

# Project / Programme Initiation Document (PID)

**Project / Programme:** Local Area Agreement: Commercial Waste Target

**Ref:** OWP001

**Date:** 5<sup>th</sup> January 2007

**Author:** Daniel Dempsey (OCC)

**Project / Programme Manager:** Daniel Dempsey (OCC)

**Sponsors:** Councillor Keiron Mallon – Chairman of  
Oxfordshire Waste Partnership  
Councillor Roger Belson – Portfolio Holder for  
Sustainable Development (OCC)  
Andrew Pau – Head of Waste Management (OCC)

**Version No:** 2.0

**Approvals:** Fay Dashper - Waste Reduction Manager (OCC)

**Distribution:** Oxfordshire Waste Partnership  
Oxfordshire Waste Management Strategy/Steering  
Group  
Waste Management Group at Oxfordshire County  
Council

---

# Project / Programme Initiation Document

## 1 Background

This project aim is to achieve the Local Area Agreement for Commercial Waste. A Local Area Agreement (LAA) is a commitment to achieve a specified level of performance and has been negotiated between the Oxfordshire Local Authorities and the Government Office for the South East (GOSE), which represents Central Government.

The LAA target for Commercial Waste is:

**'By 2008/9, 60 businesses taking part in a programme of awareness-raising and support achieve 60% recycling rate'**

This target is not a stretch target and the work proposed within this Project Initiation Document already forms the core areas of work undertaken by the Commercial Waste Reduction Officer. This document sets out the means by which the LAA target for Commercial Waste will be achieved. This document also explains how the target can be exceeded and discusses the implications for Oxfordshire's environment and economy.

## 2 Project definition

### 2.1 Project objectives

- The project will instigate a programme of awareness raising and support for businesses;
- As a result of this awareness raising and support at least 60 businesses will have achieved recycling rates of at least 60%;
- Work within the guidelines of the 'Oxfordshire Joint Municipal Waste Management Strategy'; and
- The project will be complete by the end of financial year 2008/9.

## 2.2 Defined method of approach

This project builds on the ongoing work of the Commercial Waste Reduction Programme, run by Oxfordshire County Council (OCC). The key methodologies, that will be used to achieve the LAA, are as follows:

**Marketing and Communication** - Key aspects of the Commercial Waste Reduction Programme will be promoted in the media, with the objective of increasing:

- the uptake of waste audits;
- attendance at workshops; and
- response rate of the Sustainable Business Survey.

There are a number of aspects to the marketing and communications campaign. Firstly, success stories will be promoted through press releases being sent to the local media that detail the successes to date and explain how businesses can engage with the Programme. Secondly, OCC will place adverts in media that are accessed by Oxfordshire businesses – primarily the 'InBusiness' supplement of the Oxford Times. Finally, OCC will use business networks such as the Oxfordshire Town Chambers Network to promote the Commercial Waste Reduction Programme.

**Sustainable Business Survey** - The survey will provide an empirical base upon which OCC can build and promote its Commercial Waste Reduction Programme. The survey will be sent to all businesses within Oxfordshire (approximately 16,000) and will promote the Programme by providing details of the Commercial Waste Website and the offer of a free waste audit (subject to availability). This survey was first initiated in 2005 and will be undertaken every two years.

**Workshops** - OCC currently hosts countywide commercial waste reduction workshops, in conjunction with Environmental Information Exchange (EIE). These workshops give attendees an understanding of how managing their waste more efficiently can benefit their company as well as the environment and serve to promote waste audits to attendees. OCC has also compiled a Business Resource Efficiency Pack which is full of helpful tips on how to run a business in a more environmentally sustainable manner. These are given to workshop attendees and are available to all Oxfordshire businesses on request. OCC's Commercial Waste Reduction Officer also attends workshops and seminars run by other organisations. These workshops /seminars provide an excellent opportunity to promote waste audits. Finally, OCC works with environmental organisations such as the National Industrial Symbiosis Programme (NISP) on joint sustainable business events. Whilst these events may not focus purely on commercial waste reduction, they will have a green theme and again, provide an excellent opportunity to 'sell' business sustainability and waste audits to attendees.

