

Appendix 1
Oxfordshire Joint Municipal Waste Management Strategy
Action Plan 2009/10 -2011/12

No.	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?	LAA/NI priority	Progress Sept 09	Comments
Policy 1 - The Oxfordshire Waste Partnership will encourage the efficient use of resources, reduce resource consumption and take responsibility for the wastes they produce.										
1.1	Show case best practice on waste reduction to Oxfordshire residents & businesses.	OWP exemplar project presented to local community.	To publicise OWP in house waste reduction project findings by Jan 2010.	Officer time, plus marketing budget of approx £2,500. Support from CAGs.	Dependency - reliant on successful completion of earlier project phases (internal waste audits and reporting).	Jan-10	Waste Reduction Projects Group		Amber	Not yet progressed
1.2	To hold/sponsor awards recognising green business and commercial waste reduction in Oxfordshire.	Awareness raised of commercial waste reduction possibilities. Green businesses recognised and rewarded.	To hold an awards ceremony by December 2010.	Officer time, plus OCC commercial waste reduction budget of £6,000 (subject to 09/10 OCC budget settlement).	1. Failure to engage - limited take up. 2. Manageability - over subscription and limited support resources.	Dec-10	OCC Waste Reduction Team & Waste Reduction Projects Group.		Green	OWP sponsored the sustainable business award at the Oxfordshire Business awards in June. Agreed to sponsor next year in return for further "greening" of the awards.
1.3	Share best practice on buying recycled.	Best practice on buying recycled established.	Complete best practice guidance, using case studies from other councils if required, by Jul 09.	Officer time. Support from procurement officers.	1. Duplication - work may already have been completed by procurement officers or others.	Jul-09	Waste Reduction Projects Group		Green	Current practices established and shared amongst partner councils. Discussion held on including buy recycled policies within council procurement strategies.
1.4	Develop a buy recycled buyers guide.	The production of a buy recycled buyers guide for distribution to Partnership councils.	To produce a buy recycled buyers guide by Oct 09.	Officer time. Support from procurement officers.	1. Increased costs - recycled options may be more expensive.	Oct-09	Waste Reduction Projects Group		Amber	Not yet progressed
1.5	Introduce buy recycled and buy local policies to main council contracts and functions.	Buy recycled guide is used to inform decision making when procuring goods and services.	Each partner council to use buy recycled guide from Dec 09.	Officer time. Support from procurement officers.	Possible adverse publicity if fail to change suppliers to ones providing 'greener' products.	Dec-09	Waste Reduction Projects Group		Amber	Dependent upon completion of action 1.4 above.
1.6	Show case best practice on buying local and buying recycled.	OWP exemplar project presented to local community.	To publicise the project findings by Oct 10.	Officer time, plus marketing budget of approx £2,500	Dependency - reliant on successful completion of earlier project phases.	Oct-10	Waste Reduction Projects Group		Amber	Not yet progressed
1.7	Develop minimum environmental standards for OWP and partner council printed literature.	Environmental standards are in place and adhered to by each partner council.	OWP and partner councils to apply minimum environmental standards for printed literature by Oct 09	Officer time	Adverse publicity from failing to change suppliers to ones providing 'greener' products.	Oct-09	Waste Reduction Projects Group		Red	Not yet progressed. Revised completion Jan 10.
Policy 2 - The Oxfordshire Waste Partnership will lobby Central Government to focus on waste as an integral part of sustainable resource management.										
2.1	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		Amber	No responses issued this year to date.
2.2	Introduce a food waste packaging reduction campaign as part of wider work on reducing food waste.	A campaign leading to a decrease in the amount of waste food packaging.	To have a food packaging reduction campaign in place by Sep 09.	Officer time, communications plan budget allocation. Support from CAGs.	Public confusion/mixed messages - the validity of the campaign may be challenged by packaging industry.	Sep-09	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Amber	Not yet progressed. Recent review of waste reduction strategy suggested time may be better spent focussing on food waste reduction.
2.3	Lobby government on increasing the recyclability of food packaging	Increase in recyclability of food packaging, through policy change	To lobby government by Jun-09	Officer time	Effectiveness- minimal impact if lobbying as a single county	Jun-09	Waste Reduction Projects Group		Green	DEFRA has issued a packaging waste reduction strategy.
