

APPENDIX 1
Oxfordshire Joint Municipal Waste Management Strategy
Action Plan 2011/12 -2013/14 - Quarter 3 update 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?	RAG Status	Update Dec 2011
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 and buying recycled to Oxfordshire residents & businesses.	OWP exemplar project presented to local community.	To publicise OWP in house waste reduction and buying recycled project findings by Jul 2011.	Officer time	Dependency - reliant on successful completion of earlier project phases (Council waste audits and improvement plans).	Jul-11	Waste Reduction Projects Group (WRPG)	Green	Repeat waste audits completed at Council Offices. Case study developed and published on OWP website, with supporting press release. Best practice shared at WRPG meetings.
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	Green	OWP responded to the DCLG weekly bin collection fund announcement, stating that AWCs had been successful in Oxon and that funding should focus on recycling and composting rather than residual refuse.
2.2	Continue to lobby for less packaging and increased recyclability of packaging through the Local Government Association, LARAC, WRAP and others who engage with national retailers and packaging industry bodies.	Less packaging waste, more recyclable packaging and improved recycling rates.	N/A.	Approximately 5 days of officer time per year to attend meetings and respond to consultations.		Ongoing	Strategy Group	Green	Lobbying continues through relevant trade bodies. Also exploring potential to work directly with corporate businesses on increasing local recycling performance.
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 actions within the Waste Prevention Strategy (including Food Waste Avoidance, Home Composting, Real Nappies etc).	Cost effective and environmentally beneficial waste prevention policies, communications and actions.	Begin implementation of Joint Waste Prevention Strategy by April 2011. Report progress against strategy targets quarterly.	OWP Communications, home composting and Wild Waste Show budgets, OWP Communications Officer and officer time from Waste Reduction Projects group.	Sufficient Resources - officer time committed by Partner Councils and continued OWP budget contributions.	Apr-11	Waste Reduction Projects Group	Green	Waste Prevention Strategy adopted in January 2011. Action plan is being implemented and will be reported in line with OWP annual report.
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 2011.	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-11	Waste Reduction Projects Group	[Action closed]	Work with Oxford City environmental champions continues. There was no take up by community groups in other districts and OWP agreed no further action. Efforts been refocussed on supporting existing community projects such as Community Action Groups and Master Composters, which continue to grow.
3.3	Support Real Nappy week	Increased public awareness and usage of real nappies.	To promote and publicise the campaign by May each year.	Officer time, comms plan budget allocation	Limited impact due to poor take up by local media and nappy suppliers	May-11	Waste Reduction Projects Group	Green	Real Nappy fair held and PR undertaken. Action complete.
3.4	Support Recycle Week	Increased public awareness and participation in recycling schemes	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-11	Waste Reduction Projects Group	Green	A number of activities were undertaken including open days at the Cassington AD plant and Milton Keynes MRF, roadshows and increased provision of on-street recycling bins. Action completed.
3.5	Support Compost awareness week	Increased public awareness and take up of composting.	To promote and publicise the campaign by May each year.	Officer time, comms plan budget allocation. Support from CAGs and MGS.	Limited impact due to poor take up by local media.	May-11	Waste Reduction Projects Group	Green	Compost giveaways held and compost surgeries undertaken at HWRCs. Action complete.

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3.6	Support and further develop the Community Action Group Project.	Maintenance and development of a network of volunteer Community Action Groups to provide information & advice to residents on waste reduction and related issues.	Through the CAG project, encourage and support a minimum of 120 individual group events and activities by 31 Mar 2012.	CAG Officers' time, CAG project budget.	1. Failure to fully engage or motivate CAG volunteers may limit potential impact of the project. 2. Impact on waste arisings is difficult to measure.	Apr-12	Waste Reduction Projects Group	Green	The CAG Project has developed a new fortnightly electronic newsletter, <i>The Key</i> , to extend the reach of the network. <i>The Key</i> is sent directly to over 850 people, with many more receiving it through their own networks. With much higher than average open and click rates, the newsletter is an extremely effective way to disseminate information, celebrate successes and increase the profile of the CAG network.