**Waste Audits** - Through onsite contact with business it is possible to analyse their waste and suggest strategies by which to minimise it. The programme of waste audits involves Oxfordshire County Council (OCC) contractors (currently EIE) visiting businesses. The businesses waste is analysed by evaluating how and why the waste is produced and

disposal methods used. The waste itself is weighed and divided by material stream. It is then possible to give costed, step by step guidance that will enable the company to reduce its waste, and where it is not already, to reduce or recycle it. Waste audits provide the key means by which the OWP can achieve its LAA Commercial Waste Target. They allow OCC to give businesses site specific waste reduction, reuse and recycling advice. They also allow OCC to build a rapport with individual businesses which in turn provides an opportunity for further engagement with Oxfordshire's business community.

**Evaluation** – It is important that the Oxfordshire Waste Partnership (OWP) can demonstrate it has achieved the LAA Commercial Waste Target. The evaluation will focus on the extent to which the waste audits have allowed businesses to reduce their waste and increase their recycling rate. There will be two aspects of the evaluation process. Firstly, every business audited (that has agreed to ongoing contact with OCC) will be contacted by the Commercial Waste Reduction Officer at least 3 months after their audit. The object of this exercise will be to check if the guidance given in the audit has been carried out and to ascertain whether more guidance is required. Secondly a cohort of up to 10% of auditees will be contacted for a more in depth evaluation. This evaluation will seek to ascertain the recycling rates of businesses that have received audits. This information can then be extrapolated to show the extent to which the LAA target has been achieved. As with the evaluation carried out by the Commercial Waste Reduction Officer it will take place at least 3 months after the waste audits have taken place.

## 2.3 Project scope

**Marketing and Communications** - Ongoing PR will take place over 2007/8 – 2008/9. To a certain extent this will be opportunistic and wherever possible free of charge – for example using a national news story to provide a hook for promoting the Commercial Waste Reduction Programme. Local examples will be promoted, such as the recent 'pubs that are going green' story. This story could be built on with quotes from participants, photos etc to create a continued good news story. The project will also rely on adverts being placed in business facing media, mainly the 'InBusiness' magazine within The Oxford Times. Adverts are placed monthly and cost £513 per advert. Finally, using business networks such as the Oxfordshire Town Chambers Network, will provide an excellent opportunity to promote directly to businesses and their key decision makers. Opportunities vary but may include an invitation to speak to a group of Town Chambers directors or contribute to a co-branded newsletter. Each opportunity costs £250. This form of marketing will be carried out at least 4 times over financial year 2007/8. This means that the total marketing budget necessary to promote uptake of waste audits in particular and the Commercial Waste Reduction Programme in general is £7156.

**Sustainable Business Survey** - The survey (undertaken every two years) will be carried out in February / March 2007. The survey expects that 5% (approximately 800) of businesses surveyed will respond. Of these respondents 400 will be offered waste audits. Business contacts will be drawn from a data base provided by a marketing company. Where possible businesses will be contacted by email, where this is not possible a mail shot will send survey forms to businesses with the opportunity to respond either by free post or online. Apart from promoting the Commercial Waste Reduction Programme in general and specifically the waste audits, the survey will provide the base

---

upon which the Commercial Waste Reduction Programme will be developed until 2008/9. The survey is expected to cost up to £19,000, including an advertising/marketing campaign. Producing a strategy report with a list of recommendations for the development of the Commercial Waste Reduction Programme will cost £1000.

**Workshops** - It is anticipated that at least 6 workshops will be delivered by OCC, working in partnership with other organisations (subject to contract award) in financial year 2007/8. This means that the Commercial Waste Reduction Officer will attend events organised by other organisations or jointly host events. Workshops in 2007/8 are expected to cost £7000.

**Waste Audits** - The project will deliver 500 waste audits in financial year 2007/8. 400 audits will be offered to businesses that respond to the Sustainable Business Survey and 100 will be offered to businesses that have contact with OCC (for example through attendance at a workshop). The cost of a single waste audit, delivered by EIE is £107.50. Therefore, 500 audits will cost £53,750.

Of businesses that have already received a waste audit, half of them have received advice that will enable them to recycle 50% of their waste. The waste audits have been extremely popular in financial year 2006/7. The initial programme to deliver 50 audits has been extended and by the end of the financial year up to 400 businesses will have received a waste audit. Approximately 200 businesses will have the capacity to recycle 60% of their waste. Subject to final evaluation, the Commercial Waste Reduction Officer is confident that OCC has already undertaken the work required to meet the LAA Commercial Waste Target.