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.										
3.1	Implement revised Joint Waste Reduction & Reuse plan.(incl. home composting, smart shopping, real nappies etc)	Relevant and effective waste reduction policies, communications and tools.	Begin implementation of Joint Waste Reduction & Reuse plan by May 09.	To be identified within the new plan.	1. Resources - staff time to implement.	Oct-09	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Red	Review of current strategy completed. Work is ongoing on the development of a revised strategy, but agreement and implementation of revised plan now likely to be Dec 09.
3.2	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 further team of recycling champions by Jun 2010.	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.	Jun-10	Waste Reduction Projects Group		Green	More Master Composters have been trained. The number of CAGs is increasing.

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3.3	To continue to provide a local "Love food Hate Waste" campaign.	A campaign leading to a reduction in the amount of food thrown away.	To introduce a further promotional campaign by Jul 2009.	Officer time, comms plan budget allocation. Support from CAGs.	Limited impact due to poor take up by local media.	Jul-09	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Green	Ongoing promotion through roadshows, web and council magazines.
3.4	Support Real Nappy week	Increased public awareness of the scheme	To promote and publicise the campaign by April each year.	Officer time, comms plan budget allocation	Limited impact due to poor take up by local media.	Apr-09	Waste Reduction Projects Group		Green	Nappy trial packs developed and launched during Real Nappy week.
3.5	Support Recycle Now Week	Increased public awareness of the scheme	To promote and publicise the campaign by June each year	Officer time, comms plan budget allocation	Limited impact due to poor take up by local media.	Jun-09	Waste Reduction Projects Group		Green	Number of events and related PR were held.
3.6	Support Compost awareness week	Increased public awareness of the scheme	To promote and publicise the campaign by May each year.	Officer time, comms plan budget allocation. Support from CAGs.	Limited impact due to poor take up by local media.	May-09	Waste Reduction Projects Group		Green	A number of compost giveaways were held around the county in partnership with Agrivert Ltd.
3.7	Improve quality of waste management advice provided to customers by council admin/customer service teams.	Customers provided with accurate and up-to-date information on disposing of unwanted goods.	Provide admin/ customer services staff with regularly updated information on waste management services from April 09.	Officer time and the support of customer service teams at partner councils.	Resources - staff time for regular updates and training of customer service teams.	Apr-09	Waste Reduction Projects Group		Red	OCC staff plan to visit district staff to exchange info., but this has not yet taken place.
Policy 4 - The Oxfordshire Waste Partnership will encourage the controlled reuse and reclamation of items through the provision of advice and appropriate services.										
4.1	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 5K per annum. Support from CAGs.	Increased demand - ability of sector to respond to increased demand/workloads.	Jun-09	OCC Waste Reduction Team & Waste Reduction Projects Group.		Red	Reuse guide is currently being developed. Revised completion date Nov 09.
4.2	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). Support from CAGs.	Managing expectation - risk of raised expectation and relationship damage if unable to deliver.	Jun-09	OCC Waste Reduction Team & Waste Reduction Projects Group.		Red	Reuse guide will advertise services provided by voluntary sector. Scoping options to work with voluntary sector provider on bulky waste reuse. Revised completion date Mar 10
4.3	Promote suitable reuse schemes at WRCs.	Greater reuse of materials delivered to WRCs through partnership working with voluntary sector.	To further expand current arrangements by Mar 10.	OCC Officer time, plus buy-in from voluntary groups and site contractors.	Customer care - reclamation needs to be controlled.	Mar-10	OCC Service Delivery Team		Amber	Trial with Emmaus at certain WRC sites is on-going.
4.4	Introduce a waste exchange for businesses.	A forum for businesses to arrange the exchange of materials, by-products and wastes.	To introduce a waste exchange by Jan 10.	Officer time (largely OCC), plus support from regional agencies.	Poor take up by local businesses.	Jan-10	Waste Reduction Projects Group		Green	BREW project funding obtained. Post recruited and project developing well.
4.5	Support the CAG county wide swap shops.	Increase number and scope of swap shops and increase the amount of materials both reused & recycled.	To deliver support measures by Mar 10.	Officer time, comms plan budget allocation. Support of CAGs.	Capacity - demand may outstrip our capacity to support and deliver events.	Mar-10	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Green	Regular liaison with CAG project through Waste Reduction Projects Group
Policy 5 - In accordance with regional policy, OWP will seek to reduce the growth of municipal waste across the county to 0% per person per annum by 2012.										
