

Date: 23 August 2006

TO: All Members of the Executive
FOR ATTENDANCE

TO: All Other Members of the Council
FOR INFORMATION

Dear Sir/Madam

Your attendance is requested at a meeting of the **EXECUTIVE** to be held in the **GUILDHALL, ABINGDON** on **Friday, 1st September, 2006 at 2.30 pm.**

Yours faithfully

Terry Stock
Chief Executive

Members are reminded of the provisions contained in Part 2 of the Local Code of Conduct, and Standing Order 34 regarding the declaration of Personal and Prejudicial Interests.

A G E N D A

SECTION I (Open to the Public including the Press)

A large print version of this agenda is available. Any background papers referred to may be inspected by prior arrangement. Contact Jason Lindsey, Democratic Services Officer on telephone number (01235) 540306.

Map and Vision

(Page 8)

A map showing the location of the venue for this meeting, together with a copy the Council Vision is attached.

STANDING ITEMS

1. Apologies for Absence

To receive apologies for absence.

2. Minutes

To adopt and sign as a correct record the public minutes of the meeting of the Executive held on 4 August 2006, (previously circulated).

3. Declarations of Interest

To receive any declarations of Personal or Personal and Prejudicial Interests in respect of items on the agenda for this meeting.

In accordance with Part 2 of the Local Code of Conduct and the provisions of Standing Order 34, any Member with a personal interest must disclose the existence and nature of that interest to the meeting prior to the matter being debated. Where that personal interest is also a prejudicial interest, then the Member must withdraw from the room in which the meeting is being held and not seek improperly to influence any decision about the matter unless he/she has obtained a dispensation from the Standards Committee.

4. Urgent Business and Chair's Announcements

To receive notification of any matters which the Chair determines should be considered as urgent business and the special circumstances which have made the matters urgent, and to receive any announcements from the Chair.

5. Statements and Petitions from the Public Under Standing Order 32

Any statements and/or petitions from the public under Standing Order 32 will be made or presented at the meeting.

6. Questions from the Public Under Standing Order 32

Any questions from members of the public under Standing Order 32 will be asked at the meeting.

7. Referral under the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules

None

8. Referrals from the Overview and Scrutiny Committees and Other Committees

None

9. Financial Monitoring

(Pages 9 - 10)

Members are requested to consider any significant budget variances and any requests for

virement or permanent budget adjustment.

Recommendation

With regard to approved supplementary estimate 4 (set out on page 8), the Deputy Director (Contracts and Procurement) is requested to report the effectiveness of the use of the promotional budget to the Executive after the year-end.

KEY DECISIONS

10. Forward Plan

(Pages 11 - 14)

To receive the Forward Plan containing Executive decisions to be taken from September to December 2006.

Recommendation

that the Forward Plan be received.

OTHER MATTERS

11. Corporate Governance - First Quarter 2006/07

(Pages 15 - 43)

To receive and consider report 59/06 of the Directors' Group.

Introduction and Report Summary

To receive the Corporate Governance Report for the first quarter of 2006/07.

The Contact Officer for this report is Tim Sadler, Strategic Director (01235) 540360.

Recommendation

That the Directors' Group Corporate Governance Report for the first quarter 2006/07 be noted.

12. Commitments to the Oxfordshire Local Area Agreement

(Pages 44 - 77)

This report sets out in one place the commitments made by this Council in respect of the Oxfordshire Local Area Agreement

The Council has agreed to support in principle the generality of the Local Area Agreement for Oxfordshire and to support both stretch and non-stretch targets by adjustments to work plans where this does not conflict with Council policies and priorities and is achievable within existing resources.

In addition more specific support has been signalled in respect of certain elements of the four blocks of the agreement and the twelve specific targets agreed with the Government Office for the South East.

Appendix 1 (report 60/06) sets out these specific agreements.

Recommendations

- (a) *that the Executive confirms that the commitments made by the Council in respect of the Local Area Agreement for Oxfordshire are those as set out in Appendix 1; and*
- (b) *that these are communicated to Members, staff and partners.*

13. Oxfordshire County-Wide Waste Strategy

(Pages 78 - 219)

To receive and consider report 61/06 of the Strategic Director.

Introduction and Report Summary

The strategy employed by the Council in respect of waste minimisation, recycling and composting and residual waste collection has been influenced by a wide range of considerations. An extensive programme of joint working between the Oxfordshire Councils has led to a revised Oxfordshire Joint Household Waste Strategy. As one of the partner councils the Vale is invited by the Oxfordshire Waste Partnership (OWP) to approve the new strategy.

In order to assist Members in considering the strategy this report: summarises its scope and content; refers to the associated developments and Action Plans; outlines the main strategic considerations for the Vale's own waste strategy; and identifies which of the waste collection options modelled by OWP should be developed further in Oxfordshire.

The contact officer for this report is David Stevens, Assistant Director (Environmental Health) telephone (01235 540378).

Recommendations

That Executive recommend to Council:

- (a) *that Members confirm support for "No time To Waste" – The Oxfordshire Joint Municipal Waste Strategy of August 2006 (The Strategy) and adopt its principles in the development of the Vale's strategy for waste management;*
- (b) *that Members note the outcome of the modelling work set out in Appendix A;*
- (c) *that Members recommend to the Oxfordshire Waste Partnership (OWP) that on the basis of the results of the modelling work, the Strategy and the additional information presented in this report, Option I as detailed in the Appendix A is supported for further development in Oxfordshire;*
- (d) *that Members delegate to the Executive authority to agree the individual Action Plan for the Vale as required by The Strategy.*

14. Reservoir

(Pages 220 - 224)

To receive and consider report 62/06 of the Chief Executive and Deputy Director (Planning and Community Strategy).

Introduction and Report Summary

Thames Water Utilities (TW) has announced its intention to begin public consultation on 14th September 2006. It is understood that an exhibition will be open to the public at the Guildhall in Abingdon, followed by venues in Steventon, East Hanney and Wantage and that the consultation period will last 8 weeks. It is further understood that this first consultation will set out the needs case for a reservoir and the case for it being located in the Vale of White Horse area. It is possible that an indication only of its location will be provided at this stage with no more than a concept design.

TW has indicated that it foresees a second public consultation on design and after use proposals taking place early in 2007, again with an 8 week consultation period.

The purpose of this report is to draw some of the immediate issues for this Council to the attention of the Executive inviting it to set a framework for this Council's response and to consider future working arrangements with potential partner organisations involved in assessing the reservoir proposal.

The contact officer for this report is Mike Gilbert (01235 540681)

Recommendations

- (a) *that the Head of Communications and Leader of the Council be designated as the official contact points at the Council;*
- (b) *that all members of the Council be invited to a private briefing on the proposal prior to the submission of the Council's response to the first consultation;*
- (c) *that an extension of time by four weeks be sought from Thames Water to enable this Council to consult widely on views before submitting its response;*
- (d) *that the Council should consult its residents for views in a variety of ways, including*
 - *a special Vale Voice exercise*
 - *a special edition of Vale Views*
 - *an invitation to each Town and Parish Council to express a view*
 - *a whole area structured survey undertaken by an accredited organisation such as IPSOS MORI;*
- (e) *that the County Council and South Oxfordshire District Council be invited to join the proposed consultation exercise, both to avoid duplication and to share the costs;*
- (f) *that the Environment Agency be approached to see whether agreement can be reached to share consultants on those aspects which directly affect both bodies;*
- (g) *that the County Council and South Oxfordshire District Council be approached to explore the scope for joint working in order to avoid duplication and additional costs;*
- (h) *to request the Officers to bring a further report to the next meeting of the Executive, in the light of the public consultation by TW, on the resource implications (in both time and finance) and proposals on how the Council could best approach its obligations to respond to this potential major development.*

15. Treasury Management - Review of Activities in 2005/06

(Pages 225 - 227)

To receive and consider report 63/06 of the Strategic Director.

Introduction and Report Summary

The Council's Treasury Management Policy requires a report to be made on Treasury Management performance in the previous financial year.

The purpose of this report is to detail the Council's cash investment performance in the financial year 2005/06 and to raise any treasury management issues.

The Contact Officer for this report is Steve Lawrence, Head of Asset Management, tel: 01235 540321.

Recommendations

- (a) *To note the return on cash invested during 2005/06 and the balances of the funds at 31 March 2006; and*
- (b) *To note the prospects for the return on cash investments in 2006/07.*

16. Invitation from the Friends of Abbey Meadow Outdoor Pool

(Pages 228 - 230)

(Wards Affected: Abingdon Abbey and Barton)

An invitation has been received from the Friends of Abbey Meadow Outdoor Pool for the Vale to nominate a representative to sit on this management committee. A copy of the invitation is attached.

Recommendation

that the Executive determines whether it wishes to nominate a representative to the Friends of Abbey Meadow Outdoor Pool.

17. Exclusion of the Public, including the Press

The Chair to move that in accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press, be excluded from the remainder of the meeting to prevent the disclosure to them of exempt information, as defined in Section 100(l) and Part 1 of Schedule 12A, as amended, to the Act when the following items are considered:-

- Item 18 Minutes
(Category 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information.)
- Item 19 Oxfordshire County-Wide Waste Strategy
(Category 3)
- Item 20 Property Matters (if any)
(Category 3)

STANDING ITEMS

18. Minutes

To adopt and sign as a correct record the Exempt minutes of the meeting of the Executive held on 4 August 2006, (previously circulated).

KEY DECISIONS

OTHER MATTERS

19. **Oxfordshire County-Wide Waste Strategy**

(Pages 231 - 232)

To receive and consider Exempt Appendix B to report 61/06.

20. **Property Matters**

To consider any property matters.



OUR VISION AND AIMS

Our Vision is to build and safeguard a fair, open and compassionate community

The Vale of White Horse District Council aims to:

Strengthen local democracy and public involvement through access to information, consultation, and devolution of power so that everyone can take part in our community and contribute to the decisions which affect our lives

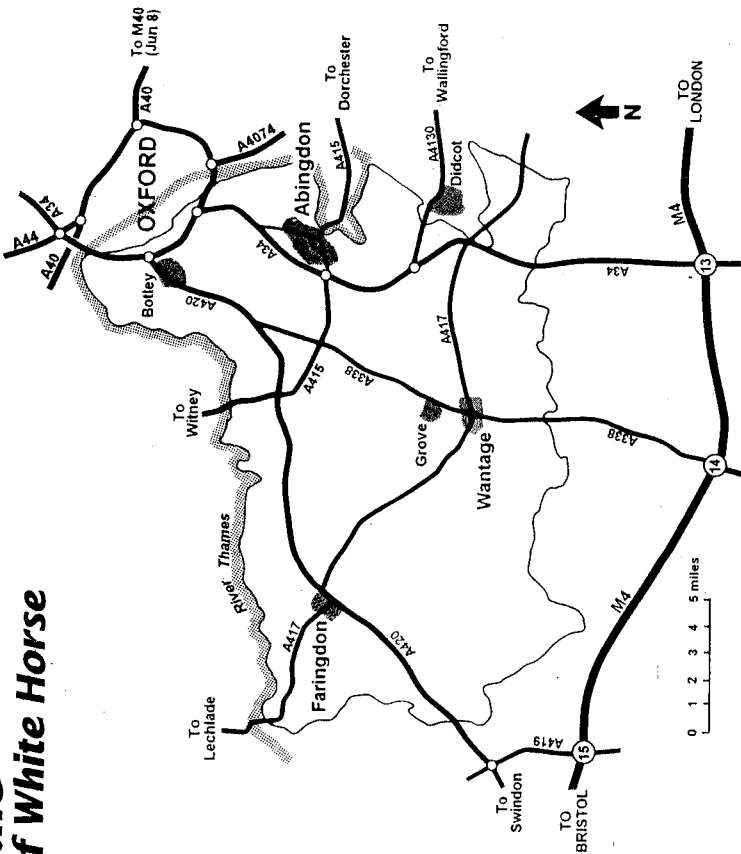
Create a safer community and improve the quality of life among Vale residents

Encourage a strong and sustainable economy which benefits all who live in, work in or visit the Vale

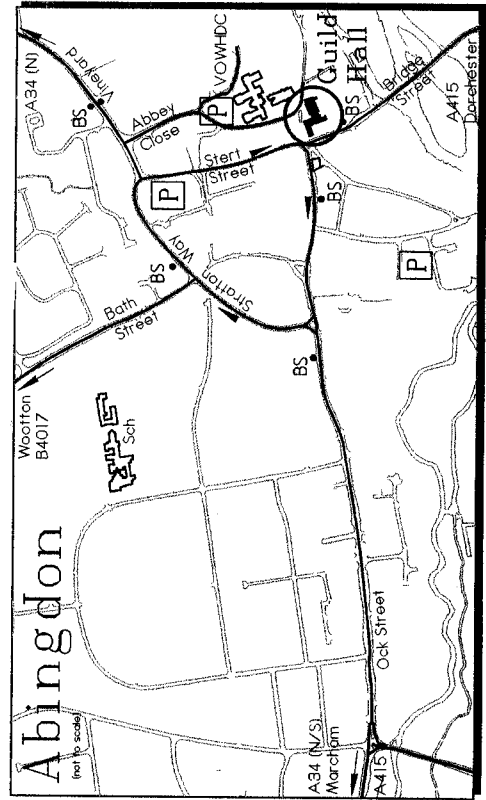
Help disadvantaged groups and individuals within the Vale to realise their full potential

Provide and support high quality public services which are effective, efficient and responsive to the needs of people within the Vale

Protect and improve our built and natural environment



Abingdon, Guildhall



KEY : BS = Bus Stop

LOCATION MAP



Note to Executive

**Permanent Budget Adjustments Requests
at 18 August 2006**

Key to Type

- 1 Within a subjective within a cost centre
- 2 Within a Cost Centre but across subjective headings
- 3 Within the cost centres of a service area
- 4 Across service areas
- 5 Over £10,000

No.	Date received	Account From	Code Centre	Cost Centre Name	Account to	Code Centre	Cost Centre Name	Adjustment total £	Reason	Type
1	28/07/2006	203	P91	Tilsley Park Client	203	P10	Sport & Recreation Operations	8,000	Centralise repairs and maintenance budget to provide flexibility in meeting contractual responsibilities	3
2	28/07/2006	203	P32	Faringdon Leisure Client	203	P10	Sport & Recreation Operations	8,000	Centralise repairs and maintenance budget to provide flexibility in meeting contractual responsibilities	3
3	28/07/2006	203	P31	Wantage Leisure Client	203	P10	Sport & Recreation Operations	7,500	Centralise repairs and maintenance budget to provide flexibility in meeting contractual responsibilities	3
4	04/08/2006	941	T46	Homelessness	941	U29	Temporary Accommodation	(120,000)	Rent income budget not moved when Homelessness cost centre split in 2005/06	5
Summary								(96,500)		
Total Type 1								-		
Total Type 2								-		
Total Type 3								23,500		
Total Type 4								-		
Total Type 5								(120,000)		
Total								(96,500)		

Note to Executive

Supplementary estimates approved by Strategic Director in consultation with the Leader of the Council at 18 August 2006

No.	Date received	Account From	Cost Centre Code	Cost Centre Name	Account To	Cost Centre Code	Cost Centre Name	Supplementary Estimate Total	Description
1	07/08/2006	498	N80	Contingency	424	F00	ICT	£14,000	Review of ICT Strategy - transfer from Capacity Fund
2	07/08/2006	498	N80	Accountancy	119	N90	Accountancy	-£17,500	New income form SouthEast Centre of Excellence to be used to increase Agency Staff budget in Accountancy to cover vacancies
3	07/08/2006	498	N80	Accountancy	119	N90	Accountancy	£17,500	New income form SouthEast Centre of Excellence to be used to increase Agency Staff budget in Accountancy to cover vacancies
4	07/08/2006	498	N80	Contingency	119	T87	Abingdon LSP	£1,200	Provide cover for long term sickness
5	07/08/2006	498	N80	Contingency	423	P40/P50	Guildhall and Wantage Civic Hall	£5,000	Provide promotional budget for Guildhall and Civic Hall (£2,500 each)
6	07/08/2006	498	N80	Contingency	502	P91	Tilsley Park Client	£14,000	To correct error made in 2004/05 during leisure transfer
Total Supplementary Estimates								£34,200	

VALE OF WHITE HORSE DISTRICT COUNCIL

FORWARD PLAN

CONTAINING EXECUTIVE KEY DECISIONS TO BE TAKEN FROM 1 SEPTEMBER 2006 - 31 DECEMBER 2006

This Forward Plan sets out a schedule of Key Decisions likely to be taken over the four-month period shown above. It is a rolling plan, subject to change monthly. A Key Decision is a decision of the Executive which is likely to result in: the Council incurring significant expenditure or making significant savings; a high proportion of the community being affected; or an impact on two or more agendas or services. Executive decisions can be taken by the Executive as a whole, a committee of the Executive, an individual Member of the Executive, an Officer of the Council, an Area Committee, or through joint arrangements with other bodies or another Council.

Where the decision is to be taken by the Executive, this comprises the Leader of the Council, Councillor Jerry Patterson, and the following elected Members: Councillors Mary de Vere, Tony de Vere, Richard Farrell, Joyce Hutchinson, Bob Johnston and Roz Smith.

Representations can be made on any of the following issues before a decision is taken. Representations must be made to the relevant contact officer shown below by 5pm on the working day preceding the date of the decision.