It is recommended that the audit programme remains in place to allow continued monitoring. A decision on whether to continue the waste audits into financial year 2008/9 will be taken subsequent to the completion of a Strategy Report that will be based on the findings of the Sustainable Business Survey.

**Evaluation** - The first aspect of evaluation (beginning April 2007) is contacting waste auditees. This will be conducted in-house and bear no cost to OCC, other than the Commercial waste Reduction Officer's time. It will consist of email or telephone contact with the auditee and take approximately 10 minutes per evaluation or 83 hours for 500 auditees (approximately 1 hour 40 minutes per week). The second aspect of evaluation is the most critical to achieving the LAA target. A cohort of up to 10% of auditees will be contacted and asked to give a more detailed account of how the audit has affected their recycling rates. This will take at up to 1 hour (30 minutes for contacting the business and 30 minutes for processing the data provided). This will cost approximately £54 per evaluation or £4860 for 90 evaluations. The evaluation aspect of the project will run until at least 2008/9.

---

## 2.4 Project deliverables

1. Sustainable Business Survey
2. A list of businesses obtained by the survey, which can be contacted in order to receive a waste audit and further evaluation.
3. 500 waste audits in 2007/8
4. At least 6 workshops delivered countywide in 2007/8
5. A marketing and communications campaign including use of the Business Resource Efficiency Pack
6. A two part evaluation procedure
7. A report detailing the extent to which the project has succeeded
8. Interim reports detailing project progress (as requested by the OWP)

## 2.5 Constraints

**Financial resources** - The key constraint is funding. As with other OCC programmes the Commercial Waste Reduction Programme receives its budget annually. As the budget for financial years 2007/8 and 2008/9 has not yet been allocated, it cannot be guaranteed that the required funds for the body of work detailed above will be available.

**Officer resources** - Officer resources may constrain the project to a certain extent. Although achieving the LAA target will be a key focus for the Commercial Waste Reduction Officer they do have other duties, such as providing waste reduction advice to all businesses whether they are likely to contribute towards the LAA Commercial Waste Target, or not.

**Time** - Time is not likely to be a key constraint on this project, as the LAA target is very likely to be achieved by the end of financial year 2006/7. Theoretically, it will then only be necessary to evaluate the success of the 2006/7 programme of work in order to fulfil the requirements of the LAA. However, this document sets out how the target is not only to be achieved but over achieved. It will therefore be necessary to ensure that the deliverables are actioned in a timely manner and to monitor them to ensure that key aspects of the project are not delayed.

## 2.6 Assumptions

EIE has the capacity to deliver 500 waste audits in 1 year and this should be entirely achievable. At the beginning of financial year 2006/7 EIE was asked to deliver 50 waste audits. However, thanks to a contract renegotiation and extra funding from the Business Resource Efficiency and Waste Programme (BREW) and the South East England Regional Development Agency (SEEDA), EIE have now been asked to deliver up to 400 audits by the end of the financial year. EIE showed enormous resourcefulness by

---

increasing its capacity to meet each increase in the amount of audits. It is particularly well placed to do this as it has access to a pool of low-cost, highly educated labour, in the form of Oxford Brookes University's Environmental Science students.

The required funding will be allocated to the Commercial Waste Reduction Programme. Although the funding is yet to be allocated it is assumed that it will be broadly in line with the funding that the Commercial Waste Reduction Programme received for the financial year 2006/7 (£82,000). The aspects of this project that will be delivered in 2007/8 total less than £73,766. The total project figure includes the entire evaluation costs which run into 2008/9, hence the term 'less than'.

A number of assumptions have been made about the cost of aspects of this project. The rationale for these assumptions has been set out below.

- £53,750 for waste audits is based on the cost of waste audits in financial year 2006/7
- £7000 for workshops is based on the assumption that workshops can be run in conjunction with other organisations and that the cost of a workshop (previously £2450) can be reduced to a little over £1000.
- £19,000 for the Sustainable Business Survey is based upon a number of assumptions. These can be read in full in the Project Initiation Document for the Sustainable Business Survey. The cost will fall in financial year 2006/7 and budget has already been allocated. £1000 has been allowed for the production of a commercial waste strategy report. This is based on previous quotes from OCC's in house design and print unit.
- £7156 for marketing and communications this is based on 2006/7 costs.
- £4860 for evaluation has been based on the assumption that each evaluation will take approximately 1 hour. EIE currently charge £54 per hour. Up to 90 evaluations – or 10% of 900 (the total number of audits that could be achieved by the end of financial year 2007/8) have been allowed for. Evaluation will take place over 2 financial years.