3.7	Work with the Environment Partnership to tender the Wild Waste Show and Energy Busters services.	Market tested educational service, with a better coordinated environmental education offering to schools and groups.	To award a contract(s) for the Wild Waste Show and Energy Busters services by August 2011.	Officer time and support from procurement officers at OCC.	Uncoordinated approaches compete for school's attention. Environmental messages not effectively provided to schools.	Aug-11	Waste Reduction Projects Group & OxCAN	Green	Contract awarded to Groundwork Thames Valley. Action completed.
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	Continue to support CAG swap shops.	Increase number and scope of swap shops and increase the amount of materials reused & recycled.	To hold at least 50 swap shop events by Mar 2012.	CAG project officers and group members support.	Capacity - demand may outstrip our capacity to support and deliver events.	Mar-12	CAG Project working with Waste Reduction Projects Group	Green	Over four tonnes of items were diverted from landfill at thirteen swapshops between October and December. A total of 50 swap shops have been held this year to date, with more and more groups receiving PAT Testing training to increase the number of electrical appliances reused.
4.2	Increase role of community reuse organisations in the collection and reuse of bulky household wastes.	Greater reuse and recycling of council bulky waste.	Divert a total of 768 tonnes of waste from bulky waste collections and HWRCs for reuse in 2011/12.	Officer time, support from community sector group	Poor materials quality may limit amount of items that can be reused.	Apr-12	Waste Reduction Projects Group	[Action closed]	Bulky re-use trial with Emmaus abandoned due to material quality issues. Active community sector groups and informal activity such as freecycle seem to be capturing the reusable items. OWP agreed no further action required. Operational requirements to allow metal and wood waste to be recycled from bulky collections in WODC and Ox City continues to be explored
4.3	Develop on-line version of the OWP reuse guide (promoting voluntary sector organisations).	Waste reduction through signposting opportunities for reuse locally.	To publish an on-line reuse guide by April 2011.	Officer time, Information Systems Team or external provider support for web publishing.	Existing reuse outlets are not used to their full potential	Aug-11	Waste Reduction Projects Group	Green	Online reuse guide has been published. Also includes waste recycling options.
4.4	Develop a reuse shop at the new Kidlington HWRC.	A central point for the bulking and possible sale of reusable items.	To establish a reuse shop by April 2012 to open in conjunction with the HWRC	OCC Capital funding for construction costs. Partner or contractor to run the reuse store.	Affordability - costs of constructing and operating the reuse store may be too high. Planning - the site is currently subject to planning permission.	Mar-12	Waste & Recycling Operations Group (OCC Service Delivery Team will report to Operations Group)	Amber	Reuse shop included in plans for new WRC at Kidlington. Planning permission for site granted in September 2011. Anticipated site opening Autumn / Winter 2012. Planning permission was not called in by Secretary of State. Currently in the 13 week Judicial Review period; subject to no challenges being received construction should start March 2012.

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4.5	Develop a reuse shop at the new Bicester Eco-town.	A local point for the bulking and possible sale of reusable items within the new Ecp-town development.	To establish a reuse shop by Mar 2013	Capital funding for construction costs. Partner or contractor to run the reuse store.	Affordability - costs of constructing and operating the reuse store may be too high.	Apr-13	Strategy Group (Eco-town working group to report to Strategy Group)	Green	Project team including council officers and local CAG have developed a business plan and business model. Currently investigating funding opportunities. Proposal presented to Eco Town Team and outlined to Leader and CEO at Cherwell D.C. Presentation to be given to Eco Bicester Strategic Board in January.
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 2011/12 period in place by April 2011.	Total comms plan budget provision of 91K per annum (inc home composting). OWP Communications Officer post.	Consistency - all Partner Councils need to reiterate key messages of the Communications Plan.	Apr-11	Waste Reduction Projects Group	Green	Communications plan continues to be implemented. Draft for 2012/13 to be developed early 2012.