5.1	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 2009/12 period in place by April 2009.	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.	Apr-09	Waste Reduction Projects Group		Green	Communications plan in place. Approved by Officer Strategy Group.
5.2	Develop common policies and consistent approaches to limit the impact of any amendment to the definition of household waste.	Minimise waste increases resulting from the re-definition of household waste.	To have policies relating to the collection and disposal of relevant waste streams drafted and agreed by April 09	Officer time and increased waste disposal budget provision.	Increased costs (largely disposal).	Apr-09	Officer Strategy Group	LAA/NI 191 Residual waste per household.	Green	Consistent policies developed for approval on all schedule ii premises. All authorities have developed collection/acceptance schemes. Meetings being held with key customers.
5.3	Promote home composting as an ongoing option when food waste collection schemes are introduced.	Householders continue to home compost after the introduction of food waste collections	To introduce a campaign by Aug 09	Officer time, comms plan budget allocation. Support of CAGs.	Public confusion - need to ensure that promotions are kept simple/concise and do not have too many messages within them.	Aug-09	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Green	New Home composting bin promotion commences Oct 09 and Master Composter scheme continues to flourish.

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5.4	To share knowledge on the inclusion of waste collection facilities within (Town & Country Planning Act 1990) s.106 agreements (eg. Provision of home composters, bring sites etc.)	Information exchange on the successful inclusion of waste collection facilities within s.106 agreements.	Knowledge exchange by Oct 10	Support from planning officers	Strength of the economy resulting in less new housing.	Oct-10	Waste & Recycling Operations Group		Green	Work undertaken by partner councils, with information exchange undertaken by Waste & Recycling Operations Group.
5.5	Consider development of an Oxfordshire zero waste place.	An assessment of the potential for a zero waste place within Oxfordshire.	A decision reached on whether to apply for zero waste place status by Jun 09	Officer time and information from the BREW centre.	Raised expectation that a zero waste place will be developed.	Jun-09	Waste Reduction Projects Group		Green	Further funding announced by DEFRA. Bid based on Dorchester on Thames, near Wallingford has been successful in obtaining funding.
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.										
6.1	Implement collection schemes for food waste.	Collections of food waste from households.	To commence food waste collections from Aug 09.	Costings to be provided on a scheme by scheme basis.	1. Public participation and buy-in 2. Risk of impact for other partners' schemes (positive and negative).	Aug-09	Waste & Recycling Operations Group	LAA/NI 192 Household waste recycled and composted.	Green	Food waste collections commenced in South Oxfordshire. OWP New Initiatives Funding awarded to Cherwell and Oxford for schemes launching this autumn.
6.2	Increase on-street recycling systems.	More on-street recycling facilities in the county's main centres of population.	Each partner council to introduce at least one additional on-street recycling facility by Mar 2010.	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-10	Waste & Recycling Operations Group	LAA/NI 192 Household waste recycled and composted.	Green	Number of facilities recently expanded in Cherwell.
6.3	Procure a facility for the acceptance and reprocessing of food waste.	A facility for processing food waste collected from Oxfordshire households.	To ensure that a facility for the treatment of food waste is available in Oxfordshire by Sept 2009.	Procurement project team & technical support financed by OCC.	Deliverability - Short timescales, planning and construction risks.	Sep-09	Strategy Group & OWP	LAA/NI 192 Household waste recycled and composted.	Green	Contract awarded. Planning permission granted for two of three sites. Ardley IVC on track for Dec 09 opening.
6.4	Undertake a programme of WRC refurbishment.	Refurbishment of a further 3 WRCs.	To complete refurbishment by Mar 2010.	Capital programme budget at OCC.	Sites may have to be closed during refurbishment. This may result in increased fly-tipping and reduced levels of recycling.	Mar-10	OCC Service Delivery Team		Green	Refurbishment of Oakley Wood site completed June 09.