As well as assuming that there is capacity and budget in place to deliver 500 waste audits, this project has also assumed that businesses will want to receive the audits. This is considered likely for a number of reasons. Firstly up to 400 audits will be delivered in 2006/7, although these have been publicised they have not had the same amount of press and publicity as proposed for financial year 2007/8. Secondly it is recognised that waste audits save businesses money as well as make them look like more socially and environmentally aware companies. This has meant that throughout 2006/7 waste audits have been in constant demand.

---

## 2.7 Interdependencies

Achieving the LAA Commercial Waste Target will assist a number of other OCC programmes:

**Household waste** – as employees learn about waste reduction through initiatives at their workplace, so it is more likely that they will take the ‘green message’ home with them. The LAA for commercial waste also benefits from householders, who have learnt about waste reduction from OCC activities targeting the domestic sector, pressuring their employers and their employer’s suppliers to go green.

**Waste enforcement** – more and more businesses are recognising the importance of waste management to: the environment, their profit margins and the tax payer. So there will be increasing pressure on businesses to comply with waste legislation, particularly their Duty of Care. This will save all Oxfordshire Local Authorities money by reducing the amount of trade waste collected as household waste.

**Economic Development** – reducing waste can have a massive impact upon the economy of Oxfordshire. Some businesses spend up to 10% of their turnover on waste. Advice they receive through a waste audit can help them reduce this cost by up to 50%.

## 2.8 Acceptance criteria

The project will be judged a success if by the end of 2008/9, 60 business have started recycling at least 60% of their waste.

## 3 Project organisation structure

### 3.1 Project management team structure

| Name                     | Role  | Responsibility                                       |
|--------------------------|---|--|
| Daniel Dempsey           | Project Manager                                   | Project delivery                                     |
| Councillor Keiron Mallon | Project Sponsor for Oxfordshire Waste Partnership | Project sign off reporting to OWP                    |
| Councillor Roger Belson  | Project Sponsor for Sustainable Development       | Project sign off and reporting to cabinet            |
| Andrew Pau               | Project Sponsor for Oxfordshire County Council    | Provide liaison between PM and OWP                   |
| Sue Kent                 | Line Manager                                      | Line manage PM, provide support, feedback and advice |
| Fay Dashper              | Waste Reduction Manager                           | Allocate Commercial Budget                           |
| Paul Smith               | PR Manager  | Provide PR advice                                    |
| Carole Dixon             | Marketing Officer                                 | Provide marketing advice                             |
| Steve Lewington          | Financial / administrative assistant              | Provide admin support, assist with budget monitoring |

### 3.2 Proposed team input

| Phase           | Rate (e.g. £ p/h) | Start      | Do                 | Finish   |
|-----------------|-------------------|------------|--------------------|----------|
| Daniel Dempsey  | n/a               | January 07 | 4 days per week    | March 09 |
| Cllr Mallon     | n/a               | January 07 | ½ day in total     | March 09 |
| Cllr Belson     | n/a               | January 07 | ½ day in total     | March 09 |
| Andrew Pau      | n/a               | January 07 | 1 day per quarter  | March 09 |
| Sue Kent        | n/a               | January 07 | 1 day per month    | March 09 |
| Fay Dashper     | n/a               | January 07 | 1 day per quarter  | March 09 |
| Paul Smith      | n/a               | January 07 | 2 days per quarter | March 09 |
| Carole Dixon    | n/a               | January 07 | 1 day per quarter  | March 09 |
| Steve Lewington | n/a               | January 07 | 1 day per month    | March 09 |

## 4 Communication plan

| Audience                                   | Purpose of Communication  | Medium  | Who    | When                                       | Notes                                       |
|--|---|---|--------|--|---|
| All Oxon Businesses                        | <ul style="list-style-type: none"> <li>Find out their views on 'green' issues</li> <li>Promote waste audits</li> </ul>                              | <ul style="list-style-type: none"> <li>Sustainable business survey</li> </ul> | DD/C D | February / March 07                        | Informed by advice from Communications Team |
| All Oxon Businesses                        | <ul style="list-style-type: none"> <li>Promote programme in general, key events eg workshops and waste audits</li> </ul>                            | <ul style="list-style-type: none"> <li>InBusiness Magazine</li> </ul>         | DD/C D | Monthly 2006/7, 2007/8 reviewed for 2008/9 | Informed by advice from Communications Team |
| Key decision makers within Oxon businesses | <ul style="list-style-type: none"> <li>Promote programme in general</li> <li>Promote waste audits in particular</li> <li>Develop rapport</li> </ul> | <ul style="list-style-type: none"> <li>Business networks</li> </ul>           | DD     | Quarterly in 2007/8 review for 2008/9      | Informed by advice from Communications Team |