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact Officer	Documents used
Financial Monitoring		Executive 1st Sep 2006	This item will appear on the Executive agendas each month	Executive Portfolio Holders	Consultation with budget holders	Steve Bishop, Strategic Director and Section 151 Officer Tel. (01235) 540332 steve.bishop@whitehorsedc.gov.uk	2005/06 Budget
Oxfordshire County-Wide Waste Strategy		Executive 1st Sep 2006	August 2006	Councillor Tony de Vere	Oxfordshire Waste Partnership	David Stevens Tel. 01235 540378 E-mail: david.stevens@whitehorsedc.gov.uk	Draft Oxfordshire Waste Strategy
Corporate Governance - First Quarter 2006/07		Executive 1st Sep 2006	September 2006	Councillor Jerry Patterson	Strategic Management Group	Tim Sadler, Strategic Director Tel. 01235 540360 E-mail: tim.sadler@whitehorsedc.gov.uk	Monitoring documents

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact	Documents used
Local Area Agreement - Implications		Executive 1st Sep 2006	September 2006	Councillor Jerry Patterson	Consultation with other Oxfordshire Councils	Terry Stock, Chief Executive and Head of Paid Service Tel. 01235 540301 E-mail: terry.stock@whitehors edc.gov.uk	Oxfordshire Local Area Agreement
North East Area Community Grants		North East Area Committee 7th Sep 2006	September 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. 01235 547695 E-mail: toby.warren@whitehor sedc.gov.uk	Grant applications
South East Area Community Grants		South East Area Committee 12th Sep 2006	September 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. 01235 547695 E-mail: toby.warren@whitehor sedc.gov.uk	Grant applications
Comments and Complaints - Annual Report		Executive 6th Oct 2006	September 2006	Councillor Roz Smith	Not applicable	Helen Bishop Tel. 01235 540372 E-mail: helen.bishop@whiteho rsedc.gov.uk	Comments and complaints in 2005/06
Review of Service Delivery Options - Internal Audit		Executive 6th Oct 2006	August 2006	Councillor Roz Smith	Consult South Oxfordshire District Council	Sam Turner Tel. 01235 547615 E-mail: sam.turner@whitehors edc.gov.uk	None.
Faringdon Area Office		Executive 6th Oct 2006	October 2006	Councillor Roz Smith	Faringdon Town Council; Local Members; Vale Housing Association	Helen Bishop Tel. 01235 540372 E-mail: helen.bishop@whiteho rsedc.gov.uk	Consultation responses

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact	Documents used
Youth Strategy		Executive 6th Oct 2006	October 2006	Councillor Joyce Hutchinson	Public consultation	Toby Warren Tel: 01235 547695 Email: toby.warren@whitehor sedc.gov.uk	None.
Housing of Dangerous Offenders Policy		Executive 6th Oct 2006	October 2006	Councillor Mary de Vere	Not applicable	Paul Staines Tel. 01235 547621 E-mail: paul.staines@whitehor sedc.gov.uk	None.
West Area Community Grants		West Area Committee 17th Oct 2006	October 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. 01235 547695 E-mail: toby.warren@whitehor sedc.gov.uk	Grant applications
Abingdon Area Community Grants		Abingdon Area Committee 19th Oct 2006	October 2006	Councillor Joyce Hutchinson	Not applicable	Toby Warren Tel. 01235 547695 E-mail: toby.warren@whitehor sedc.gov.uk	Grant applications
Internal Control Environment - Update		Executive 3rd Nov 2006	November 2006	Councillor Jerry Patterson	Consult Strategic Directors	Steve Bishop, Strategic Director and Section 151 Officer Tel. 01235 540332 E-mail: steve.bishop@whitehor sedc.gov.uk	Previous report on Internal Control
Corporate Governance - Second Quarter 2006/07		Executive 1st Dec 2006	December 2006	Councillor Jerry Patterson	Senior Management Group	Tim Sadler, Strategic Director Tel. 01235 540360 E-mail: tim.sadler@whitehorse dc.gov	Monitoring documents

Decision	Key decision?	Decision maker	Date first published	Consultees	Consultation method	Contact	Documents used
Capital Monitoring 2006/07 and Proposed Revised Budget for Capital Programme 2006/07		Executive 1st Dec 2006	December 2006	Councillor Tony de Vere and Portfolio Holders	Senior Management Group; Deputy and Assistant Directors	Steve Bishop, Strategic Director and Section 151 Officer Tel. 01235 540332 E-mail: steve.bishop@whitehorsedc.gov.uk	Capital Programme
Budget Setting - Roll Forward Budget		Executive 6th Oct 2006	October 2006	Councillor Tony de Vere	Strategic Management Group	William Jacobs Tel. 01235 520202 Ext.594 E-mail: william.jacobs@whitehorsedc.gov.uk	2006/07 Budget

William Jacobs
15 August 2006

REPORT OF THE DIRECTORS
TO THE EXECUTIVE
1st September 2006

Corporate Governance Report First Quarter (April, May June) 2006/07

1.0 **Introduction and Report Summary**

1.1 To receive the Corporate Governance Report for the first quarter of 2006/07.

1.2 The Contact Officer for this report is Tim Sadler, Strategic Director (01235) 540360.

2.0 **Recommendation**

That the Directors' Group Corporate Governance Report for the first quarter 2006/07 be noted.

3.0 **Relationship with the Council's Vision, Strategies and Policies**

This report

- (a) relates to the entire Vision Statement.
- (b) relates to the Best Value Performance Plan and Corporate Plan and
- (c) Complies with Corporate Planning Timetable.

4.0 **Background and Supporting Information**

4.1 The Directors' "Corporate Governance Report" for the quarter looks at the key areas of:-

- Corporate Priorities
- CPA Corporate High Level Improvement Action Plan
- Best Value Performance Indicators
- Local Performance Indicators linked to priorities for improvement
- Financial Information
- Key staffing data

4.2 **Corporate Priorities**

In the first half of 2006 the Council's 6 Corporate Priorities were updated and updated Improvement plans were agreed. These were published in the Best Value Performance Plan 2006/09. An update to these 6 improvement plans to the end of the first quarter is attached.

4.3 **Comprehensive Performance Assessment (CPA) - Corporate High Level Improvement Plan**

In July 2006 the Executive noted that a revised improvement plan had been published in the Best Value Performance Plan 2006/09. An updated version is attached.

4.4 **Best Value Performance Indicators**

Of particular note are:-

BVPI 8: % invoices paid on time

Performance improving – above target and approaching top quartile

BVPI 12: Days sick per member of staff

Substantially below target and top quartile performance in contrast to relatively high levels in the proceeding year. It will be interesting to see how this develops across the remainder of the year.

Sickness levels and performance improvement are matters being reviewed by the Scrutiny Committee.

BVPI 64: Number of vacant private sector dwellings returned into occupation

Achieved target for year in Quarter 1 due to a number of schemes coming to fruition at once.

BVPI 183a: Average length of stay in B&B (weeks)

1.85 bed and breakfast weeks. Above target and approaching top quartile.

BVPI183b: Average length of stay in Hostel (weeks)

Above target.

BVPI 76a – 79b - Benefits

Continued strong performance in Benefits Team despite some to be expected disruption due to preparation for handover to Capita on 31 July.

BVPI 109a, b, c - Planning

Major applications – above target, out of bottom quartile but minor applications and others still struggling. This is due principally to staff turnover and sickness.

4.5 Local Performance Indicators

It is too early in the year to as yet draw significant conclusions from these indicators.

4.6 Financial Issues

There are no major budgetary concerns at the end of the first quarter.

4.7 Staffing Issues

In addition to Key Staffing Data report, there is an additional comment in section 4.4 (BVPI 12) regarding sickness levels.

DIRECTORS GROUP

Background Papers: Corporate Governance Report of the Directors Group

1. WORKING WITH PARTNERS TO HELP FACILITATE THE PROVISION OF AFFORDABLE HOUSING

Improvement Plan		Milestones	Comment / Progress	Timescale	Responsible Officer
1.1	Action for Improvement Provide 75 units pa of affordable rented housing	This is an ongoing programme throughout the year to deliver affordable rented housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan policies on affordable housing	No units started in this quarter The Council's programme for 2006-08 is currently estimated to produce 250 units over the next two years. The Council can expect much of this programme to be completed during the second year. This is because the Housing Corporation bid round for Social Housing Grant covers these two years and no Registered Social Landlord was willing to commence development until that programme was finalised in late 2005. Accordingly this quarter's performance reflects the lull as activity gears up.	Measured at year end	Ian Mead
1.2	Provide 25 units pa of Shared ownership and other intermediate housing	This is an ongoing programme throughout the year to deliver affordable shared ownership and other low cost home ownership housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan policies on affordable housing	As above	Measured at year end	Ian Mead
1.3	Investigate alternative means of funding affordable housing	Expression of Interest (Eoi) for Private Finance Initiative submitted March 2006 Eoi result will be announced August 2006	Awaiting outcome of EOI	Eoi will be confirmed August 2006. Outline business case March 2007	Tim Sadler

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
1.4	Carry out a Best Value Review of affordable housing with a specific focus on value for money.	Carry out a scoping review to conclude what aspects of the service will be fully reviewed including benchmarking. Carry out a review based upon the corporate template Report to Executive	Initial meetings planned for end of July to begin scoping Project.	August 2006 Sept-Nov 2006 December 2006	Anthony Tyrer and Robert Woodside
1.5	Carry out a review of the Council's Choice Based Lettings scheme.	Carry out stakeholder and user consultation Report to Strategic review committee	Completed June 2006	September 2006	Lyn Scaplehorn
1.6	Develop a Medium Term consultation programme for housing services	Draw up a profile on the different interest groups in housing together with an approach to consulting with them tailored to maximise take up.		March 2007	Paul Staines and Nikki Malin
1.7	Improve the Council's approach to tackling Domestic Violence in the area as measured by BVPI 225.	BVPI 225 has ten measures of a Council's approach to tackling DV. The Housing Inspector judged that the Council met only 6 out of 10 of these as at April 2006. The Council aims to have satisfactorily achieved 8 out of 10 with action plans for the final 2 by April 2007		Ongoing throughout 2006-7	Paul Staines and Dot Morrison
1.8	Commission research into the need for Supported housing	Budgetary approval given Specify, and then commission report		Feb 2007 April 2007	Paul Staines

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
1.9	Review the Council's discretionary grants policy and work to secure improvements in the use of equity loans	Look at the issue of demand for the Council's discretionary grants and examine whether budget is sufficient as part of the budget process Review councils that have successfully established equity loan schemes and report to Executive on way to develop the Vale's scheme.	A review of grants policy is needs to be carried out to take into account the Housing Act 2004 (Housing Health and Safety Rating System). Discussions have taken place for a consortium based equity release scheme, but progress has stalled due to the inability to identify a suitable financial provider. Further investigation into a Vale based scheme needs to be undertaken.	Feb 2007 Nov 2007	Ian Forster
1.10	Work with parish councils to develop rural housing on exception sites	Carry out three rural needs surveys Develop 2 affordable housing schemes	Progressing with input from Joint Vale/South Oxfordshire DC Rural Housing Enabler.	Ongoing throughout 2006-7	Ian Mead
1.11	Carry out a comprehensive revision of the housing strategy by spring 2007.	Production of summary of last year's strategy and progress Staff and stakeholder written consultation leading to production of an issues paper Full consultation event Draft strategy produced to tie in with Council's service and budget planning process	Summary produced and sent to all stakeholders. Invites sent for event planned for 14 th September 2006.	July 2006 July 2006 Sept 2006 Oct-Nov 2006	Paul Staines
1.12	Complete Supplementary Planning Guidance on the provision of affordable housing	The Supplementary Planning Guidance gives more detail to developers as to the Council's requirements for affordable housing. Its introduction had to wait until the adoption of the Council's Local plan that was completed in June 2006.	Responses received to draft to be considered by members Adoption of final Supplementary Planning Guidance	June 2006 July 2006	Katie Barrett

2. CREATING A CLEANER, GREENER, SAFER AND HEALTHIER COMMUNITY AND ENVIRONMENT

Improvement Plan		Milestones	Comment / Progress	Timescale	Responsible Officer
Action for Improvement					
2.1	Devise a series of themed Action Plans to improve service delivery in partnership with Vale stakeholders	Confirm approach and methodology Review existing corporate and service commitments Draft Action Plans Hold Partner Challenge events Finalise action Plans	Achieved Achieved for Environmental Cleanliness Action Plan Timetable for Action Plans to Senior Management Team 21/7/06	Spring 2006 Summer 2006 Summer 2006 Autumn 2006	David Stevens, Paul Staines, Rodger Hood, Hywel Griffiths (now Mike Mackay)
CLEANER					
2.2	Reduce litter and detritus in public spaces in the Vale and improve upon customer satisfaction scores in line with agreed county-wide (Local Area Agreement) targets	Vale Voice Panel consultation on Waste services including street cleansing Publish the consultation report and response	Achieved Liaison Environmental Health & Corporate Communications. July: On target	Spring 2006 Summer 2006	David Stevens
2.3	Take effective enforcement action to combat environmental crime including fly tipping, dog fouling, litter, graffiti and fly posting	Adopt a Local Environmental Quality (LEQ) enforcement strategy Introduce Fixed Penalty Notices for selected environmental crimes Implement improved contractor arrangements and action plan Public consultation	LEQ draft Enforcement strategy to Exec. 07/07 & Council 20/07: On target On target	Summer 2006 Autumn 2006	David Stevens
2.4	Improve customer satisfaction with Waste Collection service		In progress; Scrutiny Committee input @ July and Sept. 06 meetings On target	Spring - Summer 2006 Autumn 2006	David Stevens
GREENER					
2.5	Review sustainable waste strategy in line with the emerging Oxfordshire Joint Municipal Waste Strategy	Support joint work programme for the Oxfordshire Waste Partnership (OWP) Publish revised Sustainable Waste Strategy	In progress; framework report to Executive 4 th August; OWP strategy and draft vale strategy to 1 st Sept Executive	Winter 2006	David Stevens
2.6	Achieve a combined Recycling and Composting rate of 29% in 2006-07	Complete the expansion of brown wheeled bins for garden waste & cardboard to 8000 properties	On target	Autumn 2006	David Stevens

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
2.7	Achieve increased recycling of non biodegradable waste in line with agreed county – wide (LAA) targets	Publish revised Recycling Plan 2006-09 Implement a programme of promotional measures	On target On target	Autumn 2006 Winter 2006 - 2008	David Stevens
	SAFER				
2.8	Implement the Vale Community Safety Strategy 2005-08	Achieve strategy targets	Ongoing – Quarterly progress reports to Crime and Disorder Reduction Partnership (CDRP)	2005-2008	Paul Staines
2.9	Improve workplace safety in Council – regulated businesses	Adoption of Health & Safety Executive (HSE) revised guidelines Achieve resultant inspection and compliance programme for 2006-07	On target On target	Summer 2006 Spring 2007	David Stevens
2.10	Improve enforcement arrangements for Environmental Health regulatory services for Licensing, Food safety, Health & safety at work, Private Sector Housing	Consult upon draft enforcement policies Publish following consultation	Consultation programme commences July 2006: on target On target	Summer 2006 Autumn 2006	David Stevens
2.11	Health and Housing Safety Rating System	Adoption and implementation of Department for Communities and Local Government (DCLG) guidelines	Changes to Council's scheme of delegation planned.	Autumn 2006	Paul Staines
	HEALTHIER				
2.12	Address air quality problems in parts of Abingdon	Declare and Air Quality Management Area (AQMA) Consult upon an Air quality Action Plan (AQAP) Implement an AQAP	Achieved July 2006 following PRAC 22/6/06 Preparatory work commenced; public consultation due to commence June 2007 On target	Summer 2006 Summer 2006 2006-2009	Patrick Legge
2.13	Provide a Skate Park in Abingdon.	Complete design stage in consultation with youth groups Construction and completion of Skate Park	Achieved Consultation and technical solution has delayed progress	June 2006 January 2007	Mike Mackay

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
2.14	Improve Leisure, Culture and Recreational Facilities	Conclusion of agreements for future use of: Tugwell fields Stockham Park Mably Way	On target On target Pending consultation on access route to Grove development; Planning Application due Sept. 06	March 2007 August 2006 To be agreed	Mike Mackay
2.15	Provide an effective contribution which protects the interests of the Vale to the development of the regional spatial strategies for the South East and South West	Comments on consultation draft by Executive made to regional bodies Give evidence to Examinations in Public	Achieved	Summer 2006	Rodger Hood
2.16	Develop a Parks and Open Spaces Strategy which includes playground provision	Complete Planning Policy Guidance 17 (PPG 17) led assessment of parks & open spaces Consultation with Parishes Citizens Panel consultation	Consultation in progress: On target	Feb/March 2007 (SE) Apr/Jun 2007 (SW) October 2006	Mike Mackay
2.17	Optimise contributions from new developments towards leisure, culture and recreation	PPG 17 survey results and Parks & Open Spaces Strategy to feed in to developer negotiations	Awaiting production of strategy to optimise developer contributions but in the interim negotiations with developers are proceeding with appropriate input from Leisure service.	October 2006 Winter 2006	Rodger Hood
2.18	Carry out review of children's and young people's services and integrate with Children's and Young Peoples Plan	Consult on the draft Youth Strategy Publish Implement Strategy	Consultation in progress; report to Executive & Council in Autumn On target On target	By October 2006 December 2006 2007-2009	Toby Warren

3. IMPROVING AND MODERNISING ACCESS TO OUR SERVICES**Improvement Plan**

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
3.1	Implementation of customer contact strategy. Strategy to include equality and diversity issues Benchmarking and best practice – be aware of	Decision on service provider Completion of multi-channel contact centre Approval and implementation of payments strategy Review of strategy Appoint an Equalities Officer Update the corporate equalities plan Produce and implement an action plan	Report to August Executive Implementation to re-commence in-house subject to August Executive decision To October Executive 2006 Not yet started Organisational structure in process of consultation. Seeking consultancy to assist Seeking consultancy to assist	Sept. 2006 July 2007 November 2006 March 2007 September 2006 October 2006 November 2006	Helen Bishop
3.2	Promote Awareness of customer focus throughout the organisation	Action plan to be agreed and implemented Agreement of corporate service standards and protocols Review of comments and complaints procedure Promote awareness and train staff	Not yet started	From December 2006 March 2007 June 2007 June 2007	Helen Bishop
3.3	Develop and publish service standards	Identify areas where service standards are required Consult on service standards Develop and publish	Senior Management Team 21 August 2006	From December 2006 January 2007 January 2007	Helen Bishop

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
3.4	Update web site to improve accessibility and usability	Review of vale website Implement changes User satisfaction surveys Content improvement plan to be developed and implemented	Completed June 2006	December 2006 March 2007 March 2007	Ann Sadler Nikki Malin
3.5	Deliver a challenging programme of Best Value Reviews of Council services	Agree programme and deliver reviews	Programme agreed by Executive (March and May 2006)	April 2006 until March 2008	Robert Woodside