6.5	Continue to deliver a Countywide communications campaign promoting waste reduction, reuse & recycling services.	Increased public participation, increased recycling rates and a further reduction in the amount of residual waste produced.	To have a communications plan for the 2009/12 period in place by April 09	Officer time, Comms budget.	Consistency - ability of Partner Councils to abide by OWP Media Protocol and key messages of the Communications Plan.	Apr-09	Waste Reduction Projects Group		Green	Communications plan in place. Approved by Officer Strategy Group.
6.6	Implement policies to reduce illegal deposit of trade waste within domestic waste streams	A reduction in the amount of trade waste entering domestic waste streams.	Introduce trade waste reduction policies and plans by Jun 09.	Officer time & member approval of policy implementation.	Adverse publicity surrounding enforcement of new policies. Policies need to be considered reasonable and fit for purpose.	Apr-10	Waste & Recycling Operations Group & Env Quality and Cleanliness Group	LAA/NI 191 Residual waste per household.	Amber	Research work ongoing. Recommendations will be subject to approval by Oxfordshire County Council. Revised implementation date April 10.
Policy 7 - OWP will ensure that recycling facilities and services are available to all residents.										
7.1	Expand the number of recycling facilities provided at flats.	More material collected for recycling from flats.	To implement recycling systems at all flats by Mar 2010.	Approx £500 for purchase and installation of each site. Costs to be met by each Partner Council.	Increased collection costs.	Mar-10	Waste & Recycling Operations Group	LAA/NI 192 Household waste recycled and composted.	Amber	Ongoing within Oxford City. Systems in place at other district councils.
7.2	Share best practice on managing assisted collection services.	Best practice on managing assisted collection services established.	Complete best practice guidance, using case studies from other councils if required, by May 09.	Officer time	A lack of available information might limit usefulness of this work.	Oct-09	Waste & Recycling Operations Group		Amber	Exchange of information undertaken by WROG.

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7.3	Raise awareness of services such as assisted collections that improve the accessibility of waste collection services.	Increased uptake of assisted collection schemes by those eligible.	Publicise the existence of these services by Jul-09.	Officer time, comms budget	Over-subscription to the scheme, increased expenditure associated with assisted collections.	Dec-09	Waste & Recycling Operations Group		Amber	Not yet completed.
7.4	Complete an Equalities Impact Assessment of OWP.	An Equalities Impact Assessment of OWP.	To complete an Equalities Impact Assessment by Mar 10.	Support from Equalities team at Cherwell D.C	-	Mar-10	Strategy Group		Amber	Not yet progressed.
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.										
8.1	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 2009/12 period in place by April 2009.	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.	Apr-09	Waste Reduction Projects Group		Green	Communications plan in place. Approved by Officer Strategy Group.
8.2	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-10	Waste & Recycling Operations Group		Green	OWP NIF funding has allowed growth of commercial recycling schemes in Cherwell and Oxford City. Has also funded an options appraisal for West Oxfordshire.
8.3	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. Availability of outlet for processing of collected material. 2. Take up by customers.	Mar-10	Waste & Recycling Operations Group		Green	OWP NIF funded study completed by Oxford City and West Oxfordshire.
8.4	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.	Officer time and availability of commercial waste recycling schemes.	Take up of recycling initiatives by customers.	Mar-11	Waste & Recycling Operations Group		Green	Tonnage figures are being reviewed monthly. Figures to Jul 09 show a 9% reduction in waste landfilled compared to equivalent period last year.
8.5	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 300 business by March 10.	Officer time, OCC funding with potential external funding and partnership match funding.	1. Uptake from businesses. 2. Lack of resources and funding to deliver outcomes.	Mar-10	OCC Waste Reduction Team & Waste Reduction Projects Group.		Red	Subsidy previously offered by OCC for waste audits has been removed. Businesses now have to pay for this service. New contract for completion of audits being developed by OCC.
8.6	Introduce a householder recycling incentives scheme (such as "Cash for Trash").	Increased participation and recycling capture rates as a result of the incentive scheme(s).	To introduce an incentive scheme by Sept 09	Support of collection and recycling contractors. Communications plan budget.	1. Potential for adverse publicity (some residents might disagree with the incentives concept). 2. Lack of impact on participation & capture rates.	Sep-09	Waste Reduction Projects Group	LAA/NI 192 Household waste recycled and composted.	Red	Revised completion date of Jan 2010 proposed.
