recyclable.	Complete a review by Mar 2009.	Officer time (4 days per Partner Council).	1. Duplication with other groups/organisations. 2. Cooperation needed with procurement officers and central services teams.	Mar-09	Strategy group
		Implement buy recycled policies (where needed) by Oct 2009.	To be determined following review of current policies.	1. Cost implications. 2. Buy-in of relevant officers at partner councils. 3. Purchasing specifications must allow for recycled products. 4. Product quality.	Oct-09	Strategy group

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Encourage the local reprocessing of collected waste streams through partner council procurement and contracts.	Greater proportion of collected wastes are reprocessed locally.	To specify local reprocessing in all waste management contracts with effect from April 2008.	Support of Procurement Project teams.	1. Market ability to deliver. 2. Fairness and Competition - legal implications.	Apr-08	Strategy group
Policy 14 - The Oxfordshire Waste Partnership will develop methods of working together to improve the level of service through effective and efficient use of resources within Oxfordshire.						
Implement the agreed OWP communications plan.	Residents and other identified stakeholders have a greater awareness of the the OWP.	Detailed within the Communications plan.	Total comms plan budget provision of 150K per annum. OWP Communications Officer post.	1. Media interest. 2. Consistency - ability of Partner Councils to abide by OWP Media Protocol and key messages of the Communications Plan.		OWP Coordinator & Projects group
Reach the Silver (implementation) stage of the LGA reputations campaign for Communications	Silver stage accreditation achieved.	To reach the silver stage of the LGA reputations campaign for communications by Mar 2009.	Included within Comms plan.	Failure to gain accreditation.	Mar-09	OWP Coordinator & Projects group
Explore the development of common policies on the collection of chargeable household waste.	More consistent charging policies and practices.	Develop common policies the collection of chargeable household waste by Mar 2009	Officer time (approx. 4 days per Partner Council), plus elected member support.	1. Failure to reach agreement on common policies. 2. Policy changes may have financial impact on some partner councils.	Oct-09	Waste & Recycling Operations Group
Joint procurement of waste & Recycling collection services by Vale of White Horse & South Oxfordshire District Councils.	Joint collection contract arrangements for the two partner councils.	To have a new joint collection contract in place by Sept 2008.	Procurement project team provided by Vale of White Horse & South Oxfordshire District Councils. Support provided by SECE.	A separate risk register is maintained for this project.	Jul-08	Strategy Group
Explore opportunities for joint purchasing of supplies and equipment.	Cost Savings as a result of joint purchasing.	To report on joint purchasing opportunities by Oct 2009.	Officer time (approx. 5 days per authority).	Failure to identify savings.	Mar-09	Strategy Group
Develop a common approach to working on public holidays.	Potential efficiency savings from waste disposal site opening arrangements.	To agree a common approach to public holiday working by Jan 2009.	Officer time (approx. 4 days per Partner Council), plus elected member support.	1. Contractual issues & negotiations with trade union. 2. Availability of disposal facilities. 3. Customer confusion resulting from new working practices.	Apr-08	Waste & Recycling Operations Group
Improve the quality of waste management data management.	Improved data and information for performance monitoring.	To agree a list of data quality improvements by Oct 2008.	Officer time (approx 3 days per authority).	-	Oct-08	Waste & Recycling Operations Group & Env Quality and Cleanliness Group
		To implement an agreed list of data improvements by Mar 2009.	To be determined in Oct 2008 (following agreement of list of improvements).	-	Mar-09	Waste & Recycling Operations Group & Env Quality and Cleanliness Group

Joint Municipal Waste Management Strategy Action Plan 2008/11 continued

Actions	What is the outcome of the action?	SMART targets	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Environmental Quality & Cleanliness						
Reach the Silver (implementation) stage of the LGA reputations campaign for Clean & Green.	Silver stage accreditation achieved.	To reach the silver stage of the LGA reputations campaign for Clean & Green by Mar 2009.	Support from Communications Officer(s)	Failure to gain accreditation.	Mar-09	Env Quality and Cleanliness Group
Share best practice and develop consistent approaches to clean & green enforcement practices.	Robust and consistent approach to clean & green enforcement measures.	To share best practice on enforcement practices by Jul 2008.	Officer time (approx. 5 days per authority).	Partner Council buy-in.	Jul-08	Env Quality and Cleanliness Group
		To develop consistent approaches to enforcement practices by Mar 2009.	Officer time (approx. 10 days per authority).	1. Partner council buy-in. 2. Staffing and resource levels at Partner Councils.	Mar-09	
Finalise and agree targets for LAA2	Agreed LAA2 targets.	To agree LAA2 targets with GOSE by April 2008.	Officer time (approx 6 days).	1. GOSE buy-in. 2. Failure to reach stretch targets.	Apr-08	Env Quality and Cleanliness Group & Strategy Group.
Develop a countywide campaign to reduce fly-tipping.	A communications and enforcement based campaign to deter fly-tipping.	To develop a campaign plan by Oct 2008	Support from Communications Officer(s)	To be funded by NIF or by Partner Councils.	Oct-08	Env Quality and Cleanliness Group
		To implement a campaign from Jan 2008.	LAA2 pump priming funding.	To be funded by NIF or by Partner Councils.	Jan-08	Env Quality and Cleanliness Group
Develop a countywide campaign to reduce litter.	A communications and enforcement based campaign to deter littering.	To develop a campaign plan by Jun 2008.	Support needed from Communications Officer(s).	Consistency with other campaigns.	Jun-08	Env Quality and Cleanliness Group
		To implement a campaign from Oct 2008.	LAA1 pump priming funding.	Impact - failure to reach stretch target.	Oct-08	Env Quality and Cleanliness Group
Develop enforcement measures to support recycling & composting collection services and the roll out of alternate weekly refuse collections.	Greater levels of participation in recycling & composting services, cleaner streets.	To have a package of enforcement measures in place by Sept 2008.	Training of relevant Officers.	1. Public/media opinion - potential negative coverage in local media. 2. Support and buy-in from Operational staff.	Sep-08	Env Quality and Cleanliness Group

List of abbreviations used

BREW – Business Resource Efficiency and Waste

BVPI – Best Value Performance Indicator

CAG – Community Action Group

GOSE – Government Office for the South East

JMWMS – Joint Municipal Waste Management Strategy

LATS – Landfill Allowance Trading Scheme

LAA – Local Area Agreement

NIF – New Initiatives Fund

OCC – Oxfordshire County Council

OSG – Officer Strategy Group

OWP – Oxfordshire Waste Partnership

PSA – Public Service Agreement

PSB – Public Services Board

WEEE – Waste Electrical and Electronic Equipment

WPEG – Waste Performance & Efficiency Grant

WRAP – Waste and Resources Action Programme

WWS – Wild Waste Show