4. BUILDING OUR CAPACITY THROUGH MANAGERIAL & ORGANISATIONAL DEVELOPMENT

Improvement Plan		Milestones	Comment / Progress	Timescale	Responsible Officer
	Action for Improvement				
4.1	Permanent structure to enable delivery of Organisational Development programme of work.	Draft structure agreed for consultation Consultation with staff and staff side representatives Implementation	Staff and staff side consultation about to begin	June-September 2006	Helen Bishop
4.2	Design and implement organisational development programme	<p>Assess where we are over the 6 themes of</p> <ul style="list-style-type: none"> ○ Community engagement ○ People management ○ Leadership ○ Partnership ○ Culture ○ Service improvement <p>Provide a vision for each theme where we could be, how it would be characterised.</p> <p>Select which improvements we want to focus on, based on</p> <ul style="list-style-type: none"> ○ Stakeholder consultation ○ Community aspirations ○ Central government legislation and guidance ○ Local political pressures ○ Efficiencies and cost reduction opportunities <p>Prioritise actions, formulate and deliver the action plan.</p>		December 2006 March 2007	Helen Bishop
4.3	Investors in People Award	Implementation of action plan Achieving the award		June 2007 October 2006	Tim Barnett

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.4	Implement and review people strategy	Publicise strategy Develop action plan		Spring 2007	Tim Barnett
4.5	Review of council's appraisal Commitments/PDP scheme	Develop and agree schemes Training Guidance notes	Achieved	Summer 2006	Tim Barnett
4.6	Develop service plans so that they link the council's aims and priorities and cascade them into the council's appraisal scheme			December 2006	Helen Bishop
4.7	Management development	SMT development Away days Competency directory	Completed for Senior Management Team and Executive As above In draft	July 06 July 06 Summer 2006	Tim Sadler/Helen Bishop
4.8	Giving access to Human resources information to managers and employees	Implementing system Streamlining processes Training staff Self-serve made available to staff	First phase of implementation to a pilot group of staff is nearing completion, with electronic annual leave requests and management reporting.	October 2006	Tim Barnett
4.9	Workforce development plan	Create a plan combining corporate and individual training needs		Spring 2007	Tim Barnett
4.10	Staff attitude survey	Design survey Undertake survey Collate results Agree a programme of actions to improve staff satisfaction / build in further dialogue with staff	Completed Survey completed, and high level results are with the authority. To decide how to further receive data in order to work up action plans.	Summer 2006	Nikki Malin

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.11	Update the ICT strategy	Select ICT strategy consultant Consult with staff and members across the organisation Produce strategy Implement action plan	Achieved Achieved Strategy approved.	Summer 2006 Summer 2006	Ann Sadler
4.12	Best practice, benchmarking and value for money	Join benchmarking club Input data and receive feedback Action Plan for improvements		October 2006	Helen Bishop
4.13	Review, integrate and implement our risk and project management and procurement processes	Update processes	Responsibilities within this action to be reviewed once the Deputy Director for Contracts and Procurement is in post.	Spring 2007	Ann Sadler/ DD Contracts & Procurement
4.14	Resolve Pay & Grading competency points and market premia	Agree detailed arrangements for competency points Review applicability of market premia	Unable to agree a workable/affordable scheme with the Unions/Staff side Market premia reviewed at PRAC on 22.06.06	Summer 2006	Tim Barnett
4.15	Produce new procurement strategy	Incorporate procurement health check actions from 2004 into new action plan Implement action plan		Spring 2007	Mike Mackay
4.16	Streamline accounting processes to reduce workload whilst providing necessary information & controls (will be resolved through SSO)	Review our Standing Orders and Financial Regulations in light of Procurement Strategy Updated processes		Spring 2007	William Jacobs

5. DELIVERING OUR SERVICES AND DEVELOPMENTS WHILE MAINTAINING OUR MEDIUM TERM FINANCIAL PLAN (MTFP)

Improvement Plan		Milestones	Comment / Progress	Timescale	Responsible Officer
	Action for Improvement				
5.1	Content and Presentation of the Council's MTFP	Achievement of February 2006 Service Prioritisation Plans (SPPs) Include a written explanation of the main themes and principles behind the plan	£478K (73%) achieved by 28 th July 2006	Early 2006 February 2007	Various - see SPPs Steve Bishop
		Identify specifically how resources (money and staff) have been moved to support our corporate priorities Assess whether zero based budgeting could be used to shift resources from a low priority service area to a higher priority service area		February 2007 Autumn 2006	Steve Bishop Steve Bishop
5.2	Develop further the Strategic Service Review process (SSR)	Involve a wider range of staff in the process Consult with all Members Directly link the outcomes from the SSR to the Integrated Service and Financial Planning (ISFP) system & MTFP	Direction agreed at Directors Group. Scheduled for September 2006 Further discussion required with Senior Management Team (SMT) and Strategic Management Group (SMG)	June 2006 Autumn 2006 Autumn 2006	Tim Sadler Tim Sadler Steve Bishop
5.3	Identify specific areas where we will look at alternative methods of procurement / joint working / sharper commercial focus	Identify areas in the February 2007 Budget Relevant service plans to include this work as a development objective Newly appointed Deputy Director Procurement & Contract Management (P&CM) to assess scope for renegotiating current contracts & delivering services in more cost-effective way Achievement of the 2.5% annual efficiency savings for 2005/06 - 2007/08, as detailed in the Annual Efficiency Statements	The 05/06 backward look Annual Efficiency Statement has been completed and demonstrates achievement of the required 2.5%.	February 2007 March 2007 March 2007 Ongoing	Terry Stock Various Mike Mackay Steve Bishop

6. IMPROVING BOTH INTERNAL AND EXTERNAL COMMUNICATION

Improvement Plan		Milestones	Comment / Progress	Timescale	Responsible Officer
6.1	Update communications strategy regarding Internal communications, branding, communications channels, managing the media	Production of the strategy Implementation of the action plan	In process of agreeing communications team structure	Spring 2007	Nikki Malin
6.2	Investigate participation in the IDEA reputations programme	Decide whether to participate in Reputations Programme Production and delivery of Action plan	Report to Executive August 06. If adopted this will shape Communications Strategy	October 2006	Nikki Malin
6.3	Update consultation strategy and action plan to include mechanisms for reaching vulnerable and hard to reach groups (affordable housing (AF p49) report)	Develop a medium term Consultation Plan (2006 – 2009) Carry out wide scale consultation exercises to further develop our corporate aims during 2006 Develop a programme to consult on the development of service standards for all relevant areas of the Council and promote the standards once finalised.	Report to Executive August 06. If adopted this will shape Communications Strategy (Now adopted)	Spring 2007	Nikki Malin
6.4	Consult, develop and implement procedures to ensure that we reach everyone within our community	Appointment of an Equalities Officer Updated corporate equalities plan Production and implementation of an action plan	Consultation on draft structure about to begin. In order to move forward the corporate equalities plan and other related issues, seeking external consultancy help to assist.	December 2006	Helen Bishop
6.5	Devise a list of those hard to reach groups and a way of communicating with them	Production of list and protocol for maintaining it Procedure for accessing hard to reach groups		Spring 2007	Helen Bishop

	Action	Milestones	Comment / Progress	Timescale	Responsible Officer
6.6	Assess staff satisfaction with the Vale in terms of satisfaction, workload, reward and recognition, communications, training and management	Conduct baseline staff attitude survey Collate feedback Circulate results Devise and implement action plans Follow up survey	Achieved. Head line feedback received. To decide how to further receive data in order to work up action plans.	Summer 2006	Nikki Malin
6.7	Review the internal communications tools for the organisation	Reports needed Test and check progress and understanding of the vision	Will be part of action planning following staff survey.	Spring 2007	Nikki Malin

Comprehensive Performance Assessment (CPA) Corporate High Level Improvement Plan – First Quarter 2006-7

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT 30 June 2006
1.1	JP / TAS	Clarify aims and objectives for council	Examine Corporate Aims and identify medium term objectives and targets	Nov 06	Event with members planned for October. Improved description and presentation of Corporate Priorities in BVPP and Corporate Governance Report
1.2			Involve wider membership in identifying objectives and targets	Nov 06	Event with members planned for October. Improved description and presentation of Corporate Priorities in BVPP and Corporate Governance Report
1.3			Involve staff in identifying targets and actions to achieve.	Nov 06 – Jan 07	Planned to follow Member event
1.4			Update Corporate Plan linked to objectives	July 06	In progress.
1.5			Link objectives into the Integrated Service and Financial Planning process	Dec - Feb 06	
1.6			Ensure that core strategic documents describe aims and objectives in consistent manner	Feb 07	
1.7			Examine role of partners in delivering aims and objectives and implement mechanism to monitor contribution	Dec 06	Review currently being scoped
2.1	JP / TS	Improve management of performance	Make links between aims and objectives and service plans more explicit <ul style="list-style-type: none"> • Second pass 06/07 • First pass 07/08 	Sept 06 Mar 07	First pass achieved. Second pass will follow 1.1 – 1.3 above
2.2			Carryout service Best Value Review of performance management to ensure Vale has sufficient capacity to deliver	Dec 06	Potentially overtaken by proposals for additional resources in structure proposals being consulted on.
2.3			Cascade Service Review Meetings down to third tier	Sept 06	In place in some areas – July 06

Comprehensive Performance Assessment (CPA) Corporate High Level Improvement Plan – First Quarter 2006-7

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT 30 June 2006
2.4			Involve members and staff in identifying longer term objectives for corporate priorities	Sept/Oct 06	
3.1		Take forward to next level approach to diversity	Update and re-publish Corporate Equalities Plan	Sept 06	
3.2			Update and re-publish Race Relations Scheme	Sept 06	
3.3			Update, refresh and implement service equalities plans	Oct 06	Has been completed for planning service
			Appoint new equalities officer	Sept 06	
4.1		Approach to Value for Money VFM	Continue to implement strategic approach to VFM	Apr 06	
4.2			Approve VFM action plan	Sept 06	
4.3			Have in place cost and quality position statement for environment, housing and cultural blocks	Jan 07	
4.4			Complete Housing BVR focusing on VFM	Dec 06	
4.5			Review Housing Value For Money BVR and apply lessons learnt to other service users	Apr 07	
5.1		Building capacity	Implement Organisational Development Programme	Jun 06	Outline timetable drafted. Process to select development partner commenced
6.1		Communications	Approve Communications action plan to cover <ul style="list-style-type: none"> • Internal communication • External communication • Key messages • Methods • Audiences 	Sept 06	Additional resources for communications function identified. Work plan to be amended accordingly.
6.2			Implement Communications Action Plan	July 06- July 07	Additional resources for communications function identified. Work plan to be amended accordingly

Comprehensive Performance Assessment (CPA) Corporate High Level Improvement Plan – First Quarter 2006-7

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT 30 June 2006
7.1		Participation Programme	<p>Approve Participation Action plan to cover</p> <ul style="list-style-type: none"> • User and stakeholder participation in service review and development • Stakeholder Participation in policy review and development • Stakeholder Participation in budget <p>Implement Participation Action Plan</p>	Oct 06	Additional resources for communications function identified. Work plan to be amended accordingly
7.2			Implement Participation Action Plan	Oct 06	Additional resources for communications function identified. Work plan to be amended accordingly
8.1		Access to services	<p>Implement, publish and monitor corporate service standards for phone, mail, e-mail contact</p> <p>Implement service standards for</p> <ul style="list-style-type: none"> • Environmental Health • Housing • Planning • Building Control • Cultural Services 	Sept 06	
8.2				<p>Aug 06</p> <p>Sept 06</p> <p>Sept 06</p> <p>Oct 06</p> <p>Oct 06</p>	
8.3			Consult service users on standards and amend as appropriate	Jan 07	

Key: N/a = Not Applicable

Top and Bottom quartile data is against all England Authorities
Trend arrows: compares first quarter performance with the whole year Actual 2005/6 (not possible for all BVPIs)
Quartile 05/06 column: actual 05/06 against 04/05 quartile performance data (05/06 quartile data expected Dec 06)
T = top; B = bottom; M = middle quartile

Red - worse than target
Yellow - on target
Green - better than target

↑ Better
↓ Worse
→ Stable

BVPI	Indicator Description	Tgt/ Ind	TQ 04/05	BQ 04/05	Actual 05/06	Quartile 05/06	Target 06/07	Actual Q1	Actual Q2	Actual Q3	Actual Q4	on/off Tgt	Comments	Performance Trend	Target 07/08
Corporate Health															
2a	Equality Standard for Local Government Level	T	0	0	1		2	1	0	0	0		Additional resources being considered as part of a review of the staffing structure of Organisational Development and Support	→	2
2b	The duty to promote race equality checklist score	T	72	42	47	M	78	47	0	0	0		As for 2a	→	84
8	% invoices paid on time	T	95.97	88.65	92.88	M	92.93	94.83	0	0	0		See detailed comment in section 4.4 of main report	↑	95.94
9	Council tax collected (%)	T	98.3	96.36	99.08	T	98.5	28.81	0	0	0	N/a	Annual Reporting	N/a	98.5
10	NNDR collected (%)	T	99.14	98	99.21	T	99.2	32.69	0	0	0	N/a	Annual reporting	N/a	99.2
11a	% of top 5% of earners that are women	I	40.23	19.63	14.29	B	14	14.29	0	0	0			→	21
11b	% of top 5% of earners that are from ethnic minorities	I	3.48	0	7.14	T	7	7.69	0	0	0			↑	7
11c	% of top 5% earners with a disability	I	0	0	7.69	T	7	7.69	0	0	0			→	7
12	Days sick per member of staff	T	8.4	11.1	10	M	9	6.12	0	0	0		See detailed comment in section 4.4 of main report and Key Staffing Data report	↑	8.93
14	Early retirements / staff	I	0.16	0.84	0	T	0	0	0	0	0		Actual Q1 is Zero	→	0
15	Ill health retirements / staff	I	0.12	0.44	0	T	0	0	0	0	0		Actual Q1 is Zero	→	0
16a	% staff with disabilities	I	3.73	1.49	5.9	T	5.9	5.96	0	0	0			↑	5.9
17a	% staff from ethnic minorities	I	4.6	0.9	2.51	M	2.4	2.95	0	0	0			↑	2.4
Housing															
64	No of vacant private sector dwellings returned into occupation	T	56.25	4	5	M	6	6	0	0	0		Achieved target for year in first quarter due to the number of schemes coming to fruition at once	↑	6
183a	Average length of stay in B&B (weeks)	T	1	5	3.26	M	4	1.85	0	0	0		2 clients in calculation for Q1. See detailed comment in section 4.4 of the main report	↑	4
183b	Average length of stay in Hostel (weeks)	T	0	18	12.32	M	12	8	8	0	0		1 client in calculation for Q1. Above target	↑	11
202	No of people sleeping rough on a single night	T	0	0	0		1	0	0	0	0	N/a	Annual Reporting	N/a	1
203	% change in average number of families with dependant children in temporary accommodation	T	-6.94	28.31	-14.2	T	-10	0	0	0	0	N/a	Annual Reporting	N/a	-13
213	Number of households considered homeless for whom housing advice casework intervention resolved their situation.	I	0	0	2		2.5	1.72	0	0	0		84 Successful prevention cases in Q1	↑	N/a
214	Housing advice service: Repeat homelessness (%)	I	0	0	3.33		3.33	4.17	0	0	0		1 repeat homeless case in Q1 and 24 acceptances	↓	N/a
Benefits															
76a	Benefit security - no of visits per 1000 Cases	T	282.16	155.86	283.84	T	284	79.26	0	0	0		On target	↑	296.6

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Quartile 05/06 column: actual 05/06 against 04/05 quartile performance data (05/06 quartile data expected Dec 06)

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Red - worse than target	Yellow - on target	Green - better than target
↑	↓	→
Performance Trend		
Target 07/08		

BVPI	Indicator Description	Tgt/ Ind	TQ 04/05	BQ 04/05	Actual 05/06	Quartile 05/06	Target 06/07	Actual 01	Actual 02	Actual 03	Actual 04	on/off Tgt	Comments	Performance Trend	Target 07/08
76b	Benefit security - no of investigators per 1000 cases	T	0	0	0.32		0.38	0.38	0	0	0	0	On target	↑	0.38
76c	Benefit security - no of investigations per 1000 cases	T	53.4	24.01	118.65	T	59.53	28.55	0	0	0	0	On target	↓	59.53
76d	Benefit security - no of prosecutions per 1000 cases	T	5.31	2.06	15.02	T	6.25	2.44	0	0	0	0	On target	↓	6.25
78a	Average time for processing new claims	T	29.38	44.55	25.96	T	28	24.33	0	0	0	0	On target	↑	28
78b	Average time for processing changes of circumstances	T	7.4	14.9	6.17	T	6.8	6.66	0	0	0	0	On target	↓	6.8
79a	% of cases where calculation was correct	T	99	96.2	99.6	T	99	99	0	0	0	0	Quarterly report. This is an estimate based on work to date on the N128 which is due with DWP on 28th July.	↓	99
79b(i)	% of overpayments recovered as a % of Housing Benefit deemed recoverable	T	49.93	33.13	102.85	T	87	60.39	0	0	0	0	Because overpayments are created as a lump sum and then recovered from some ongoing Benefit as a scheduled amount this figure is not meaningful until the annual return. However we can use the quarter calculation to show a trend to compare to next quarter.	↓	87
79b(ii)	% overpayments recovered during the period including overpayments identified during the period	I	0	0	49.97		42	16.45	0	0	0	0	Quarterly calculation but this is an annual return. This target may need to be revised. We cannot now compare this performance to the previous year because of the regulation change to recovery from landlord. This brought to an end a local agreement with Yale Housing Association whereby we automatically recovered all overpayments in one lump sum. We now have to apply scheduled recovery within the benefit system so overpayments remain outstanding until repaid by the customer at a set weekly rate	↓	42
79b(iii)	% of overpayments written off	I	0	0	1.84		6.6	0.15	0	0	0	0	This is a sundry debt function. Results of new arrangement with debt collecting agency need to be looked at.	↑	6.6
Environment															
82ai	% of household waste recycled	T	17.89	11.78	22.14	T	24.5	21.8	0	0	0	0	Recycling tonnage increased by 5% on previous year, but additional tonnage of green waste collected led to increase in waste arising of 4% leading to a reduced recycling rate. Overall recovering rate was 27.8% compared with overall combined target of 29%.	↓	25
82aii	Total tonnage of waste recycled	T	0	0	9038		9700	2326	0	0	0	0	Minimal variation from target which should be adjusted seasonally during the year	↑	10150
82bi	% of household waste composted	T	9.8	1.53	1.71	M	4.5	6	0	0	0	0	See 82ai above. Tonnage of green waste higher than projected.	↑	6
82bii	Total tonnage of waste composted	T	0	0	699		1900	640.7	0	0	0	0	See above	↑	2600
84a	Household waste collected	I	397.7	491.6	352	T	353	91.9	0	0	0	0	Above target due to additional green waste collected.	↓	352
84b	% change (from previous year) in the waste collected (KG per head per annum)	T	0	0	1.09		-0.3	2.8	0	0	0	0	See above	↓	-0.3
86	Cost of waste collection (£) - Annual Reporting	T	35.31	48.13	43.8	M	42.56	0	0	0	0	0	Annual reporting	N/a	43.24
166a	Environmental health checklist (%)	T	97	79.1	66.25	B	83	66.25	0	0	0	0	Environmental Health Enforcement Policy and other relevant policies being revised. To be reported to October Council. Key officers from relevant service areas implementing a detailed programme to action remaining tasks to achieve targets for rest of this year and next year.	→	93