5.2	Support the development of waste prevention plans for the Bicester "Eco-Town" project.	A best practice/exemplar project on preventing waste within new communities.	To develop waste prevention plans by Mar 2011.	Officer time, start up growth funding from the Eco-town project.	The plans form part of the wider eco-town development and so are dependent upon the success of the wider proposal.	Mar-11	Waste Reduction Projects Group	Green	Working with A2 (Eco-Town developers) and Ecotown team on implementation of various elements of waste strategy such as swap shops reuse campaigns and reuse centre.
5.3	Explore the application of Zero Waste Place Standards to Oxfordshire Communities	Local communities accredited to the new ZWP standard.	Apply for ZWP Standard accreditation for one or more Oxfordshire Communities by July 11.	Officer time and the support of the CAG project.	Dependent upon the interest and support of the local communities.	Jul-11	Waste Reduction Projects Group	[Action closed]	ZWP Standard obtained by Dorchester on Thames. CAG project has been encouraging other communities to attain the Standard, but no further groups have applied. OWP agreed no further action, as the standard does not appear to have taken off nationally or locally.
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	Continue to increase on-street recycling systems.	More on-street recycling facilities in the county's main centres of population.	SODC and VOWH to introduce new on-street recycling bins by Mar 12.	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-12	Waste & Recycling Operations Group	Green	All districts now have containers in place and the number of sites continues to grow.
6.2	Build new Household Waste Recycling Centre (HWRC) and Reuse Store at Kidlington	A new HWRC and reuse store.	To open the Kidlington HWRC and reuse store by April 2012.	Capital funding for construction costs. Partner or contractor to run the reuse store. OWP NIF funding of £200k has been awarded.	Delayed opening - due to planning or construction phases. Unable to find a suitable partner to run the reuse store. Development is still subject to planning permission.	Apr-12	OCC Service Delivery Team working with Waste & Recycling Operations Group.	Amber	Planning permission for site granted in September 2011. Anticipated site opening Autumn / Winter 2012. planning permission was not called in by Secretary of State, currently in the 13 week JR period, subject to no challenges being received construction should start March 2012.
6.3	Introduce trial collection scheme for recycling mattresses at HWRCs	Trial HWRC collection point for recycling mattresses	To introduce a trial collection by Mar 13	OCC Officer time		Mar-13	OCC Service Delivery Team working with Waste & Recycling Operations Group.	Green	2 trials are currently underway - South and Vale are taking their bulky waste mattresses to Culham. There is also a curtain side vehicle at Drayton WRC, these mattresses should be sent to the reprocessor within the next few weeks. The coming months will bring better information on weights, costs and the success of the scheme.
6.4	Introduce food waste collections to schools whose waste is managed by partner councils.	Diversion of schools food waste from landfill.	Introduce provision for food waste collections from schools by Mar 12.	Officer time, possible budget implications for partner councils	1. Increased food waste processing costs falling to the County Council. 2. Growth to district council collection rounds	Mar-12	Waste & Recycling Operations Group	Green	Cherwell D.C collects food waste from schools and Oxford City collecting from university buildings. New Oxfordshire C.C premises contract includes food waste provision.

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6.5	Introduce Inert waste recycling from Household Waste Recycling Centres (except Dix and Ardley).	Diversion of inert waste from landfill.	To introduce inert recycling across all HWRC's (except Dix and Ardley) by Mar 12.	OCC Officer time	Budget savings aren't realised due to contamination.	Mar-12	OCC Service Delivery Team	Amber	6 HWRC sites were delivering inert for recycling but high levels of contamination were experienced. Currently recycling inert from Stanford, Drayton and Redbridge. An alternative outlet for inert from Oakley Wood has been found and commenced late Sept on a 6 month trial basis.
Policy 7 - OWP will ensure that recycling facilities and services are available to all residents.									
7.1	Introduce food waste collections for flats	Food waste collections provided at flats.	To introduce food waste collections to flats in each district by Mar 2012.	District council revenue budget allocation.	1. Additional collection costs. 2. Possible increase in contamination levels.	Mar-12	Waste & Recycling Operations Group	Green	Food waste collections introduced to all flats in Cherwell, South Oxfordshire and Vale of White Horse. Facilities continue to be introduced in West Oxfordshire and Oxford City.