8.7	Explore the feasibility of introducing trade waste recycling facilities at WRCs.	Trade waste recycling facilities at more WRCs.	Produce report detailing feasibility of introducing trade waste recycling facilities at more WRCs by Oct 10.	Officer time and possible OCC budget contribution.	1. Raised expectation. 2. Increased WRC costs.	Oct-10	OCC Service Delivery Team & Waste & Recycling Operations Group.		Amber	Work ongoing at OCC.
Policy 9 - The Oxfordshire Waste Partnership will provide a system for recovering value from residual wastes in order to meet LATS targets.										
9.1	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		Green	Preferred bidder appointed by OCC and fine tuning work is on-going. Planning permission to be sought in October.
9.2	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		Green	New arrangements are now operating.
Policy 10 - The Oxfordshire Waste Partnership will ensure optimum use of landfill void.										
10.1	To secure sufficient landfill capacity for Oxfordshire's municipal waste.	Procurement of landfill capacity in place of two current contracts that end 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		Green	Procurement completed successfully.

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10.2	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		Green	Procurement completed successfully.
10.3	Raise awareness of materials that should not be placed within residual waste as part of wider communications plan.	Increased recycling with a reduction in the amount of residual waste collected.	To devise promotional campaign (as part of wider communications plan) by Jul 2009.	Officer time, comms plan budget allocation. Support of CAGs.	Effectiveness/impact of the campaign.	Jul-09	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Green	Information produced for lower performing areas within Cherwell and Oxford
10.4	Introduce enforcement policies to support the reduction of residual waste & the introduction of AWCS.	Enforcement policies used by partner councils to support the reduction of residual waste/ support AWCS.	Introduce a range of relevant policies by Mar 10.	Officer time & member support.	1. Negative publicity. 2. Insufficient resources to enforce new policies.	Mar-10	Env Quality and Cleanliness Group	LAA/NI 191 Residual waste per household.	Amber	Policies in place within Oxford City, but not yet developed in other areas.
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.										
11.1	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 2010.	£150 per site. Costs to be met by Partner Councils.	1. Legislative uncertainty surrounding EU Batteries Directive. 2. Increased costs.	Mar-10	Waste & Recycling Operations Group		Green	OWP NIF funding awarded to expand collections at Waste Recycling Centres across the county and also at bring sites within Cherwell. A number of major supermarkets to introduce in-store take back schemes in the new year.
11.2	Research the introduction of a community repaint scheme within Oxfordshire.	Feasibility of introducing a community repaint scheme assessed.	To determine the feasibility of an Oxfordshire community repaint scheme by Oct 09.	Officer time, Support of CAGs.	Managing expectation - risk of raised expectation and relationship damage if unable to deliver a scheme.	Oct-09	Waste Reduction Projects Group		Green	Scheme found to be operating in Oxford (Orinoco scrapstore collects paint for reuse)
11.3	Introduce Portable Appliance Testing (PAT) at CAG swap shops.	Increased reuse of small electrical appliances as a result of the introduction of PAT testing.	Introduce PAT at CAG swap shops by Jul 09.	Training of CAG volunteers.	Ability of CAGs to meet demand.	Jul-09	Waste Reduction Projects Group	LAA/NI 191 Residual waste per household.	Green	PAT now operating at CAG swap shops
11.4	Develop a hazardous waste management strategy, to form a technical annex to the JMWMS	A hazardous waste strategy.	To produce a hazardous waste strategy by Jan 10	Officer time and possible external technical support.	1. Insufficient officer time/resources.	Jan-10	Waste & Recycling Operations Group		Amber	Not yet progressed
11.5	Develop proposals to reduce incidents of fly tipped tyres, as part of wider fly tipping reduction strategy.	Proposed actions for reducing the fly tipping of tyres.	To complete a range of proposals for consideration by Jul 09.	Officer time	-	Jul-09	Env Quality and Cleanliness Group	LAA/NI 196 Improved street and environmental cleanliness – fly tipping.	Green	Wider fly-tipping campaign delivered.
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.										
12.1	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		Green	MWDF recommencing. OWP will inform development of the framework.