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BVPI	Indicator Description	Tgt/ Ind	TQ 04/05	BQ 04/05	Actual 05/06	Quartile 05/06	Target 06/07	Actual 01	Actual 02	Actual 03	Actual 04	on/off Tgt	Comments	Performance Trend	Target 07/08
199a	Cleanliness of relevant land and highways (%)	T	11	24	12	M	15	0	0	0	0	N/A	Annual reporting	N/a	13
199b	Proportion relevant land and highways with unacceptable levels of graffiti visible %	T	0	0	1		1	0	0	0	0	N/A	Annual reporting	N/a	1
199c	Proportion of relevant land and highways with unacceptable levels of fly postings visible %	T	0	0	0		0	0	0	0	0	N/A	Annual reporting	N/a	0
199d	Year on year reduction of incidents / increase in enforcement actions to deal with fly tipping (graded 1 very effective - 4 poor)	T	0	0	4		3	0	0	0	0	N/A	Annual reporting	N/a	2
216a	Contaminated land - number of sites of potential concern	I	0	0	1078		1064	0	0	0	0	N/A	Annual reporting	N/a	1050
216b	Number sites where remediation of land necessary as % of 'sites of potential concern'	I	0	0	1.32		1.33	0	0	0	0	N/A	Annual reporting	N/a	1.35
217	% pollution control improvements to existing installations completed on time	T	0	0	97		95	0	0	0	0	N/A	Annual reporting	N/a	95
Planning															
106	% new homes on brown field sites	T	94	57.14	95.29	T	60	0	0	0	0	N/A	6 monthly reporting	N/a	60
109a	% of major planning applications in 13 weeks	T	68.9	46.88	50	M	60	64.28	0	0	0		Measures on the Major and Minor Applications Improvement Plan have been implemented, with particular focus on Major applications resulting in performance exceeding the target.	↑	60
109b	% of minor planning applications in 8 weeks	T	75.4	61.12	71.8	M	65	51.04	0	0	0		The focus on Major applications, together with significant staff resourcing issues (two posts not being filled and one post with long term illness) in the registering of applications, has resulted in performance being below the target. However, it is now expected that, with the two posts filled and the employment of temporary staff to cover for the post affected by long term illness performance will now improve over the next quarter.	↓	65
109c	% of other planning applications in 8 weeks	T	88	80	86.66	M	80	65.93	0	0	0		The focus on Major applications, together with significant staff resourcing issues (two posts not being filled and one post with long term illness) in the registering of applications, has resulted in performance being below the target. However, it is now expected that, with the two posts filled and the employment of temporary staff to cover for the post affected by long term illness performance will now improve over the next quarter.	↓	80
200a	Did authority submit the Local Development Scheme by 28.3.2005 (new 2005-6)	T	0	0	yes		yes	0	0	0	0	N/A	Annual reporting	N/a	yes
200b	Has authority met the Local Development Scheme milestones (new for 2005-6)	T	0	0	yes		yes	0	0	0	0	N/A	6 monthly reporting	N/a	yes
200c	Did the authority publish an annual monitoring report by December of the last year	I	0	0	yes		yes	0	0	0	0	N/A	Annual reporting	N/a	yes

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Quartile 05/06 column: actual 05/06 against 04/05 quartile performance data (05/06 quartile data expected Dec 06)

T = top; B = bottom; M = middle quartile



BVPI	Indicator Description	Tgt/ Ind	TQ 04/05	BQ 04/05	Actual 05/06	Quartile 05/06	Target 06/07	Actual Q1	Actual Q2	Actual Q3	Actual Q4	on/off Tgt	Comments	Performance Trend	Target 07/08
204	% appeals allowed against authorities decisions to refuse planning permission	T	25	37.5	25	T	35	0	0	0	0	N/A	6 monthly reporting	N/a	35
205	Quality of service checklist (%)	T	88.9	72.2	83	M	94	0	0	0	0	N/A	6 monthly reporting	N/a	94
219a	Total number of conservation areas	I	0	0	52		52	0	0	0	0	N/A	Annual reporting	N/a	52
219b	% of conservation areas with an up to date character appraisal	I	0	0	0		5	0	0	0	0	N/A	Annual reporting	N/a	15
219c	% of conservation areas with published management proposals	I	0	0	0		5	0	0	0	0	N/A	Annual reporting	N/a	15
Community Development															
126	Domestic burglaries per 1000 households	I	6.9	14.23	5.94	T	5.76	1.3	0	0	0		These has been a reduction compared to the first quarter last year. Numbers are down 21%, 76 have been recorded so far this year compared to 96 during 2005/6	↑	5.59
127a	Violent crimes per 1000 population	I	3	8.71	12.39	B	12.02	3.98	0	0	0		This includes wounding and common assault there has been a rise from 249 offences in the first quarter of 2005/6 to 333 in the first quarter of 2006/7, this is a rise of 25%. The rise is directly attributable to the rise in the common assault category (no injury is sustained, this has risen from 73 incidents to 156, a rise of 115%.	↓	11.66
127b	Robberies per 1000 population	I	5.96	12.7	0.16	T	0.15	0.09	0	0	0		have increased from 5 to 8 over the same period as last year. 3 of the 8 recorded robberies started as burglaries and then became the more serious offences when violence or the threat of violence was to the inhabitants who happened to be on the premises	↓	0.15
128	Vehicle crimes per 1000 population	I	7.77	15.04	5.88	T	5.71	1.22	0	0	0		This includes theft of, and interference with, vehicles. It is down over the same period as last year by 12.8% from 258 to 225 recorded incidents	↑	5.53
156	% of authority buildings open to the public - accessible for disabled	T	0	0	83		100	83	0	0	0		Q1 Actual 83%. Completion of the Charter Car Park is scheduled for July of this year. This should take this indicator upto 90% plus - assuming no changes across the cohort of portfolio which falls within the definition	→	100
174	No of racial incidents recorded per 100,000 population	I	0	0	0.86		0.86	0	0	0	0		Actual Q1 is Zero	↑	0.86
175	% of racial incidents that resulted in further action	T	0	0	100		100	N/A	0	0	0	N/A	No incidents reported during Q1	N/a	100
225	Actions against domestic violence	I	0	0	45.5		54.5	0	0	0	0	N/A	Annual Reporting	N/a	80
226a	Advice and guidance services - total spent £	I	0	0	200000		200000	200000	0	0	0		Annual reporting. Estimate only - calculated at year end once final accounts have been closed down.	→	200000
226b	CSL Quality Mark % monies spent on advice and guidance provided by external organisations	I	0	0	75		75	75	0	0	0		Annual reporting. Estimate only - calculated at year end once final accounts have been closed down.	→	75
226c	Advice and guidance services - direct provision £	I	0	0	450000		450000	450000	0	0	0		Annual reporting. Estimate only - calculated at year end once final accounts have been closed down.	→	450000

QUARTERLY CORPORATE GOVERNANCE REPORT - First Quarter 1.4.06 - 31.3.07
Local Performance Indicators Supporting Corporate Priorities 2006/07 (cumulative year to date)

LPI	Indicator Description	Target 2006/7	Actual Q1	Comments
Working with partners to help facilitate the provision of affordable housing				
LI H2	Number of units of affordable housing completed / provided	100	0	See comments in Corporate Priorities report
LI H2a	Number of affordable housing units provided through S106 agreements	90	0	See comments in Corporate Priorities report
LPI TP5	% of dwellings permitted on sites above the Council's local plan affordable housing policy thresholds which fall within the definition of affordable housing	35%	0%	No sites were permitted for housing in the 1st quarter that were above the threshold for affordable housing in the Local Plan.
LPI TP6	% of affordable dwellings permitted which are in the social rented category	60%	0%	See above.
LPI TP7	Total house building completions as a % of adopted Structure Plan annual targets	134%	N/a	The figure is reported twice a year to be in-line with the County Council's Land Development Progress System (LDPS).
Creating a cleaner, greener, safer and healthier community and environment				
EH2	% of inspection programme achieved on target	80%	N/a	Cannot report at present - database does not currently support relevant report but is being addressed under a Service Development Plan during 2006
To improve and modernise access to services				
CS1	Number of enquiries at the Local Service Point Wantage	15,000	4292	
CS2	Number of enquiries at the Local Service Point Abingdon	41,000	14577	
CS3	% of enquiries resolved within one working day in Wantage Local Service Point	97%	96%	
CS4	% of enquiries resolved within one working day in Abingdon Local Service Point and LSP2	97%	98%	
CS5	% of customer satisfaction in Wantage Local Service Point	96%	100%	
CS6	% of customer satisfaction in Abingdon Local Service Point	96%	100.00%	There are 6 SLA's over 12 months each area will have two service level satisfaction surveys at present 3 have been undertaken recording 100% satisfaction
CS7	% of satisfied service providers with Wantage Local Service Point	85%	100.00%	There are 6 SLA's over 12 months each area will have two service level satisfaction surveys at present 3 have been undertaken recording 100% satisfaction
CS8	% of satisfied service providers with Abingdon Local Service Point and LSP2	85%	100.00%	There are 6 SLA's over 12 months each area will have two service level satisfaction surveys at present 3 have been undertaken recording 100% satisfaction
CS9	% of calls to be answered within 20 seconds	90%	84.30%	
CS10	% of calls unanswered	4%	2.00%	The strong, positive downward trend continues reflecting success of contact centre
CS11	% of messages left by customers at first point of contact to receive an initial response within one working day	95%	100.00%	
CS12	% of e-mails to be automatically responded to within one working day	100%	100.00%	

Corporate Governance Financial Report - First Quarter 2006-7

All figures are as at end June 2006

Actuals include Commitments

	Latest budget	Profiled budget	Actuals	Variance £	Variance %	Adjustments	Adjusted Variance £	Adjusted Variance %
Expenditure								
Salaries	7,858,390	1,970,815	1,841,371	(129,444)	(6.6%)		(129,444)	(6.6%)
Leisure salaries	287,700	71,925	71,737	(188)	(0.9%)		(188)	(0.9%)
	8,146,090	2,042,740	1,913,108	(129,632)	(6.3%)		(129,632)	(6.3%)
Overtime	86,350	21,588	28,847	7,259	33.6%		7,259	33.6%
Temporary & Agency staff	204,810	66,588	116,631	51,043	77.8%		51,043	77.8%
Training	91,890	22,973	30,827	7,854	34.2%		7,854	34.2%
Repairs & Maintenance	506,000	127,100	60,520	(66,580)	(52.4%)		(66,580)	(52.4%)
Temporary accommodation costs	150,000	37,500	(153,604)	(191,104)	(509.6%)	209,300	18,196	48.5%
Partnership grants	236,190	47,230	60,174	12,944	27.4%		12,944	27.4%
Grants to Organisations	257,330	0	3,000	3,000	--		3,000	--
Discrete Grants	349,420	87,355	68,571	(18,784)	(21.5%)		(18,784)	(21.5%)
	842,940	134,585	131,745	(2,840)	(2.1%)	0	(2,840)	(2.1%)
Benefit payments	17,849,050	3,453,000	3,648,627	195,627	5.7%		195,627	5.7%
Other expenditure	12,213,070	3,311,121	1,788,318	(1,522,803)	(46.0%)	837,000	(685,803)	(20.7%)
TOTAL EXPENDITURE excluding support and capital	40,090,200	9,216,195	7,565,019	(1,651,176)	(17.9%)	1,046,300	(604,876)	(6.6%)
Income								
Car Parking	(811,420)	(223,963)	(223,042)	921	0.4%		921	0.4%
Benefit Subsidy	(17,657,020)	(4,414,255)	(4,890,609)	(476,354)	(10.8%)	144,560	(331,794)	(7.5%)
Temporary accommodation	(155,000)	(38,750)	(50,822)	(12,072)	(31.2%)		(12,072)	(31.2%)
Planning	(532,400)	(133,100)	(155,253)	(22,153)	(16.6%)		(22,153)	(16.6%)
Building Control	(545,000)	(136,250)	(132,704)	3,546	2.6%		3,546	2.6%
Leisure	(401,280)	(100,345)	(257,739)	(157,394)	(156.9%)	136,935	(20,459)	(20.4%)
DSO Recharge Income	(60,000)	(15,000)	(59,885)	(44,885)	(299.2%)		(44,885)	(299.2%)
Reprographics Recharge Income			(28,200)	(28,200)	--		(28,200)	--
Investment income	(1,152,900)	(282,700)	(111,577)	171,123	60.5%	(112,332)	58,791	20.8%
Other income	(4,751,880)	(1,068,660)	(833,335)	235,325	22.0%	(144,560)	90,765	8.5%
TOTAL INCOME excluding support and capital	(26,066,900)	(6,413,023)	(6,743,166)	(330,143)	(5.1%)	24,603	(232,455)	(3.6%)
NET POSITION excluding support and capital	14,023,300	2,803,172	821,853	(1,981,319)	(70.7%)	1,070,903	(837,331)	(29.9%)

**Corporate Governance Report to Executive
2006/07 Quarter 1 - to the end of June 2006
Financial Commentary**

The following comments are provided to explain the attached high level budget monitoring figures.

SUMMARY

The attached Corporate Governance report for the first quarter indicates an unadjusted **underspend** of £1.9m (71%). This reflects expenditure and income transactions to the end of June as recorded on the financial management system ('fms') except for Contingency and external investment income.

This position contains several large 'false variances' which are due to timing differences and are not expected to affect the year-end position. Several adjustments have been made to omit these in order to provide a more accurate prediction of the year-end position. The attached report indicates an adjusted **underspend** of £0.8m (30%).

The bulk (£0.6m) of the overall variance is due to under-spending **Expenditure** items, with over-achievement on **Income** items accounting for the remainder (£0.2m).

Explanations of the main items are provided below. Detailed explanations should be discussed in the monthly performance management meetings held by Portfolio Holders and Deputy/Assistant Directors. Any significant variances which will impact the year-end position should be reported by the appropriate Portfolio Holder to this Executive meeting.

EXPLANATIONS

The largest area of variance, spanning both expenditure and income is **Benefits**. The net effect of the variances on benefit payments and benefit subsidy accounts for £136k of the overall adjusted underspend. This is within acceptable tolerances given the annual budget is £18m.

Some of the £130k (6%) underspend on **Salaries** will be vired by budget holders to counteract the £51k (78%) overspend on **Temporary and Agency Staff**. In addition the Salaries budgets still include certain Service Prioritisation Plan savings which will be returned to Contingency and therefore disappear in the coming months.

The actual costs for **Temporary Accommodation** are distorted by the presence of a brought forward accrual of £209k for invoices which were expected to have been paid by the Council in this quarter. As they remain unpaid (as they are being disputed) the accrual has been adjusted for, leaving a true variance of £18k (49%) overspend.

The large underspend on **Other Expenditure** is chiefly due to two timing differences which have both been adjusted for. Delays in paying the waste contractor's invoices caused £750k of the apparent underspend; and, un-invoiced pension costs account for a further £87k. After adjusting for these the adjusted underspend shrinks to £686k (21%). Of this, a major variance of £132k is due to Assisted Transport as some claims from the bus operators will not be paid until the second quarter.

Once the £331k over-achievement of Benefit Subsidy is excluded from the report, there are no other single Income items worthy of note at this time. The second quarter will provide a more reliable basis for predicting the outturn position.

**Key Staffing Data -
First Quarter 2006-7**

SUMMARY OF SICKNESS 2006-07

Service Area	Q1		Q2		Q3		Q4		Annual Totals	
	No. average days sickness/ mth	Av.days lost per FTE/mth	No. average days sickness/ mth	Av.days lost per FTE/mth	No. average days sickness/mt h	Av.days lost per FTE/mth	No. average days sickness/mt h	Av.days lost per FTE/mth	Total no. sick days 2005-06	Cumulative no of wkg days lost per FTE
Audit Performance Management	2.00	0.50								
Commercial Services	2.67	0.12								
Contract & Procurement	4.17	0.14								
Democratic Services	2.00	0.13								
Environmental Health	10.33	0.38								
Finance	44.50	1.03								
Housing & Community Safety	31.83	0.86								
Legal Services	0.00	0.00								
Organisational Development and Support	14.33	0.30								
Planning and Community Strategy	41.33	0.89								
Property & Estates	1.00	0.13								
Strategic Directors Offices	0.00	0.00								
Totals	144.17	0.51	170.66	0.51	223.5	0.67	287.17	0.89	2804	9.85
Comparison figure for 2005-2006	235.83	0.68	170.66	0.51	223.5	0.67	287.17	0.89	2804	9.85

Sickness is down compared to the same quarter last year. This is also down on the previous quarter. Sickness usually is expected to reduce in the spring and summer months. Direct comparisons against last year are difficult due to restructure.