7.2	As part of a wider JMWMS refresh, complete a review of Household Waste Recycling Centre (HWRC) and recycling banks provision	A review with recommendations on future HWRC and recycling bank provision.	To complete a review of HWRC and recycling bank provision by June 2011.	Officer time	Affordability - cost of implementing review findings may be unaffordable.	Oct-11	Strategy Group	Amber	HWRC strategy has been agreed by OCC, reducing number of sites from eight to six by 2014. WODC considering development of a recycling centre in Chipping Norton following closure of Dean Pit, Chadlington. Provision of WEEE bank recycling containers being considered by each district, with facilities already in place within Cherwell.
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	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 2012.	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-12	Waste & Recycling Operations Group	Green	Oxford City requires all customers to recycle. Schemes continue to be promoted in Cherwell and West Oxfordshire. There has been a 17% increase in commercial recycling tonnage so far this year.
8.2	Reduce the amount of residual waste collected per customer to commercial waste collection services.	Reduced residual waste collected per customer.	To achieve a further overall reduction of 10% of residual waste per customer by Mar 2012 (based on 2009/10 figures).	Officer time and availability of commercial waste recycling schemes.	Take up of recycling initiatives by customers.	Mar-12	Waste & Recycling Operations Group	Green	Figures for April to Nov 2011 show an 3% drop in refuse tonnages compared to equivalent period last year and a 21% reduction on 2009/10 figures.
Policy 9 - The Oxfordshire Waste Partnership will provide a system for recovering value from residual wastes in order to meet LATS targets.									
9.1	Build a residual waste treatment facility to meet the medium to long term requirements of the Landfill Allowance Trading Scheme.	A waste treatment facility for Oxfordshire's residual waste.	To commission the Ardley Energy from Waste Plant by Mar 2014.	Project costs are met by OCC.	A separate risk register is maintained for this project.	Mar-14	OCC	Green	Planning permission granted by Secretary of State and challenge by local campaign group dismissed in July 2011. A further permission to appeal was refused in November and construction is due to start in December 2011.
9.2	Procure interim treatment of residual wastes to replace current southern area disposal contract.	Interim arrangements for the treatment of residual waste ahead of the longer term residual waste treatment contract.	To procure interim residual waste treatment capacity by June 2011	Officer time (largely OCC)	Failure to divert residual waste from landfill leads to additional costs and potential LATS fines. Failure to provide residual waste management facilities would be a breach of the WDA's statutory duty.	Jun-11	OCC Service Delivery Team & Waste & Recycling Operations Group.	Green	Contract commenced end of September 2011.
Policy 10 - The Oxfordshire Waste Partnership will ensure optimum use of landfill void.									
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.									
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.									

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12.1	Work with the Waste Planning Authority to ensure that the five year review of the Joint Municipal Waste Management Strategy (JMWMS) is fully coordinated with the development of the Minerals & Waste Development Framework	A refreshed JMWMS that is consistent with the M&WDF. Potential efficiency savings by working together on the development of the JMWMS and M&WDF.	To produce a revised draft waste management strategy for adoption by April 2012.	Officer time, plus possible consultancy support.	Raised public expectation - OWP is committed to a number of courses of action set out within the existing JMWMS. This will limit the influence that the public can have on future waste policy	Apr-12	Strategy Group	Green	Work underway on the JMWMS review. Update to be provided to next meeting. Response to M&WDF consultation developed by Oxfordshire C.C as Waste Disposal Authority.
Policy 13 - The Oxfordshire Waste Partnership will assist the development of local markets for recovered materials.									
13.1	Develop a reuse shop at the new Bicester Eco-town.	A local point for the bulking and possible sale of reusable items within the new Eco-town development.	To establish a reuse shop by Mar 2013	Capital funding for construction costs. Partner or contractor to run the reuse store. Support of CAG team working with local community groups.	Affordability - costs of constructing and operating the reuse store may be too high.	Apr-13	Strategy Group (Eco-town working group to report to Strategy Group)	Green	Feasibility study produced by local CAG - Grassroots Bicester. Business plan and model developed by project team. Funding options being explored.