12.2	Complete a gap analysis on services provided by Waste Recycling Centres and Waste Collection Authorities.	A report detailing any gaps in service provision.	To produce a report by Jun 09	Officer time	Timing - report findings will need to influence WRC refurbishment plans and WCA collection arrangements.	Jun-09	Waste & Recycling Operations Group		Red	Work undertaken, but recommendations not yet formed. Revised completion date Nov 09.
12.3	Implement recommendations from gap analysis of WRC and WCA services.	A coordinated suite of collection & reception facilities for Oxfordshire's household waste.	Complimentary WRC and Collection services in place across Oxfordshire by Mar 2011.	Officer time.	Dependency upon preceding gap analysis.	Mar-11	Waste & Recycling Operations Group		Amber	Dependent upon completion of action 12.2 above.
12.4	Explore opportunities for increased provision of WRCs within Oxfordshire.	An assessment of potential for new WRCs within Oxfordshire.	To complete an assessment by Oct 09.	Officer time and possible technical support (funded by OCC).	1. Sufficient Officer time. 2. Raised expectations	Oct-09	OCC Service Delivery Team & Waste & Recycling Operations Group.		Amber	Work is on-going.
Policy 13 - The Oxfordshire Waste Partnership will assist the development of local markets for recovered materials.										
13.1	Explore the potential for residents and local community to buy back composted garden waste.	Recommendations on the viability of providing outlets for the compost.	To form recommendations by Jan 10.	Support of composting contractor(s) and possibly retail outlets.	Dependent on the support of the composting contractor.	Jan-10	Waste Reduction Projects Group		Amber	Compost giveaways proved successful. Plans for ongoing sales or giveaways to be developed.

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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.										
14.1	Implement the agreed OWP communications plan.	Residents and other identified stakeholders have a greater awareness of 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.	Ongoing	OWP Communications Officer & Waste Reduction Projects group.		Green	Communications plan in place and is being implemented.
14.2	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.	Oct-09	Strategy Group		Green	Regional framework agreement used for purchase of food waste caddies and liners. New countywide home composting sales arrangement now in place.
14.3	Improve the quality of waste data management through the provision of a shared data management system.	Improved data and information for performance monitoring.	To introduce a shared data management system by Mar 2010.	To be determined following assessment of available software.	1. Affordability of new software package. 2. Compatibility with other systems in use at partner councils.	Mar-10	Waste & Recycling Operations Group.		Amber	Software packages are currently being procured by a number of partner councils.
14.4	Update branding usage guidelines and press release protocol for OWP and OWP funded projects.	Consistent use of OWP branding and consistent messages within press releases.	To update the current branding usage guidelines and press release protocol by May 2009.	Officer time.	1. Failure to reach agreement. 2. Failure to embed the guidelines within partner councils communications work.	May-09	OWP Communications Officer & Waste Reduction Projects Group.		Green	Completed and agreed by Waste Reduction Projects Group.
14.5	Review the current Joint Municipal Waste Management Strategy.	Completion of a scheduled review of the JMWMS.	Complete review by Mar 2012.	Officer time.	Failure to agree upon review findings.	Mar-12	Strategy group		Amber	Not yet progressed. DEFRA are currently reviewing the requirement to have a JMWMS.
14.6	Review the operational effectiveness of OWP.	A review with recommendations of the working of OWP	To complete a review by Mar 10.	Officer time and support from the Partnerships Unit at OCC.	Failure to agree upon review findings.	Mar-10	Strategy group		Amber	Not yet progressed. Suitable frameworks are currently being investigated.
14.7	Support the Wild Waste Show in identifying and securing funding for a replacement bus.	Funding for a replacement bus when the current vehicle reaches the end of its operational life.	To secure funding for a replacement vehicle by mar 2011.	Officer time	Failure to identify and secure sufficient funds.	Mar-11	Waste Reduction Projects Group		Amber	No funds have yet been secured.
Environmental Quality & Cleanliness										
15.1	Develop a countywide campaign to reduce fly-tipping.	A communications and enforcement based campaign to deter fly-tipping.	To implement a campaign from Jun 09.	Application to the New Initiative Fund.	Dependent upon approval of NIF bid.	Jun-09	Env Quality and Cleanliness Group	LAA/NI 196 Improved street and environmental cleanliness – fly tipping.	Green	Campaign launched in August.