## 5 Business case

### 5.1 Initial business case summary

The primary benefit of this project is to achieve the LAA Commercial Waste Target. The rationale behind the LAA for Commercial Waste is that businesses and Local Authorities stand to benefit enormously from waste reduction.

As mentioned above businesses can spend up to 10% of their turn over on waste management. As well as providing a number of businesses with site specific costed advice on waste reduction, delivering this project will help raise waste awareness in the consciousness of businesses across the county.

By engaging with businesses on a large scale it is hoped that a virtuous circle will be created. As more and more businesses take steps to mitigate their impact on the environment, the infrastructure that is needed for this to happen will grow. It then becomes easier and cheaper for more and more businesses to act sustainably. As the number of green businesses increases, supply chains become geared up to provide businesses with green materials, again making it easier and cheaper for more businesses to act sustainably.

## 5.2 Strategic case

This project is in line with the Oxfordshire Joint Municipal Waste Management Strategy, which has been developed by the OWP.

The key relevant aspects are to be found in Annex B: Waste Reduction and Reuse Plan. These are:

Approach 4: 'Develop a joint policy on trade waste abuse of the household system'.

Approach 18: 'Further develop and resource trade waste reduction initiatives'.

## 5.3 Economic/commercial case

In other Local Authorities commercial waste initiatives are nearly non-existent. However, thanks to national initiatives such as the BREW Centre for Local Authorities (managed by OCC) decision makers in other Local Authorities are beginning to instigate commercial waste reduction programmes. If Oxfordshire County Council and the Oxfordshire Waste Partnership are able to stay at the forefront of commercial waste reduction initiatives, Oxfordshire businesses will benefit competitively

## 5.4 Financial case

| Total estimated expenditure |             |                            |                | Income                 |                  |
|-----------------------------|-------------|----------------------------|----------------|------------------------|------------------|
| Activity                    | Staff costs | Other costs                | Total costs    | Funding source         | Cost centre code |
| Waste Audits                | 0           | £53,750<br>(07/08)         | £53,750        | Waste Management Group | N50530           |
| Workshops                   | 0           | £7,000<br>(07/08)          | £7000          | Waste Management Group | N50530           |
| Sustainable Business Survey | 0           | £19,000<br>(06/07)         | £19,000        | Waste Management Group | N50530           |
| Commercial Waste Strategy   | 0           | £1000<br>(07/08)           | £1000          | Waste Management Group | N50530           |
| Marketing                   | 0           | £7156<br>(07/08)           | £7156          | Waste Management Group | N50530           |
| Evaluation                  |             | £4860<br>(07/08,<br>08/09) | £4860          | Waste Management Group | N50530           |
|                             |             | TOTAL                      | <b>£92,766</b> |                        |                  |

## 5.5 Recommendations

Oxfordshire Waste Partnership adopts the proposals discussed in this.

## 5.6 Other considerations

Delivering the project will require a certain amount of travel. Where possible this will be conducted by public transport.

The project will require a certain amount of material resource, notably to contact businesses as part of the Sustainable Business Survey. Whenever possible, recycled or second hand materials will be sought, thus providing a boost to environmentally friendly industries.

# 6 Project plan – high level milestone plan

| Milestone                                 | Start        | Finish        |
|---|--------------|---------------|
| Up to 400 waste audits delivered          | April 06     | April 07      |
| Project agreed by OWP                     | January 07   | January 07    |
| Sustainable Business Survey complete      | February 07  | March 07      |
| 2 year commercial waste strategy complete | April 07     | May 07        |
| 500 waste audits delivered                | April 07     | April 08      |
| 6 workshops delivered                     | April 07     | April 08      |
| Marketing Campaign Delivered              | April 07     | April 08      |
| Evaluation Delivered                      | April 07     | 2009          |
| Review of audits, marketing and workshops | November 07  | December 07   |
| Project write up                          | January 2009 | February 2009 |

# 7 Quality plan

## 7.1 Quality expectation of the customer

The key requirement will be to ensure that 60 businesses recycle 60% of their waste by 31<sup>st</sup> March 2009. The key means of ensuring this will be through a programme of evaluation.