13.2	Promote local repair, hire and reuse businesses and organisations through the development of an on-line directory.	Increased reuse activity through an on-line directory advertising repair and reuse organisations.	To achieve a minimum of 1000 visits to the reuse on-line directory by 31 March 2012	Officer time and support from Information Systems colleagues to establish the on-line guide.	Increased demand - ability of sector to respond to increased demand/workloads.	Mar-12	Waste Reduction Projects Group	Green	Online reuse guide has been published and promoted through local media.
13.3	Use retrader website to promote the exchange of waste materials/resources between local businesses.	Increased reuse of trade waste facilitated by the Retrader web site.	To divert 330 tonnes of waste from landfill through retrader during 2011/12.	Officer time - materials reuse officer post at OCC.	Website is not used by businesses.	Mar-12	Waste Reduction Projects Group	Green	A retrader i phone app is being developed. Should be launched in the new year. OCC Property services are to use Retrader for reuse of materials generated through buildings decommissioning programme.
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 91K 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 agreed and being implemented.
14.2	Work with the Environment Partnership to integrate waste management within the climate change agenda.	Waste management viewed as an important part of reducing the effects of climate change, greater partnership working on environmental issues.	To develop coordinated action plans for the Environment & Waste Partnership by Sept 2011.	Officer time and member support.	Manageability of including all environmental & waste issues within a single action plan	Sep-11	Strategy Group	Amber	Joint Environmental Education Service contract is now in place. Joint Environment and Waste Partnership meetings provide structure for further joint working opportunities, although currently stop short of joint action plans.
14.3	Complete five year review of Joint Municipal Waste Management Strategy (JMWMS).	A revised JMWMS that reflects current national and local priorities.	To produce a revised draft waste management strategy for adoption by April 2012.	Officer time, possible consultancy support	Failure to gain agreement on revised strategy	Apr-12	Strategy group	Green	Work has begun on the strategy review. Update to be provided at January 2012 OWP meeting.
Environmental Quality & Cleanliness									
15.1	Deliver a further countywide campaign to reduce fly-tipping.	A communications and enforcement based campaign to deter fly-tipping.	To implement a refreshed campaign from July 11.	OWP Communications budget, officer time	Effectiveness - take up by local media and resonance with members of the public.	Jul-11	Env Quality and Cleanliness Group	Amber	Fly-tipping incidents for April-Oct this year are 361 fewer than the equivalent period last year. Campaign planning to be developed by Env Quality & Cleansing Group, with campaign launch to be held in March.
15.2	Continue working with Magistrates to increase their knowledge of fly-tipping.	Court sentences that fully reflect the damages caused by fly-tippers.	To provide training to each of the Oxfordshire benches by Oct 2011	Officer time and support from Keep Britain Tidy.		Oct-11	Env Quality and Cleanliness Group	Green	Presentation given to Northern Area magistrates and article produced for Magistrates newsletter.
15.3	Develop a publicity campaign to deter dog fouling	A reduction in dog fouling as a result of the promotional campaign.	To deliver a campaign to reduce dog fouling by Oct 11	OWP Communications budget, officer time	Effectiveness - take up by local media and resonance with members of the public.	Oct-11	Env Quality and Cleanliness Group	Green	Lamp post stickers and signs produced for all partner councils (based on successful work within Cherwell).
15.4	Maintain partnership working with OCC Highways and the Highways Agency on the cleaning of fast roads.	Improved cleanliness standards on fast roads.	To achieve a 5% annual reduction in the number of complaints relating to litter on fast roads	Officer time and support from OCC Highways, the Highways Agency and their appointed contractors.	1. Increased costs. 2. Failure to work effectively with Highways Authorities and contractors. 3. Change of contractor may result in previous agreements and relationships being lost.	Jul-12	Env Quality and Cleanliness Group	Green	Coordination and communication during the 2011 grass cutting season was much improved on previous years. Need to ensure that good communication is maintained in subsequent years.