

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

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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

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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 & Recycling Operations 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
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

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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
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

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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 businesses 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
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						
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	OCC Waste Reduction Team & 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.	£150 per site. Costs to be met by Partner Councils.	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

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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.						
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
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.	Mar-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.	Sep-08	Strategy Group

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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
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.	Jan-09	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
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

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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