15.2	Introduce an anti litter campaign targeting young people.	A campaign targeting youth groups resulting in increased awareness and decreased occurrences of littering.	To implement a campaign by Oct 09.	Officer time, comms plan budget allocation. Support of CAGs.	Effectiveness - take up of campaign message by schools and youth groups.	Oct-09	Env Quality and Cleanliness Group	LAA/NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting).	Red	Plans currently being developed by EQ&CG. Revised completion date Mar 10.
15.3	Raise awareness that partner councils issue Fixed Penalty Notices (FPNs) for littering.	Increased public awareness that littering carries an on the spot fine.	To complete a publicity campaign by Jun 09	Officer time and communications budget.	Effectiveness - take up by local media.	Jun-09	Env Quality and Cleanliness Group	LAA/NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting).	Amber	Recent PR following prosecutions by Cherwell D.C. Campaign based on Cigarette litter developed in CDC. Campaign planned for Oxford City.
15.4	Promotional campaigns to target a reduction of commonly littered items: Chewing gum, cigarette butts & fast food packaging.	Promotional campaign(s) to reduce littering.	To deliver promotional campaigns focussing on at least one commonly littered item by Oct 09.	Officer time and communications budget.	Effectiveness - take up by local media.	Oct-09	Env Quality and Cleanliness Group	LAA/NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting).	Green	Participated in Keep Britain Tidy car litter campaign in Jul. Cigarette butt campaign completed in Cherwell. Campaign on litter in Oxford City centre being developed.

Appendix 1
Oxfordshire Joint Municipal Waste Management Strategy
Action Plan 2009/10 -2011/12

No.	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?	LAA/NI priority	Progress Sept 09	Comments
15.5	Develop multi-agency approach to enforcement (working with the police, trading standards and Environment Agency and British Transport Police)	An integrated approach to environmental enforcement.	To deliver an integrated enforcement campaign by Oct 2011	Support from relevant partner organisations	Failure to gain support of other agencies. Manageability - complexity of organising a multi-agency approach	Oct-11	Env Quality and Cleanliness Group		Amber	Contact with EA is improving and EA now attend some OWP officer group meetings.
15.6	Deliver a countywide Big Tidy Up/spring clean campaign.	Volunteers participating in a countywide Big Tidy up/ Spring clean.	To run a campaign during April 09	Officer time, Comms Budget. Support from CAGs.	Take up - lack of public participation. Resources - sufficient staff and resources to manage the campaign.	Apr-09	Env Quality and Cleanliness Group	LAA/NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting).	Green	Campaign was completed. Over 40 community groups participated.
15.7	Develop a programme of cleaning for cigarette butts, using OWP "Glutton" street cleaning machine.	Effective use and efficient sharing of OWP Glutton leading to improved cleanliness standards.	Each partner council to have used the glutton machine for at least five working weeks by Mar 10	Officer time	-	Mar-10	Env Quality and Cleanliness Group		Amber	Insurance issues nearing resolution.
15.8	Lobby government on strengthening current code of practice on litter on the go (fast food packaging)	Increased sign-up by fast food retailers to code of practice	To lobby government by Jun-09	Officer time	Effectiveness- minimal impact if lobbying as a single county	Jun-09	Env Quality and Cleanliness Group		Red	Lobbying ongoing through encams forums and seminars. Letter to government to be drafted. Revised completion Oct 09.
15.9	Improve partnership working with OCC Highways on the cleaning of fast roads.	Improved cleanliness standards on fast roads.	Options for improved cleaning of fast roads to be trialled by April 09	Officer time and support from OCC Highways and their appointed contractors.	1. Increased costs. 2. Failure to work effectively with Highways Authority and contractors.	Apr-09	Stategy group	LAA/NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting).	Amber	Discussions with OCC highways and their contractors are on-going, but communication problems around verge cutting still being encountered.
15.1	Lobby government on introducing a Fixed Penalty Notice option for low level flytipping	Increased flexibility in enforcement options and more effective use of officer time.	To lobby government by Jun-09	Officer time	Effectiveness- minimal impact if lobbying as a single county	Jun-09	Env Quality and Cleanliness Group		Red	Lobbying ongoing through encams forums and seminars. Letter to government to be drafted. Revised completion Oct 09.