SUMMARY OF TURNOVER 2006-2007

	Q1	Q1 Target	Q2	Q2 Target	Q3	Q3 Target	Q4	Total No Leavers	Cumulative Turnover
	Av. No. employees left/mth	Av. Turnover/mth (%)	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth	Av. Turnover/mth	Av. No. employees left/mth		
Audit Performance Management	0.00	0.00							
Commercial Services	0.00	0.00							
Contract & Procurement	0.00	0.00							
Democratic Services	0.33	1.75							
Environmental Health	0.33	1.19							
Finance	1.33	2.85 *							
Housing & Community Safety	0.00	0.00							
Legal Services	0.00	0.00							
Organisational Development and Support	0.67	1.19							
Planning and Community Strategy	0.00	0.00							
Property & Estates	0.00	0.00							
Strategic Directors Offices	0.00	0.00							
Totals	2.67	0.84	4.32	1.28%	3	0.90%	5	1.55%	12.23%
Comparison figure for 2005-2006	1.99	0.58%	4.32	1.28%	3	0.90%	5	1.55%	12.23%

*Turnover is up compared to the same quarter last year. This is principally felt to be due to the reaction to the transfer of Revenue and Benefits staff to Capita, effective 31 July this year.

Economic Development & Enterprise Block

Report 60/06

1. Despite the strengths of the local economy (including low unemployment and rapid growth in a diverse range of high tech sectors and universities) the Oxfordshire economy is adversely affected by **traffic congestion** and by **recruitment and retention** difficulties caused by **inadequate skill levels** and the high cost of **housing**. Furthermore, protecting the county's attractive **environment** is critical to the continued economic success of Oxfordshire.
2. Whilst we have an **Economic Strategy** for the county which has been agreed with key partners, there is an emerging consensus that we need to do more to address:
 - skills development,
 - inward investment particularly international investment,
 - business resource use efficiency,
 - the affordability of housing and
 - the potential of tourism and social enterprise.
3. Specific stretch targets relating to adult skills and business start ups are identified below.
4. **Transport** - In the medium term funding limitations inhibit our response to transport issues but the County Council Local transport Plan sets out a comprehensive response to needs for the next 5 years. We recognise that the Government is considering radical options including congestion charging and planning gain charging to provide further funding to support infrastructure requirements associated with new development. We will keep these developments under review as we contemplate long term transport planning for the county.
5. The Oxfordshire Economic Partnership is reviewing the Economic Strategy in the context of the regional economic strategy and it is anticipated that a new strategy will be launched during 2006. A new Rural Strategy will also be developed during 2006 to address issues of sustainability and the rural economy. We will rely on the Oxfordshire Economic Partnership to drive work in this area, but the Public Service Board will closely monitor progress.
6. The **stretch targets** for the Economic Development & Enterprise block are listed below:

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Increasing the Gross Value added of the Oxfordshire Economy	Reduced unemployment, increased enterprise, increased incomes,	By March 2009 720 adults with no qualifications will have gained a level	SEEDA Area Programme	Using SEEDA funding and focussing on Oxford. No involvement

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Increased employment and increased levels of business start ups	<p>educations, skills and training</p> <p>Attitudes of young people to enterprise and entrepreneurial activity (setting up a business)</p> <p>Satisfaction of employers with staff attitudes and aptitudes</p>	<p>1, 2 or 3 qualification.</p> <p>4.5% increase in total in 3 year period (from 2006/07 to 2008/09) of young people (ages 14 to 25) considering enterprise as a career option)</p> <p>2% increase p.a. for 3 year period (from 2006/07 to 2008/09) in young people (ages 14 to 25) in starting their own business (pre-starts)</p>	<p>Education Business Partnership</p> <p>Business Link MKOB</p> <p>EU funding through GROW programme</p> <p>SEEDA</p>	<p>apart from oversight through EEDG</p> <p>Focussing on school based activity, may be of interest to Youth Forum.</p> <p>Limited officer involvement</p>

7. The **non-stretch targets** are listed for information:

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
Increase Oxfordshire's GVA	Value and volume of tourism sector (5% above national average) – Tourism South East and Oxford Model from Oxford City Council	Increase the value of tourism to the Oxfordshire economy by increasing the percentage of staying visitors A fit for purpose	SEEDA – via Tourism South East Oxfordshire County Council Districts	Trading standards led project, relevant to promotion of Vale tourism. Officer involvement but no additional financial implications.

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
<p>To improve access to intermediate affordable housing for Oxfordshire's key and essential workers in order to address the problems of recruitment and retention as a result of the high cost of housing</p>	<p>Spend on accommodation as a percentage of tourism expenditure (UK Trade and Investment and TSE)</p> <p>Decrease in the number of hotels failing to meet the minimum legal requirements to operate</p> <p>Number of accommodation providers signed up to the scheme</p> <p>Visitor Satisfaction</p> <p>Users gaining their first choice of housing</p> <p>New homes being built that are affordable</p>	<p>scheme is proposed for Oxfordshire accommodation providers</p> <p>Households and individuals gain first choice in accessing intermediate affordable housing (low cost market, shared ownership, shared equity) through an Oxfordshire Choice Based Lettings System by March</p>	<p>Housing Corporation Oxfordshire County Council District Councils Registered Social Landlords Private Finance Initiative and Real Estate Investment Trusts Community Land Trust</p>	<p>Achievement of this target can be achieved within existing officer resources and capital budgets</p>

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
<p>Increase the efficiency and gross value added of businesses in the county by reducing their resource costs. Potential savings can reduce operating costs by an estimated 2%, having a positive impact on profitability and sustainability of the business.</p>	<p>% of businesses participating in resource efficiency clubs or related activity</p> <p>% savings in energy consumption and/or CO2 emissions by targeted businesses/employers</p>	<p>2009.</p> <p>Affordable housing units (<i>all affordable tenures including social rented housing</i>) are built on sites throughout Oxfordshire by March 2009 using innovative funding mechanisms.</p> <p>Achieve a 60% recycling rate by employers and businesses taking part in a programme of awareness-raising and support directed at those organisations and businesses we have identified as willing to be engaged in resource efficiency work</p> <p>Achieve a reduction in energy consumption by 2009.</p>	<p>BREW (Business Resources Efficiency and Waste Programme) Oxfordshire County Council Sustainable Development Service waste and environment budgets SEEDA core funding for Sustainable Business Partnerships Oxfordshire Sustainable Business Partnership and stakeholders</p>	<p>Now being negotiated as stretch target. Final commitment to be agreed but appears can be met within existing resources</p> <p>Led by Sustainable Business Partnership. Limited officer involvement.</p>

Children and Young People Block

8. The Government has identified its expectations for children and young people in 'Every Child Matters'. Our response is framed within the Oxfordshire Children & Young People Plan which will be formally approved in April 06. The strategy http://portal.oxfordshire.gov.uk/content/public/LandC/every_child_matters/cypp/children_young_peoples_plan_full.pdf focuses on the five themes set out by Government:
 - achieve educational success and develop life skills for a creative and positive adulthood;
 - enjoy good physical and mental health;
 - be protected from harm and neglect and grow up able to look after themselves;
 - make a positive contribution to the community and society
 - achieve their potential and make the most of their lives.
9. The CYP plan contains a comprehensive range of action. Within this broad range of activity the Public Service Board has decided to concentrate its effort on the following priorities which are reflected in our proposals for stretch targets.
10. **Enjoy and Achieve** - Educational achievement at secondary level needs improvement. While it is in line with national levels it is poorer than authorities with similar socio-economic profiles. Not enough schools in Oxfordshire have good 'value added' scores. The achievement of vulnerable groups of children is a particular concern. There is a need for a concerted effort to promote educational success and enjoyment from the earliest stages and ensure that young people leave school with the skills required for further education, employment or training.
11. **Be Healthy** – overall children in Oxfordshire are healthier than in other parts of the country. However, there are particular areas of concern in relation to child and adolescent mental health, drug treatment services and teenage pregnancy.
12. **Positive Contribution** – A key priority is to secure the engagement of children, young people and families in the development of our services
13. **Economic Well-being** - Unemployment rates in Oxfordshire are about half the average for England, but there are wards in several areas where jobless rates are relatively high. Our initial targets for action will give attention to increasing the number of 16-18 year olds in work, education or training to complement action identified within the Economic development and Enterprise block
14. **Stay Safe** – Child protection and care arrangements generally work well. However, there is a need for earlier, practical and accessible support for families. It is proposed to establish a network of Children's Centres and full service extended schools, offering a wide range of family support services.

15. The Children and Young People's Strategic Partnership (see 'governance arrangements' below) will maintain a detailed oversight of the targets in the CYP plan and report to the PSB. The Public Services Board will keep under review progress against the CYP Plan but will monitor more closely the specific stretch targets defined in the LAA.

16. The **stretch targets** for this block are listed below:

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Improve early, integrated, practical support and take up of childcare for vulnerable families through Children's Centres and extended schools (5 priority localities to be identified over and above current target of one full service extended school in Blackburn Leys)	Increase in the number of families accessing parenting education and support in priority localities 5 additional full service model extended schools developed jointly with Children's Centres in priority areas Improved access to information about children's services Improved access to childcare – especially in most disadvantaged areas	Number of parents accessing parenting education and family support through Children's Centres Extended Schools increased by 5% per year from 2004 baseline to 3000 by 2009. 120 new full day care pre school places established by 2009 Overall increase of 10% over 3 years for out of school and full day care places from baseline of 5,200 and 9,100 places respectively	General Sure Start Grant Extended Schools Neighbourhood Renewal Children's Fund Vulnerable Children's Grant Job Centre Plus Voluntary Organisations	NONE
Improved achievement at GCSE	Increase the % of pupils achieving 5 GCSEs A*-C (including English)	Increase % of pupils achieving 5 GCSEs A*-C (including English and Maths)		NONE

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
	and Maths)	from 44.2 to 51% by Summer 2008 FFT estimates: 2006 = 48% 2007 = 50% 2008 = 51%	NONE	NONE
Increased educational achievement of looked after children	Increase the % of children looked after achieving 5 GCSEs A*-G and 5 GCSEs A*-C.	% of children leaving care achieving 1 GCSE A*-G (or equivalent) increased from 49% to 60% by 2009. % of children looked after achieving 5 GCSEs A*-G increased from 54% to 65%% by 2009.	Standards Fund. Connexions YOT Centrepoint Police	NONE
Achievement of vulnerable groups	Increase attendance of children looked after. Reduce the proportion of 16-18 year olds not in employment, education or employment or training	Reduce % of children looked after missing 25 days' education from 13% to 9% by 2009. Increase % of young offenders attending full time education, employment or training from 60% to 85% for those aged 16 and below and	Connexions Positive Activities for Young People 14-19 Strategy Area Investment Programme Leaning and Skills Council Increased Flexibilities Programme	

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
To increase the effective participation of children and young people and ensure that it is well coordinated	<p>Increase number of young people consulted about services.</p> <p>Increase number of young people participating in democratic decision-making processes.</p> <p>Increase number of young people participating in schools councils.</p> <p>Increase number of young people volunteering.</p>	<p>from 34% to 55% for those aged over 16.</p> <p>Increase number of young people consulted about services from 3,000 to 6,000 in any one year.</p> <p>Increase number of young people participating in democratic decision-making processes (Sounding Boards, Trusts, Youth Fora) from 350 to 1000 in any one year by 2009.</p> <p>Increase number of young people participating in school councils from x to y in any one year by 2009.</p> <p>Increase number of young people participating in at least 1 hour per week formal and</p>	<p>Children's Fund Connexions Positive Activities for Young People Youth Service District Councils BIP4 Excellence Cluster Standards Fund Children's Fund YOT Source Workers Voluntary Youth Services Russell Commission</p>	<p>To coordinate with the work of the Vale Youth Forum</p> <p>To coordinate with the work of the Vale Youth Forum</p>

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
		accredited volunteering in culture and sport from 60 p.a. in 2005 to 500 p.a. by 2009.		NONE

Safer and Stronger Communities Block

Community Safety

17. The overarching outcome to be achieved in relation to Safer Communities is:

To reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime and anti-social behaviour

18. Our aim is to build on the work of the five district based Crime & Disorder Reduction Partnerships (CDRPs), The Drugs and Alcohol Team and the Youth Offending team, to address crime and anti-social behaviour by targeted action and a focus on the under-lying causes.
19. The five Oxfordshire CDRPs have been set a target of reducing crime (British Crime Survey Comparator crimes) by an average of 16.1% by 2007/08. no overall stretch for this target is proposed, but key identified priorities will undoubtedly contribute to its achievement.
20. The Community Safety Partnership Group will co-ordinate work in this area and liaise with CDRPs. For 2007/07 funding for CDRP projects will be passported direct to CDRPs and arrangements for future years will be considered by the Partnership Group during 2006.
21. The group will oversee the implementation of the following proposed **stretch targets**:

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Reduction in offending by young people	<p>Number of new entrants to criminal justice system aged 10-17 years</p> <p>Rate or reconviction of young offenders aged 10-17 years</p>	<p>Reduce the number of entrants aged 10-17 years to the criminal justice system by 10% by March 2009</p> <p>Reduce re-offending by young offenders by 8% by March 2009</p>	<p>YOT Budget PAYP Children's Fund Thames Valley Police Mainstreaming funding SSCF</p>	<p>Commitment extends only to the resources of the Vale CDRP. To progress these as part of its work to deliver the Vale Community Safety Strategy</p>
Reduce the harm caused to young people by substance misuse	<p>Number of young people in treatment as measured by Oxfordshire Treatment Information System</p>	<p>Increase the participation of young problem drug users in treatment by 150% between 2004 and 2008</p>	<p>Aligned to YP Partnership Grant</p>	<p>As above</p>
Reduce crime and anti-social behaviour by the effective management of Prolific and Priority offenders (PPOs)	<p>Reduction in offending rate of PPOs. Offences are BCS comparator crimes:</p> <ul style="list-style-type: none"> - Theft or unauthorised taking of vehicle (incl attempts) - Theft from a vehicle (incl attempts) - Vehicle interference - Domestic burglary (incl attempts) 	<p>Reduce the number of BCS Comparator crimes committed by adult and juvenile PPOs by 20% by 2009</p>	<p>TVP mainstream funding BCU Funding SSCF LA mainstream funding YOT NOMs mainstream funding</p>	<p>As above</p>

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
	<ul style="list-style-type: none"> - Theft or unauthorised taking of a pedal cycle - Theft from person - Criminal damage (excl .59) - Common Assault (Incl on a PC) - Wounding (Serious and Other) - Robbery of personal Property 			

22. We will review the need for further LAA targets when we roll forward the LAA next year.

23. The **non-stretch targets** are listed for information:

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
To increase public reassurance by introducing Neighbourhood Management (Policing) to all CDRP areas within Oxfordshire by March 2009.	<ul style="list-style-type: none"> ♦ A Neighbourhood Management (Policing) strategy and plan for each CDRP ♦ Selection of neighbourhood 	<ul style="list-style-type: none"> ♦ Creation of a neighbourhood strategy and implementation plan by September 2006 ♦ Identification of neighbourhoods to be completed 	<ul style="list-style-type: none"> • BCU • SSCCF • TVP • mainstream funding • LA mainstream funding • Health funding 	<ul style="list-style-type: none"> • As above

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
	<ul style="list-style-type: none"> ♦ s within each CDRP Area ♦ Appointment of Neighbourhood Co-coordinator/s ♦ A register of neighbourhood contacts in each CDRP ♦ Identified priorities set by community contacts. ♦ A performance framework in place to include PCSO's. 	<ul style="list-style-type: none"> ♦ by April 2007 ♦ Neighbourhood co-ordinators identified by April 2007 ♦ The current and ongoing identification of appropriate neighbourhood contacts by April 2008 ♦ Carry out neighbourhood consultation to establish baseline information and priorities by April 2008 ♦ Creation of a performance framework to measure the effectiveness of neighbourhood policing and PCSO's by Sept 2007 		

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
<p>Reduce the fear of crime and anti-social behaviour.</p>	<ul style="list-style-type: none"> Measure how safe residents feel in certain situations and how big a problem the issue is using the Oxfordshire Citizens Panel (annual survey - Occ) and the Thames Valley Neighbourhood Survey. (annual survey - Tvp) 	<ul style="list-style-type: none"> Increase the percentage of people who feel safe 'walking alone in there local community after dark' to 78% by 2009 using the 2006 survey as a baseline(Occ & Tvp) Maintain the percentage of people who feel safe 'walking alone in there local community during the daylight' using the 2006 survey as a baseline. (Occ & Tvp) Maintain the percentage of people who feel safe 'being alone in their home during daylight' using the 2006 survey 	<ul style="list-style-type: none"> LA (OCC) and TVP mainstream funding 	<ul style="list-style-type: none"> As above

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
		<p>as a baseline (Occ & Tvp)</p> <ul style="list-style-type: none"> ♦ Maintain the percentage of people who feel safe 'being alone in their home after dark' using the 2006 survey as a baseline (Occ & TVP) ♦ Reduce the number of People who think 'young people hanging around' is a problem to 46% by 2009 using the 2005 survey as a baseline. (Occ) ♦ Reduce the number of People who think 'Vandalism, graffiti and other deliberate damage to 		

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
		<p>property or vehicles' is a problem to 48% by 2009 using the 2005 survey as a baseline(Occ)</p> <ul style="list-style-type: none"> ◆ Reduce the number of People who think 'Speeding vehicles or motorbikes/dangerous driving' is a problem to 12% by 2009 using the 2005 survey as a baseline. (Occ) ◆ Reduce the number of People who think 'People being drunk or rowdy in public' is a problem to 12% by 2009 using the 2005 survey as a baseline. (Occ) 		

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
Reduce the harm caused by illegal drugs.	<ul style="list-style-type: none"> ◆ Develop effective communication strategy to enable improved knowledge and access to services ◆ Produce and disseminate in each CDRP area, a guide for parents/carers on drugs and alcohol with contact details of local specialist services 	<ul style="list-style-type: none"> ◆ Harness technology such as the internet and text messaging that are young people friendly to enable wider accessibility to information and services by March 2007 ◆ Write parents guide and disseminate to schools, youth facilities, health centres and all partnership agencies by March 2007 	<ul style="list-style-type: none"> ◆ Aligned to YP Partnership Grant 	<ul style="list-style-type: none"> ◆ As above
Reduce alcohol related harm.	<ul style="list-style-type: none"> ◆ Implementation of the county partnership alcohol strategy. ◆ Adults accessing pilot alcohol treatment and 	<ul style="list-style-type: none"> ◆ Obtain data to assist in assessing future service provision by Oct 2006 ◆ Pilot adult alcohol treatment and support services 	<ul style="list-style-type: none"> ◆ DAAT 	<ul style="list-style-type: none"> ◆ As above