The Commercial Waste Reduction Officer will be in touch with all businesses that engage with the programme in order to ensure that it meets their expectations and to offer continued advice, where necessary.

The Commercial Waste Reduction Officer will also seek guidance from the OWP, the Waste Management Group and other organisations as necessary to ensure performance is satisfactory.

## 7.2 List of people involved in agreeing the quality requirements:

| Name                      | Job title                 | Organisation represented | Role in quality review  |
|---------------------------|---------------------------|--------------------------|---|
| Andrew Pau                | Head of Waste Management  | OWP                      | Liaison between PM and OWP                                    |
| Sue Kent                  | BREW Programme Manager    | BREW / OCC               | Line management of PM, 121 meetings on weekly basis           |
| Fay Dashper               | Waste Reduction Manager   | OCC                      | Guidance and feedback. Ensure finances are managed correctly. |
| Paul Smith / Carole Dixon | Communications Officers   | OCC                      | Ensure PR and marketing is line with OCC criteria.            |
| Mark Leonard              | Waste Enforcement Officer | OCC                      | PM's designated 'mentor'                                      |

## 7.3 Quality activities

| Activity              | Responsibility | Resources required   |
|-----------------------|----------------|--|
| 121s                  | DD             | Weekly catch ups with SK, as required with others listed above.                                |
| Piloting              | DD             | Key aspects particularly those relating to copy writing will be piloted with relevant parties. |
| Project team meetings | DD and team    | Project updates given by DD and project steer given by team                                    |
| Interim reports       | DD             | To be delivered to OWP and other interested parties as milestones are achieved.                |

## 8 Management of risks and uncertainties

### Part 1

The key risk management strategy this project employs is its scope. Engaging with 900 businesses ensures that the LAA Commercial Waste Target will be reached. However, it is still important that individual aspects of the project are delivered to sufficient quality, in a timely manner and represent value for money. To ensure this happens, progress of the project will be monitored by Sue Kent (PM's line manager) and regular reports presented to the OWP by Andrew Pau.

### Part 2

| Area of risk or uncertainty | Mitigation in place or planned  | Impact | Likelihood | Mitigation Status |
|-----------------------------|---|--------|------------|-------------------|
| Funding                     | Project based on assumed funding. Should this not be achieved LAA can still be delivered (although not as successfully) on a lower budget.  | Medium | Low        |                   |
| Costs                       | Costs based on estimates from previous contracts. If costs rise parts of each section of the project can be scaled back and project goals will still be achieved.   | Medium | Medium     |                   |
| Illness                     | Much of the work will be carried out by contractors so protracted illness unlikely to affect project outcomes. More problematic is short term illness on key days. To mitigate against this other officers i.e. Sue Kent, Andrew Pau and Fay Dashper will be kept informed of project progress and asked to step in should PM be incapacitated. | Low    | Low        |                   |
| Contractor Problems         | Current contractor used to working with OCC and has shown ability to meet exacting requirements. Other contractors will need to be able to demonstrate ability to work to a very high standard, as specified in their contract.   | Medium | Low        |                   |
| Business apathy             | High profile and targeted marketing campaign, clarifying the business benefits. OCC also benefits from green issues moving further up the agenda.   | Medium | Low        |                   |

## 9 Approval

| Person  | Position  | Signature | Date |
|---|---|-----------|------|
| <b>Councillor Keiron Mallon -on behalf of the OWP</b> | <b>Chairman of Oxfordshire Waste Partnership</b>                      |           |      |
| <b>Councillor Roger Belson</b>                        | <b>Portfolio holder for Sustainable Development (OCC)</b>             |           |      |
| <b>Andrew Pau</b>                                     | <b>Head of Waste Management, Oxfordshire County Council</b>           |           |      |
| <b>Fay Dashper</b>                                    | <b>Waste Reduction Manager, Oxfordshire County Council</b>            |           |      |
| <b>Susan Kent</b>                                     | <b>Commercial Waste Project Manager, Oxfordshire County Council</b>   |           |      |
| <b>Daniel Dempsey</b>                                 | <b>Commercial Waste Reduction Officer, Oxfordshire County Council</b> |           |      |