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
	<p>support service</p> <ul style="list-style-type: none"> ♦ External evaluation of the effectiveness of the pilot <p><i>(Baseline developed by March 2006)</i></p>	<p>scoped and under way by [Oct 2006] check date.</p> <ul style="list-style-type: none"> ♦ Increase the participation of adult alcohol users in community treatment services by 15% by March 2008 and 28% by March 2009 		
<p>Reduce prolific alcohol related offending</p>	<ul style="list-style-type: none"> ♦ Alcohol arrest referral scheme. Condition of bail to attend two alcohol sessions: <ul style="list-style-type: none"> - Consumption of alcohol a major factor in the offence to include domestic violence, 	<ul style="list-style-type: none"> ♦ 60% of those identified by custody staff to be referred to alcohol arrest referral scheme as a condition of bail by March 2009. ♦ 40% of alcohol referrals to attend two sessions by 2007, increasing by 10% each year to reach 	<ul style="list-style-type: none"> ♦ Pump priming ♦ SSCF ♦ BCU 	<ul style="list-style-type: none"> ♦ As above

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
<p>Reduce anti social behaviour by coordinated enforcement and improved performance</p>	<ul style="list-style-type: none"> ♦ drink driving, drunk and disorderly. Baseline figure: 2,540 arrests in Oxfordshire were alcohol related in 04/05 (police data) ♦ Number of reported offences of violence against the person detected. These offences include: <ul style="list-style-type: none"> - Common Assault ((Incl on a PC) excluding domestic violence) 	<ul style="list-style-type: none"> ♦ 60% by March 2009. ♦ Increase the number of reported wounding offences detected to 60% by 2008 ♦ Increase the number of reported criminal damage offences detected to 17% by 2008. ♦ Establish 	<ul style="list-style-type: none"> ♦ TVP mainstream funding ♦ BCU Funding ♦ SSCF ♦ HO ASB Funding ♦ Licensing Authority (LA) funding ♦ LA (OCC) mainstream funding 	<ul style="list-style-type: none"> ♦ As above

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
<p>Reduce anti-social behaviour by</p>	<ul style="list-style-type: none"> - Wounding ((Serious and Other) excluding domestic violence) ♦ Number of reported offences of criminal damage detected, these include: <ul style="list-style-type: none"> - Criminal damage (excl .59) - Number of reported public order (Sec 4 and 5) offences detected. 	<p>baseline data and targets by April 2007</p> <ul style="list-style-type: none"> ♦ Develop appropriate 'Night Safe' type projects in each CDRP area by 2007. ♦ Develop a multi agency risk assessment profile facility of premises licensed under the Licensing Act 2003 by 2007 ♦ Reduce the percentage of year 10 pupils who, when surveyed, claim to be able to buy alcohol from retail premises by 20%. 	<ul style="list-style-type: none"> ♦ TVP mainsteam 	<ul style="list-style-type: none"> ♦ As above

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
<p>sustained reductions and improved service delivery</p>	<p>offences of wounding crimes reduced, these include:</p> <ul style="list-style-type: none"> - Common Assault ((Incl on a PC) excluding domestic violence) - Wounding ((Serious and Other) excluding domestic violence) <p>♦ Number of reported offences of criminal damage reduced, these include:</p> <ul style="list-style-type: none"> - Criminal damage (excl .59) <p>♦ Number of</p>	<p>reported wounding crime offences by 12.5% by 2008 (Combined CDRP target).</p> <ul style="list-style-type: none"> ♦ Reduce the number of reported criminal damage offences by 14.6% by 2008. (Combined CDRP target). ♦ Develop a CCTV Strategy and performance framework by 2007 ♦ Develop an ASB data information and performance framework by 2007 	<p>funding</p> <ul style="list-style-type: none"> ♦ BCUJ Funding ♦ SSGF ♦ HO ASB Funding ♦ LA mainstream funding 	

Outcomes	Indicators	Targets	Funding Streams contributing to Outcome	Vale Commitment
	ASBOs and ABCs issued to tackle anti social behaviour			
<p>To lower the incidence of domestic violence by promoting early disclosure, effective response to disclosure and ready access to resources to increase the safety of victims.</p>	<ul style="list-style-type: none"> ◆ Reports to police ◆ Number of trained champions ◆ Number of reports to champions ◆ Number of victims supported by dedicated advocates/outr each workers 	<ul style="list-style-type: none"> ◆ Increase the number of incidents of domestic violence reported annually, either directly to the police or through a third party by 28% by 2009. ◆ Increase the number of champions by x 100 (200%) by 2009 	<ul style="list-style-type: none"> ◆ Safer and Stronger Communities Fund ◆ Thames Valley Police funding 	<ul style="list-style-type: none"> ◆ As above plus: <ul style="list-style-type: none"> - commitment to having 3 trained champions from Vale DC officers. - £3K revenue to fund outreach worker

The Environment

24. Concern for the environment has been a major feature in partnership discussions about the LAA and the future for Oxfordshire. The County enjoys a pleasant environment which is a major asset and is critically important to the economy and the quality of life. We intend to give particular attention to two issues:
- **Street Scene** – The public expect their local communities to be clean green and safe. We will take action to focus extra attention on these issues in the next 3 years
 - **Waste Management** – In Oxfordshire the minimisation and recycling of waste is at a high level. We think we can do better by adopting an integrated approach to waste management which will increase recycling, reduce landfill and reduce public costs. In view of the existing contractual commitments it will not be feasible to implement full integration until 2009

25. The PSB will oversee implementation of the following stretch targets:

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Improved local and global environment through the reduction of waste sent to landfill and therefore the reduction in methane gas emissions.	A combination of BVPI 82(a) and 82(b). 82(a) The percentage of household waste sent for recycling. 82(b) The percentage of household waste sent for composting/anaerobic digestion to determine the amount of waste recycled as a percentage of the total waste generated in Oxfordshire	To increase the recycling rate from 33% to 38% by 31 March 2008		

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
An improvement in the overall cleanliness of Oxfordshire	<p>An improvement of the following BVPIs</p> <p>199(a) The proportion of relevant land and highways (expressed as a %) that is assessed as having combined deposits of litter and detritus that fall below an acceptable standard</p> <p>199(b) The proportion of relevant land and</p>	<p>Targets Identified subsequently:</p> <p>(Non-stretch) To increase the recycling rate from 33% to 38% by 31st March 2009</p> <p>Stretch: Included in this will be 4,875 extra tonnes of non-biodegradable waste to be recycled between 2006/07 and 2008/;09 inclusive</p> <p>Each of the 4 BVPIs to show an improvement of either a minimum of 5% from the 2005/2006 outturn figure or by 1 grade (BVPI 199d)</p> <p>All Councils to increase their grading by 1 level i.e Very Effective (1)</p>		<p>Individual partner contributions yet to be finalised</p> <p>Individual partner contributions yet to be finalised</p>

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
	<p>highways (expressed as a %) from which unacceptable levels of graffiti are visible</p> <p>199(c) The proportion of relevant land and highways (expressed as a %) from which unacceptable levels of fly posting are visible</p> <p>199(d) The year on year reduction in the number of incidents and increase in total number of enforcement actions taken to deal with flytipping</p>	<p>Effective (2) Good (3) Poor (4) Poor (4)</p> <p>Targets Identified subsequently: Reduce by 9% (from 2004/05 Oxfordshire average of 20%) the proportion of relevant land and highways assessed as having combined deposits of litter and detritus falling below an</p>		<p>Vale will achieve targets within existing resources</p>

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
	% of people satisfied with cleanliness standards in their area (BVPI 89)	acceptable standard. People who express satisfaction with cleanliness standards in their area increased to 69.58% by March 2009.		Vale will achieve targets within existing resources

Stronger Communities:

26. Oxfordshire is a good place in which to work and live. However some communities are finding it increasingly difficult to sustain local facilities and the availability of affordable housing for local people is a significant problem. Community self help has also declined as the pace of life has intensified. There is also a decline in interest in local democracy which in part is connected with these factors
27. We intend to address these concerns in several ways:
- **Neighbourhood services** – Proposals for neighbourhood policing and local children’s centres are examples of action to bring services closer to local people. Action to improve the accessibility of services and information is being planned over the medium to long term. Technological advances allow us to make major improvements in public services
 - **Strengthening the Voluntary & Community Sector Infrastructure** – In Oxfordshire the umbrella organisations providing practical support and guidance to voluntary and community groups are under developed. The key infrastructure organisations and key statutory agencies have commissioned research (the OVID project, which is the local manifestation of the DEFRA programme ‘Change Up’) to identify a way forward that fits 21st Century needs. This project is now concluding and during 2006 it will be possible to develop an action plan to help strengthen the VCS sector. The Rural Social & Community Programme (RSCP) will be implemented under the guidance of A Rural Forum to be set up in 2006/07.
 - The Public Service Board will review progress and agree next steps in 2006/07.
 - **Rural strategy** – As part of the RSCP programme a Rural Strategy will be developed during 2006/07. This will address issues of sustainability and the rural economy.
 - **Volunteering** – We want to encourage more people to volunteer to support local organisations and communities. The County Council, South Oxfordshire District and the City Council have committed to the piloting of staff volunteering schemes to encourage staff to volunteer. The Oxfordshire Council for Voluntary Action are supporting this initiative through their volunteer centre.
 - **Involving** – Partners already have extensive mechanisms for consulting and involving local people. However we need to do more to involve ‘hard to reach’ groups and especially young people. One area where we need to strengthen commitment to encouraging participation is around community and cultural activity particularly in relation to excluded groups. We plan to improve our processes for engaging hard to reach groups, to share best practice and to co-ordinate our efforts

Healthier Communities and Older People Block:

28. People in Oxfordshire are among the healthiest in the country and health services are of a high standard. However, there are some marked inequalities in health outcomes and there are growing concerns about obesity, alcohol and drug misuse and sexual health. In 2006/07 action to address these issues will focus on children and young people – detailed proposals are set out in the Children & Young People's Plan
29. With more and more older people living beyond 80 we also need to do more to help people to lead healthy and independent lives. With significant financial problems in the Oxfordshire NHS and structural change imminent, we will work with the PCTs in the development of a public health strategy that links across local government and the NHS, for completion during 2007/08.

30. However in the interim we have proposed **stretch targets** to:

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Reduce number of falls among older people living in care	Number of falls within the care home Number of older people who participate in seated and supported exercise programmes (or similar programmes) Number of care home staff trained in falls prevention and management	Increase number of care homes receiving falls service input from 10 per year to 20 per year by 2007/08 Reduce the number of falls within the ten care homes by 20% by 2007/08 Set up seated exercise classes within all the ten care homes Train all new staff in	PCT Voluntary Sector District Councils	Not directly involved but able to promote partner opportunities that keep older people active, where appropriate.

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Increase the proportion of older people supported to live in their own home	Proportion of older people supported intensively to live at home	care homes on fall prevention and management Increasing by 2008 the proportion of those supported intensively to live at home to 36% of the total of those being supported at home or in residential care	Support People Social and Health Care Budget	
Promoting healthy lifestyles/positive activities	Increase the number of young people who walk or cycle to school	Increase the number of young people who walk to school by 1% from a baseline of 43,563 journeys to 44,663 by 2009. Increase the number of young people who cycle to school by 1% from a baseline of 10,148 journeys to 11,148 journeys by 2009	School Travel Plan Funding Grant Local Transport Plan Capital	Led by the School Sports Partnership. Vale representation on the SSP Steering Group supports this
	Increase the take up of sporting opportunities by 5-16 year olds	Increase % 5-13 year olds participating in a minimum of 2 hours per week on high quality PE and schools sports from 46% (KS1) and 62%	District Council Leisure Services Parish Councils Play Schemes Funding Specialist Sports Colleges	

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
Increase access to child and adolescent mental health services	<p>Increase the number of children accessing holiday play schemes</p> <p>Increase the number of young people accessing diversionary opportunities</p>	<p>(KS2) to 85% by summer 2008</p> <p>Number of children accessing affordable holiday play schemes increased from 60 to 300 in Oxfordshire by 2009</p> <p>Increase the number of young people participating in Positive Activities for Young People from 360 fte to 400 fte by 2008</p> <p>To increase the numbers of children receiving a tier 2 PCAMHS Intervention to 1500 by 2009</p> <p>To reduce specialist</p>	<p>Lottery for Play Sport England School Sport Partnership</p> <p>CAMHS Grants (PCTs x 5 and OCC) Behaviour Support Service Educational Psychology Service CAMHS Social Workers.</p>	<p>Vale do not run play schemes but offer coaching sessions to develop sport in targeted areas.</p> <p>Increases in participation supported through partnership work with Oxfordshire Sports Partnership, Community Sports Network and the Physical Activity Alliance.</p> <p>Through the Community Sports Coach Scheme the Vale works with Secondary Schools to support young people at risk.</p>

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
	Reduce waiting times for access to specialist CAMHS services	CAMHS waiting lists by 30% by 2009 To ensure that 90% of children referred to Tier 3 specialist CAMHS services received treatment within 2 months of referral by 2009		

31. The **non-stretch targets** listed below for information:

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
<i>Overarching outcome: Gaps in life expectancy at birth between wards in Oxfordshire</i>	Reduce health inequalities by 10% by 2010 as measured by infant mortality and life expectancy at birth. (2010 census data)			NONE
<i>Promoting a Healthy and Active Lifestyle: Reducing adult smoking & exposure to second hand</i>	Number of 4-week smoking quitters who attended NHS Stop	3,814 quitters in Oxfordshire 2005-2006, in line with	PCT smoking cessation PCT Choosing Health	NONE

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
smoking in Oxfordshire	Smoking Services per 100,000 population Number of trained workplace smoking cessation advisors Evidence of compliance with smoke-free public and workplace legislation	DOH targets X number of work place smoking cessation advisors trained by April 2008 100% compliance with the legislation by April 2008		To implement an Enforcement Policy
<i>Promoting a Healthy and Active Lifestyle:</i> Increase participation of adult population in physical activities	Proportion of people who engage in at least 30 minutes of moderate intensity level physical activities at least five times a week	50% increase in number of people participating in programmes such as Walking for Health, Green Gym, GP Exercise referral and other schemes by April 2008 % Increase in the use of Leisure facilities by April 2008 1% Increase per year in population of people who engage in at least 30minutes	District Council Leisure Services budgets	Participation supported through partnership work with Oxfordshire Sports Partnership, Community Sports Network and the Physical Activity Alliance.

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
		of moderate intensity level physical activity at least five times a week		
<i>Enhance the independence and quality of life for older & vulnerable people to sustain independent living:</i>				
Enhance the Independence and quality of life for older people and vulnerable people to sustain independent living	Number of older people receiving Direct Payments per 100,000 adult population	Increase by 2008 the number of older people receiving Direct payments to 90 per 100,000 adult population	Social and Health Care Budget OCC Carers Grant	NONE
<i>Enhance the independence and quality of life for older & vulnerable people to sustain independent living:</i>				
Improve access to information and advice for service users and their carers	Number of carers identified and referred for assessments Proportion of carers receiving a 'specific	All GP practices record carer status in patients register by April 2008 (100%) All identified carers referred for	Social and Health Care Budget OCC Carers GRant	NONE

Outcomes	Indicators	Stretch Target	Funding streams contributing to outcomes	Vale Commitment
	carers' services	assessment by April 2008 (100%) 10% increase in the proportion of carers receiving a 'specific carers' services by 2008		
<p><i>Integrated approach to preventive services and intermediate care across agencies:</i></p> <p>Establishing a countywide common referral and assessment process for preventative services</p>	<p>Expansion of the current range of referral for prevention services including home safety equipment, small repair, smoke alarm and information on other services</p> <p>Number of referral from various agencies</p> <p>Increase in levels of activities by various agencies</p>	<p>% increase in number of referral from various agencies</p> <p>% Increase in activity level of various agencies</p>		<p>NONE</p>

32. Enabling Measures are yet to be finalised for this block.

REPORT OF THE STRATEGIC DIRECTOR
TO THE EXECUTIVE
1 SEPTEMBER 2006

No time to Waste: - The Oxfordshire Joint Municipal Waste Strategy

1.0 Introduction and Report Summary

1.1 The strategy employed by the Council in respect of waste minimisation, recycling and composting and residual waste collection has been influenced by a wide range of considerations. An extensive programme of joint working between the Oxfordshire Councils has led to a revised Oxfordshire Joint Household Waste Strategy. As one of the partner councils the Vale is invited by the Oxfordshire Waste Partnership (OWP) to approve the new strategy.

1.2 In order to assist Members in considering the strategy this report: summarises its scope and content; refers to the associated developments and Action Plans; outlines the main strategic considerations for the Vale's own waste strategy; and identifies which of the waste collection options modelled by OWP should be developed further in Oxfordshire. The contact officer for this report is David Stevens, Assistant Director (Environmental Health) telephone (01235 540378).

2.0 Recommendations

That Executive recommend to Council:

- (a) *that Members confirm support for "No time To Waste" – The Oxfordshire Joint Municipal Waste Strategy of August 2006 (The Strategy) and adopt its principles in the development of the Vale's strategy for waste management;*
- (b) *that Members note the outcome of the modelling work set out in Appendix A;*
- (c) *that Members recommend to the Oxfordshire Waste Partnership (OWP) that on the basis of the results of the modelling work, the Strategy and the additional information presented in this report, Option 1 as detailed in the Appendix A is supported for further development in Oxfordshire;*
- (d) *that Members delegate to the Executive authority to agree the individual Action Plan for the Vale as required by The Strategy.*

3.0 Relationship with the Council's Vision, Strategies and Policies

This report relates to the Council's Vision Aims and Objectives.. It is particularly relevant to the corporate priority in respect of creating a Cleaner, Greener, Safer and Healthier Community and Environment (CGSH). It does not conflict with any Council Strategies but is related to published plans for Recycling. Furthermore, the report relates to existing policies on Waste Minimisation and Recycling.

4.0 Background

- 4.1 A wide range of financial, environmental and customer service considerations have influenced the strategy employed by the Council in respect of waste minimisation, recycling and composting and residual waste collection. An extensive programme of joint working between the Oxfordshire Councils has led to a revised Oxfordshire joint household waste strategy. As one of the partner councils the Vale is invited to approve the new strategy, endorsed by the Oxfordshire Waste Partnership (OWP).
- 4.2 In Summer 2005 OWP revised the Memorandum of Understanding (MOU) of 2001 which had underpinned the original agreement to work in partnership and sign-up to a joint strategy. At the same time a commitment to the shared use of specified funds for OWP related development projects was also agreed.
- 4.3 Work to review the current joint strategy, which was originally published and signed up to in 2002, commenced in earnest in Autumn 2005. The joint consultancy of ERM and Enviros Ltd., were appointed by OWP with DEFRA funding, and Oxfordshire County Council, to assist in this task. The work has consisted of a number of elements including: a review of the Vision, Aims and Objectives of the original joint strategy; the creation of criteria for strategy development; a review of corporate governance and financial arrangements for the Partnership; and a review of possible waste minimisation, collection and disposal scenarios post 2010
- 4.4 Also in Autumn 2005, the Audit Commission (AC) commenced an inspection of the Oxfordshire-wide waste partnership (i.e. not confined only to OWP). The AC programme comprised challenge and support activities followed by a formal inspection during Spring 2006. The AC inspection looked not only at the performance and prospects for OWP but also the performance of each individual Council's waste management services.
- 4.5 During 2006 a series of related joint development activities have taken place. These have involved officers and Members, OWP's appointed consultants, public stakeholder groups and the AC. The activities include: the joint detailed modelling of possible future wastes management ; a strategic Environmental Appraisal (SEA); devising criteria for the assessment of modelled scenarios; and development of policies for the new joint strategy. At the same time joint working has begun to address measures to take the strategy forward effectively. These include improved corporate governance, project management and revised joint financial arrangements for waste management.
- 4.6 The net result of this joint working, challenge and inspection work is the final draft of No Time To Waste – the Oxfordshire Joint Municipal Waste strategy (The Strategy). The draft was presented to OWP on 31st July and OWP resolved that the strategy be approved subject to minor amendments, and that the amended OWP strategy be presented to each of the partner councils during August/September for each authority to approve. OWP also acknowledged that delivery is a key issue with regard to some elements of the strategy and recognised the importance of impending work by county Treasurers on financial considerations to assist its delivery
- 4.7 The Strategy comprises a number of elements: the core strategy, which contains key objectives and policies; a county - wide Action Plan (Annex A to The Strategy), which sets out the route map to meet the objectives in the short, medium and long term; and five further detailed Annexes which address Waste Reduction and Re-Use measures, options for Recycling and Composting collections, Treatment and Disposal options, Community Engagement and Involvement measures and the Strategic Environmental Assessment (SEA). At the time of writing this report the SEA had not been released to OWP.

4.8 Paper copies of The Strategy have been provided for the Executive and Chair of Scrutiny . One copy has been made available in the Members Lounge and an electronic version is viewable as part of the Reports Pack for this Executive meeting. However, by agreement with OWP partners the financial information contained within Annex C to the Strategy has not been made publicly available .

5 **Strategic Considerations for the Vale**

5.1 The Council's OWP Member and officers have been engaged in and have influenced the development of The Strategy and supporting work. It is therefore hoped that the final strategy would be such that the Council will be able to adopt it as its own. However, in doing so inevitably there are a number of Vale-specific considerations that must be addressed.

5.2 The Council's Corporate Vision and Aims and its Corporate Priorities (including CGSH) are entirely supportive of the general principles within The Strategy. Likewise, the Council's Policy Framework gives prominence to Waste Minimisation whilst still committing to recycling targets. It also supports partnership working, committing support to the two MOUs (2000 and 2005) and the original joint strategy of 2002

5.3 The Council's Medium Term Plan includes provision for continuation of current service commitments to 2010. It does not however, provide for major changes to service delivery beyond this.

5.4 Current Service Parameters provide for a weekly black sack kerbside collection for all households and a weekly green box kerbside collection for 99% of households. The latter is fortified by weekly collection of recyclables from Mini Recycling Centres (MRCs) for households with communal waste storage facilities and Vale owned bring sites at locations across the Vale. A wide range of materials are collected in green boxes although these do not include plastics other than types 1 and 2 (bottles). Brown wheelies for fortnightly garden waste and cardboard kerbside collection are now available on a subscription basis for 90% of Vale households. Uptake is currently approx. 7800 and increasing. The only other green collection service is via prepaid sacks which are collected with the black sacks and are taken to landfill

5.5 The current Best Value combined recycling target is 29%. It is expected that this will be met in 2006/7 The Local Area Agreement (LAA) includes a non stretch target for recycling and composting County-wide to 38% by 2009 and a stretch target of 4,875 tonnes of non biodegradable waste to be recycled County-wide by 2009 The Vale's contribution has not yet been calculated but is expected to be achievable within existing service parameters

5.6 The AC inspection of OWP 2006 included an assessment of individual Councils' waste services. The inspection overall was positive, finding that the Vale's services overall had more strengths than weaknesses. Areas for improvement include faster progress on recycling and composting percentages, scope for further minimisation of waste and limited financial capacity to deliver significant improvement in waste collection.

5.7 Public opinion has been tested in the past on specific waste service related matters. In addition Vale residents took part in the County- wide public No Time To Waste public engagement exercise. These have shown general support for waste minimisation measures and more recycling, especially doorstep collections, to include plastics.

5.8 Vale household waste tonnages have increased at a lower rate than the rest of the UK for several years. This is in part due to the Council's waste policy and strategy. Nevertheless, local population and household growth will continue as with much of South East England.

- 5.9 Thus, even with a sustainable policy base, the Vale's waste strategy will need to address waste growth in the medium to long term and the required diversion of Biodegradable waste away from Landfill. This will include waste collection and increased recycling & composting in the Vale. Appendix A explains the detailed modelling exercise into future waste collection and treatment options, compares their benefits and disadvantages and concludes that option I should be supported for further development.
- 5.10 Appendix B sets out the relative predicted costs for the Vale which are associated with the modelled options. By agreement with OWP this Appendix has not been made publicly available and is not included with this report.

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ASSISTANT DIRECTOR (ENVIRONMENTAL HEALTH)

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Background Papers: OWP Strategy

Appendix A

Implications for Future Waste Collection and Treatment Services

The evaluation of collection and disposal options has been carried out by ERM Ltd, and Enviro Consulting Ltd. The consultants have been working closely with OWP throughout the process and have had input from Officers, Members and a Community Panel that was established specifically to support the process.

The review began by identifying the visions and aims for future service provision. A series of strategic options to achieve these aims were then developed. The process was taken through a series of stages, focusing first on the potential to reduce and reuse waste, then on options for recycling and composting and, finally, on recovery and disposal options for residual wastes. The potential impact of each option was evaluated against a number of environmental, social and financial criteria to inform the Strategy's direction and future planning and procurement decisions.

The review has taken into consideration national and regional waste policy and has sought advice directly from Government on specific issues such as collection and treatment of organic waste. In doing so, the review has been enabled to incorporate recent changes to policy and has been advised that DEFRA encourages all waste partnerships to consider the waste hierarchy, and not opt for high recycling and composting over waste minimisation. The absence of green waste collections at the kerbside is seen as part of a waste minimisation strategy.

The review process has acted as a tool which has enabled the comparison and evaluation of different collection options. However, it should be noted that the results of this modelling are based upon assumptions and the Council will not know the market costs of these options until tenders have been submitted.

Exempt Appendix B shows the modelled options and cost implications of each of the above options compared with the current baseline budgets. The modelled costs have been verified by the Oxfordshire Treasurer's Association for accuracy and robustness.

Annex 1 to this Appendix highlights the drivers for change arising from the OWP strategy that need to be considered when reviewing these collections.

In total, 66 different options were modelled and evaluated with 9 being taken forward for further analysis. The table overleaf shows the different collection options and the associated benefits and disadvantages of each of them. For ease, similar options have been grouped together:

Option	Recycling Rate	Collection Regime	Advantages	Disadvantages
A	32% -36%	Fortnightly residual Fortnightly co-mingled recycling	Encourages participation through restricted residual collections.	This option would not meet statutory recycling targets or the Landfill Diversion targets. In addition, it does not fulfil the requirements of some residents to have an organic waste collection.
B E G (C)	45 -54%	Fortnightly residual Fortnightly co-mingled recycling Fortnightly kerbside sort recycling (Option C only) Fortnightly organic collections.	Achieves high levels of recycling and composting across the District. Encourages participation through restricted residual collections.	Option C is not practical as it does not provide enough receptacle capacity for fortnightly recycling. Option B E G - whilst they achieve high levels of recycling they do not encourage waste minimisation, which is at the top of the waste hierarchy and Vale policy. In areas where this system is used there is a high level of waste collected per head
F	50% -53%	Weekly residual Fortnightly recycling Fortnightly organic	Maintains weekly residual collection	Would not achieve recycling and diversion targets without a costly treatment facility as the potential to put all waste in residual sacks remains. Maintaining weekly residual collection is extremely costly.
D	52%- 55%	Fortnightly residual Weekly co-mingled recycling Fortnightly organic collections	Maintains weekly recycling collection	Maintain weekly recycling collection in this manner is costly and has a high number of vehicle movements.
H I	46% -51%	Fortnightly residual Weekly co-mingled recycling Weekly food collection Chargeable green collection (8000 households)	Maintains weekly recycling collection and introduces weekly food collection for composting. Encourages waste minimisation by limiting overall bin capacity and by limiting green waste arisings.	Kerbside green waste collections are chargeable and for 8000 properties within this modelled option. However, any future contract would have a mechanism to expand this scheme further. Need to be supported by strong policies on the collection of green waste in residual bins to ensure that waste minimisation effects occur.

The evaluation of the collection options for the Vale shows that there are two favoured groups of options (B/E/G and H/I) that will achieve the diversion and recycling targets set out in the OWP strategy and fulfil the needs of residents in terms of maximising recycling and

minimising the amount of waste sent to landfill. The next section of this report analyses and compares these two options in detail.

In both of these options, residual waste is collected on a fortnightly basis. Maintaining a weekly collection would not only increase costs, but it would also allow recyclable waste to be sent to landfill. Fortnightly collections encourage residents to consider the waste they are generating and what can be recycled. Fortnightly collections of residual waste also help to minimise the amount of waste collected as the capacity to generate waste is limited. Residual waste would be placed in the existing wheelie bins. At the Leader's meeting on the 7th April 2006, it was agreed that all councils in Oxfordshire were minded to move towards a fortnightly collection of residual waste, with a separate collection of dry recyclables and this has also been echoed in the OWP Strategy Action Plan which states that:

“District Councils to have costed implementation programmes in place for introduction of fortnightly residual waste collections and District-specific dry recyclables/ garden/ kitchen waste collections that collectively deliver Policy 6 targets.”

The frequency of recycling collections differs between the two options. Option B/E/G has a fortnightly collection of recycling that would have to be collected in a wheeled bin to enable residents to have enough capacity to store recycling for a two week period. Whilst this avoids some of the handling issues surrounding the recycling boxes, it causes issues of storage for some residents and also causes difficulties when collecting glass. To collect glass in a co-mingled collection, there would need to be a sophisticated materials recycling facility in the area. Option H/I maintains a weekly collection of recycling across the District. By adopting this approach the Council would be able to use existing receptacles for this collection service, and maintain the same level of service provision..

There are also differences in the way that organic waste would be collected in each of the options. In Option B/E/G, each household would receive a third wheelie bin for the fortnightly co-mingled collection of garden and food waste. The fortnightly collection of food waste tends to be an area of concern for residents, especially over the summer months. In practice, this type of collection system tends to capture only 50% of food waste as householders place their food waste in the organic bin one week, and the residual bin the next to avoid waste waiting two weeks for collection. In this option, garden waste is collected with the food waste from every household on a fortnightly basis. By offering a third bin, residents have increased capacity for their waste, and trends show this leads to increased waste arisings.

Option H/I deals with food waste differently, and offers residents a weekly collection from the kerbside. This avoids the issues of biodegradable waste waiting two weeks for collection, and increases the capture rate of this material. Food waste is collected in a dedicated 25litre bin at the kerbside, and residents are provided with a kitchen caddy to collect the waste in the house. In this option, garden waste is collected on a chargeable basis from up to 8000 households. This approach supports the waste hierarchy and minimisation policies, to encourage householders to continue to compost their organic waste at home, and avoids the waste growth associated with the three bin system.

Support for waste minimisation was echoed by the Leaders Group on 7th April 2006, where it was agreed to emphasise adherence to the waste hierarchy, with waste minimisation at the top of the list.

In light of the relationship to the waste hierarchy, financial implications of the different collection options and the need to meet the diversion and recycling targets, Officers recommend that Option I to Members as it provides a solution to the Council that is cost effective, enables high levels of service provision and satisfies users needs.

Having received the results of the modelling exercise, the waste collection authorities in Oxfordshire have been asked to indicate to the County Council (the Waste Disposal Authority) by September 2006 which collection regime they prefer and the associated tonnages to enable the County Council to commence their procurement process for treatment and disposal facilities. The County Council is remaining technology neutral throughout this process and will provide the market with tonnage information for them to design potential solutions for the residual waste streams.

Once a collection option has been selected by the Vale confirmation of the likely tonnages will be sent to Oxfordshire County Council. In parallel, Officers will draft a performance specification for the new collection system and will commence a procurement programme for the introduction of the chosen service by 2010. A joint procurement study with West Oxfordshire and South Oxfordshire District Councils has been proposed to begin in 2006/07 for new contract renewal post 2010, with market testing to take place in 2008.

Officers will also develop a detailed implementation plan for Members in Autumn 2006, detailing proposals for the introduction of the new collection scheme. However, it should be noted that the availability of a treatment facility for kitchen waste is critical to the introduction of any of the above schemes. Currently there is no such facility in the local area, but Officers will discuss potential options for an interim solution with the County Council.

Financial Implications

The cost implications of the modelled options for the Vale are contained in Exempt Appendix B.

The key strategic drivers for the Council to consider in selecting a new collection service (from OWP Action Plan policies)

Policy	Details
Working in partnership	
1	Encourage the efficient use of resources, reduce resource consumption and take responsibility for the wastes they produce.
2	Lobby Government to focus on waste as an integral part of sustainable resource management.
Waste prevention and reuse	
3	Help householders and individuals to reduce and manage their wastes through the provision of advice and appropriate services.
4	Encourage the controlled reuse and reclamation of items through the provision of advice and appropriate services.
5	Seek to reduce the growth of municipal waste across the County to 0% per annum by 2012, in accordance with regional policy
Recycling and Composting	
6	Provide an integrated system of collection and processing of household waste which will achieve, as a minimum, the Waste Strategy 2000 recycling and composting targets for household waste*: By 31 st March 2010: recycle or compost at least 40% of household waste; By 31 st March 2015: recycle or compost at least 45% of household waste; By 31 st March 2020: recycle or compost at least 55% of household waste. (*This policy will be revised as appropriate with revisions to Waste Strategy 2000.)
7	Ensure that recycling facilities are available to all residents.
8	Encourage householders and businesses to separate waste for recycling collections by providing targeted information and awareness-raising campaigns.
13	Assist the development of local markets for recovered materials.
Residual Waste and Sustainable Waste Management	
9	Provide a system for recovering value from residual wastes in order to meet LATS targets
10	Ensure the availability of landfill sites for the disposal of residual waste, where necessary.
11	Seek to provide waste management services for specialized, potentially polluting material streams, such as hazardous waste and waste electrical and electronic equipment, which meet and exceed legislative requirements.
12	Ensure that waste facilities are suitably sized and distributed with the aim of minimising the transport of waste, working with the waste planning authority. Facilities will be well related to areas of population, given the environmental and amenity constraints, and the availability of suitable sites.
14	Develop methods of working together to improve the level of service through effective and efficient use of resources within Oxfordshire.
Targets	
EU Directive	Maximum amount of biodegradable wastes to be landfilled in Oxfordshire: 142,500 tonnes in 2005/06 121,700 tonnes by 2009-10; 81,000 tonnes by 2012-13; 56,700 tonnes by 2019-20.
LAA	The 6 Oxfordshire authorities have jointly agreed to a target to: Reach a countywide 38% recycling or composting of household waste by 31 st March 2009

LAA	The 6 Oxfordshire authorities have also agreed to an LAA stretch target: Recycling an extra 4,875 tonnes of non-biodegradable waste between 2006/07 and 2008/09
OWP Action Plan	OWP Action Plan Targets: 2009 - Recycle or compost 38% of household waste 2009/10 – Reduce biodegradable wastes to landfill to 121,700 tonnes 2010 – Recycle or compost at least 40% of household waste 2010 – Increase recycling and composting participation rates by 10% 2010 – Achieve 100% coverage for recycling collections across the County.

Oxfordshire Waste Partnership

‘No Time to Waste’

**The Oxfordshire Joint Municipal Waste
Strategy**

Logos

Contents page

1. Vision for the future	5
Introduction	5
Elements of the Strategy	6
2. Setting the scene.....	7
Current waste in Oxfordshire.....	0
Waste reduction and reuse	8
Current waste collection schemes	9
Current waste disposal arrangements	12
3. Why we need to change	13
Restrictions on the use of landfill.....	13
Sustainable waste management.....	14
4. The Strategy development process	15
Supporting documents.....	18
Vision and core objectives.....	18
Strategic policies	21
5. Strategy implementation and monitoring	28
Route map to achieving our aims.....	28
Co-ordination with the Minerals and Waste Development Framework.....	32
Monitoring progress and review of plans.....	32

List of figures and tables

Figures

Figure 1 – <i>Element of the Strategy</i>	4
Figure 2 – <i>Composition of Municipal Waste in Oxfordshire 2005/06</i>	5 7
Figure 3 – <i>BVPI Performance in 2004/05 – 2005/06</i>	8 1
Figure 4 – <i>Location of Waste Recycling Centres and landfill sites</i>	0 1
Figure 5 – <i>Waste Hierarchy</i>	1 1
Figure 6 – <i>Strategy development process</i>	3 2
Figure 7 – <i>Translating the vision into action</i>	1
Figure 8 – <i>Summary of future actions</i>	

Tables

Table 1 – <i>District Council collection systems operated in 2006/07</i>	6 7
Table 2 – <i>Recycling performance in 2005/06</i>	9 1
Table 3 – <i>Location of current landfill sites</i>	2 2
Table 4 – <i>Contents of supporting documents</i>	2 2
Table 5 – <i>Timescales for monitoring and evaluation of the Core Strategy and Action Plans</i>	

List of annexes

Annex A Oxfordshire Waste Partnership and Partner action plans

Annex B Waste reduction and reuse plan

Annex C Options for recycling and composting collections

Annex D Options for residual waste

Annex E Community engagement and involvement

Annex F Environmental report including Strategic Environmental Assessment

Annex G Glossary and abbreviations

1. Vision for the future

Oxfordshire is pursuing a clear vision for sustainable waste management and resource efficiency.

“We will work in partnership to reduce waste and to maximise reuse, recycling and composting. We will treat residual waste before disposal to recover further value and to minimise the environmental impact of disposal.”

Introduction

In 2005–06, Oxfordshire’s households produced approximately 300,000 tonnes of waste which equates to half a tonne for every person. Of this waste, 33% was recycled or composted, and 67% was sent directly to landfill. Over 60% of the total waste generated could have been reduced, reused or recycled. Some of the waste which was sent to landfill contained materials such as plastic, paper and glass, valuable resources that can be reused or recycled.

This strategy sets out how we, in Oxfordshire, are going to work in partnership to improve the way in which we manage our waste over the next 25 years. It will provide all stakeholders with an overview of the way we currently manage waste, identify the future challenges and need for change, and set out our shared vision for the future.

This strategy has been developed by the Oxfordshire Waste Partnership (OWP) following an extensive strategic review of waste management in Oxfordshire. This review has evaluated the options available to the County as a whole for the collection and disposal/treatment of waste to ensure that the most appropriate solution is adopted.

The OWP was established in 2003, and recently renewed its commitment to joint working through the signing of a Memorandum of Understanding (MoU) in August 2005. The Partnership comprises:

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

Through this strategy, the OWP is addressing all wastes produced within Oxfordshire that come under the heading of ‘municipal solid waste’ (MSW). This includes all wastes produced by households, trade wastes collected from small businesses, waste material deposited at Waste Recycling Centres (WRCs), fly-tipped materials and abandoned vehicles.

The management of municipal wastes over the period 2005 – 2030, has been considered, to ensure the Strategy meets the key requirements of the Landfill Directive and the Landfill Allowance Trading Scheme (LATS), in the long-term. .

Elements of the Strategy

The diagram below shows how the core strategy and the associated Annexes link together.

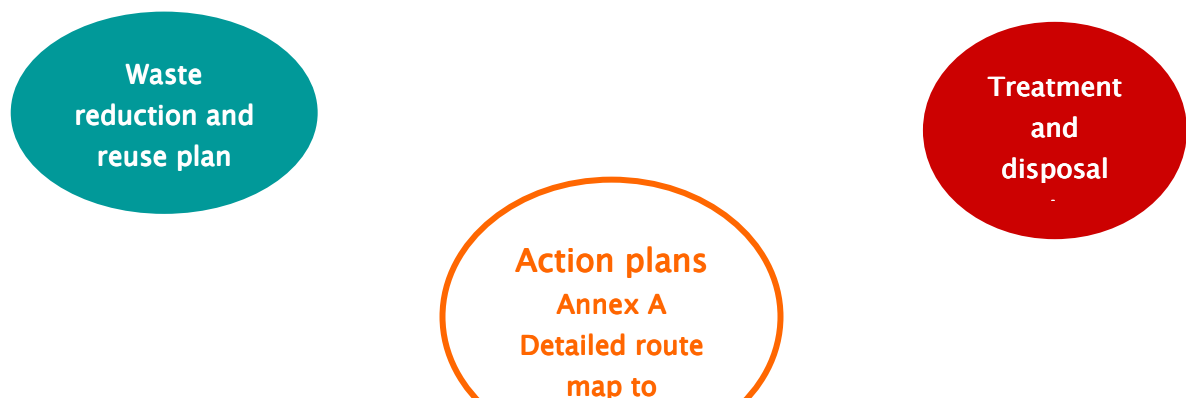




Figure 1 - Elements of the Strategy

2. Setting the Scene

It is essential that we take into account what currently happens to our waste when devising our strategy for the future.

Current waste in Oxfordshire

In 2005/06, Oxfordshire generated approximately 311,000 tonnes of municipal waste. Around 96% of this waste was from households with

the rest arising from other activities such as street sweepings and litter collections and any trade waste that the Waste Collection Authorities (WCAs) collect (as set out in Figure 2).

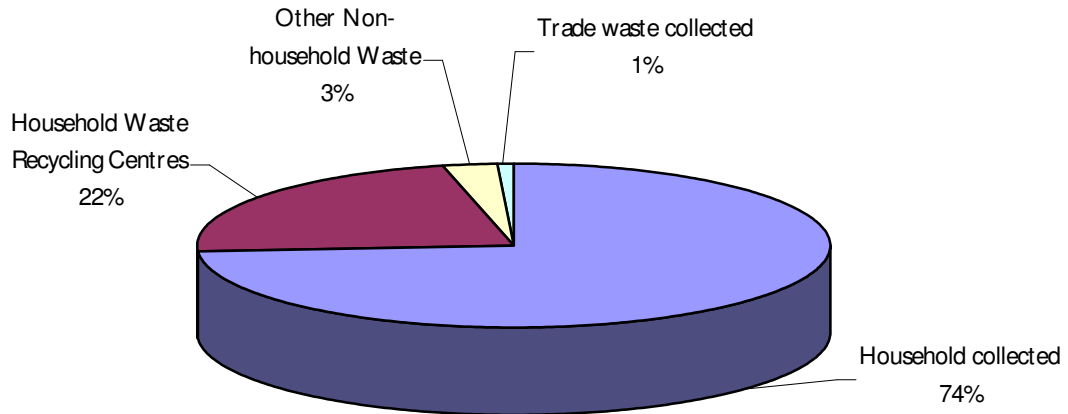


Figure 2 – Composition of Municipal Waste in Oxfordshire 2005/06

Compared with other counties in England, Oxfordshire performs well. We produce less waste per person than any other county and achieved a 1.8% reduction in waste per person in 2005–06. We are in the top quarter of all English counties for recycling. In 2005/06, collectively we achieved a recycling rate of 33%. This was 3% ahead of the statutory target Central Government set for us. As little as three years ago we recycled only 20%.

Waste reduction and reuse

In addition to our roles as Waste Collection and Waste Disposal Authorities (WDAs), we actively promote waste reduction and reuse to residents of Oxfordshire in a number of ways.

Some current waste reduction and reuse activities across the County include:

- **Waste reduction pack** – information and leaflets on a range of waste reduction topics including preventing junk mail, savvy shopping and home composting;
- **Home composting** – home composting bins have been available since 2000. In April 2006 a new scheme came into effect, allowing residents to purchase bins at reduced rates;
- **Furniture and goods reuse** – support is given to charities and community groups to encourage the reuse of furniture, bikes, computers and paints;
- **Reusable nappies** – a number of nappy promotions are running throughout Oxfordshire, including free trials of reusable nappies;
- **Savvy shopping** – promoted through the Waste Reduction Pack, Nada magazine, Community Action Groups (CAGs) and District Council promotions;
- **Community reuse** – tool, paint and mobile collection points are housed at a number of waste recycling centres (WRCs) and several CAGs operate community SwapShops;
- **Wild Waste Show (WWS)** – WWS delivers waste reduction, reuse and recycling educational programmes to over 10,000 school children a year.

Further information about waste reduction and re-use plans are in [Annex B \(Waste reduction and reuse plan\)](#) of this strategy.

Current waste collection schemes

All District Councils collect general rubbish, which is currently sent to landfill. All have separate collections for recycling paper and cans, whilst some also recycle plastics, glass and cardboard. Some key points to note are:

- General rubbish ('residual waste') is collected weekly in most districts, but fortnightly in Cherwell, and soon to be fortnightly in Oxford City.
- Some Authorities sort the recyclable materials at the kerbside into separate parts of the lorry ('kerbside sort'), while others collect mixed recyclables (commingled) and send them to a Materials Recycling Facility;
- Cherwell have a separate collection for green waste for composting as well as for 'dry' recyclables, while others collect green waste only on a limited basis. Oxford City will also have a city wide green waste scheme from the Autumn 2006.

District	Dry recyclables	Green waste	Residual waste
Cherwell	Blue box/ bin fortnightly weekly	Wheeled bin and fortnightly	Wheeled bin fortnightly
Oxford City	Green box weekly	Garden collection in sacks from trial area	Sack currently weekly
South Oxfordshire	Green box weekly	Chargeable fortnightly garden collection	Sack weekly
Vale of White Horse	Green box weekly	Chargeable fortnightly garden collection	Sack weekly
West Oxfordshire	Black box (two) weekly	Chargeable fortnightly garden collection	Wheeled bin weekly

Table 1 – District Council collection systems operated in 2006/07

District councils also have some Bring Site arrangements where householders take glass, paper and other materials to containers in well-publicised locations, such as public car parks. The materials collected are sent for reuse or recycling and equate to 10,000 tonnes per annum. The District Councils also offer residents bulky household collection services.

The County Council provides eight large Waste Recycling Centres (WRCs), where householders bring waste for reuse or recycling. These account for 60,000 tonnes of recycling and composting a year.

These different arrangements impact on the amount recycled. Table 2 below shows the recycling levels achieved in 2005/06 for each district and for the county recycling centres:

	Total household (tonnes)	Recycling (tonnes)	Composting (tonnes)	Recycled or composted
Cherwell	58,500	13,000	12,500	44%
Oxford City	46,500	7,200	1,500	19%
Oxfordshire County Recycling Centres	59,500	13,000	18,500	53%
South Oxfordshire	51,000	13,000	1,500	29%
Vale of White Horse	41,000	9,000	700	24%
West Oxfordshire	43,500	9,600	600	23%
Total	300,000	64,800	35,300	33.36%

Table 2 – Recycling performance in 2005/06

The levels of recycling achieved in 2005/06 have built upon the success of previous years. Past performance against Best Value Performance Indicators (BVPI) 82 A and B for recycling and composting are shown in figure 3 below.

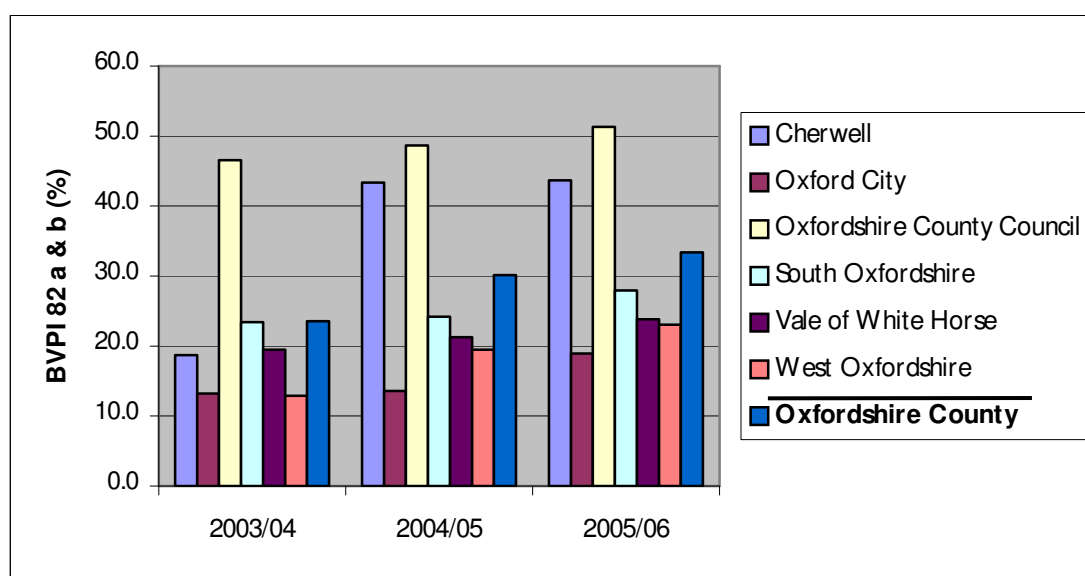


Figure 3 BVPI Performance in 2004/05 – 2005/06

Further information about the collection schemes and the proposals to develop these for the future can be found in [Annex C \(Options for recycling and composting collections\)](#).

Current waste disposal arrangements

Waste, which is not reused or recycled, is sent to landfill sites for disposal: Dix Pit in the West, Sutton Courtenay in the South, and Alkerton and Ardley Fields in the North. These sites are all regulated by the Environment Agency. Waste is not sent out of county for landfilling, but may be recycled at facilities outside the county. The map (Figure 4) and table below (Table 3) show the locations of the landfill sites and the Waste Recycling Centres.

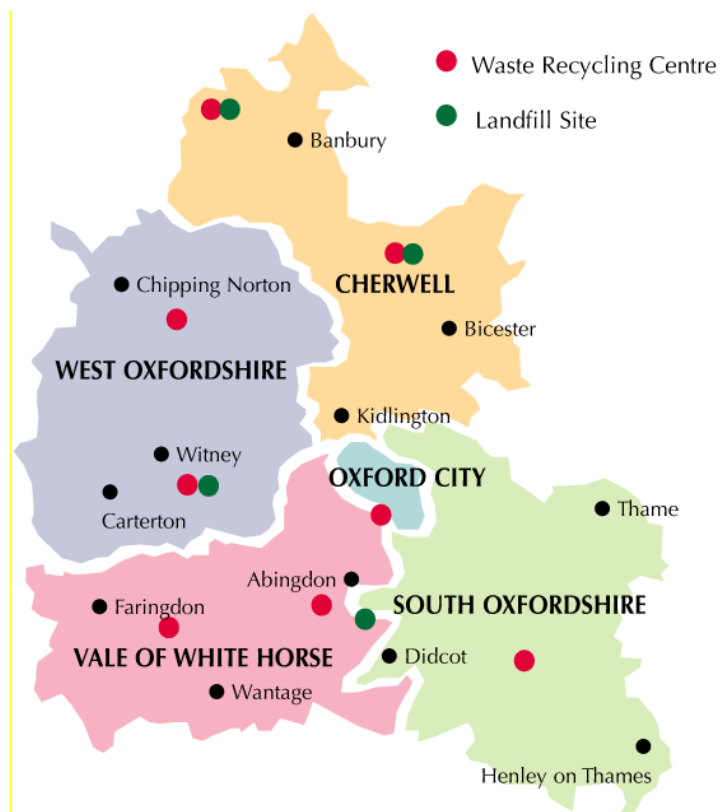


Figure 4 – Location of Waste Recycling Centres and landfill sites

Site	District Location	Contract Details
Alkerton	Cherwell	Disposal site contracted to Sita until 09/2009
Ardley Fields	Cherwell	Operated by Viridor contract ended in 2005, extension under discussion
Banbury	Cherwell	Some waste disposed of at Grundon's waste transfer station
Sutton	Vale of White	Disposal site operated by WRG and contracts terminate in 09/2009
Courtenay	Horse West	Disposal site operated by WRG, disposal element of contract is for the life of the landfill site
Dix Pit	Oxfordshire	

Table 3 – Location of current landfill sites

Further information about the current disposal arrangements and the proposals for future treatment and disposal of residual waste can be found in **Annex D (Options for residual waste)**.

3. Why we need to change

Restrictions on the use of landfill

Although disposal of waste through landfill is well regulated and causes less pollution than in the past it is not a sustainable solution. The process of organic materials rotting down (biodegrading) gives off methane, which is a greenhouse gas 21 times more powerful than carbon dioxide. This has a direct impact on climate change.

The European Union has agreed a directive requiring all Waste Disposal Authorities to achieve reductions in the amount of biodegradable

wastes sent to landfill. In Oxfordshire, we sent 142,500 tonnes of biodegradable waste to landfill, in 2005/6. Oxfordshire must reduce the amount of biodegradable wastes landfilled to:

- 121,700 tonnes by 2009–10;
- 81,000 tonnes by 2012–13;
- 56,700 tonnes by 2019–20.

Failure to meet these targets will result in a fine of at least £150 per tonne of landfilled biodegradable waste. The only way to avoid these fines is to buy allowances from other Local Authorities. We expect the price of this to be close to the £150 per tonne fine we would have to pay.

If we take the 142,500 tonne figure above, we would miss our landfill target by around 20,000 tonnes, and would incur a fine of £3 million, equating to £13 a year on the council tax of a band D house. To do nothing would result in even higher fines as, nationally the amount of waste generated increases every year. Our present level of performance would lead to:

- a fine of £3.1 million in 2009–10;
- £9.2 million by 2012–13;
- £12.8 million by 2019–20.

Even if we maximise the amount of rubbish we are able to reduce, reuse and recycle, it will not be enough. The remaining residual waste will leave the county short of our landfill targets. There will be a need for some form of ‘treatment’ to remove the biodegradable element from the residual waste.

Sustainable waste management

We need to base our waste management practices on the internationally recognised waste hierarchy. This is not simply a matter of reducing waste sent to landfill.

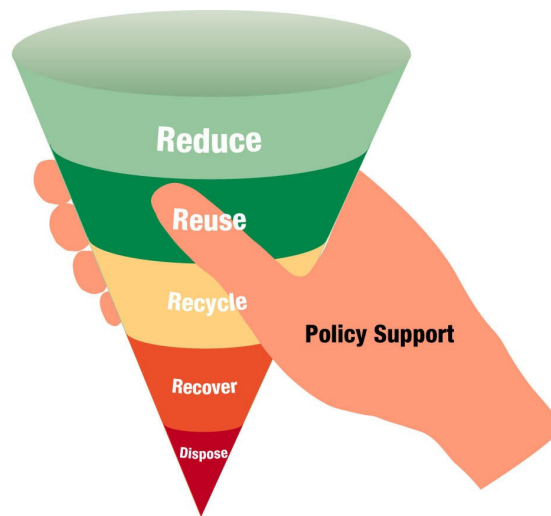


Figure 5 – Waste Hierarchy

The hierarchy, in Figure 5 above, represents a sliding scale of sustainable waste management methods starting with reduction of waste, re-use, recycling and composting, recovery and disposal. Where waste is produced it should be managed as a resource to be put to good use; disposal should be the last option.

All strategic waste management decisions in Oxfordshire will follow this structure. However, within the hierarchy we need to work out solutions which are practical, affordable and do not have perverse unintended impacts on the economy, environment or natural resources.

4. The Strategy development process

The following diagram sets out the stages of the process we followed to develop the Strategy. The process began by identifying our visions and aims for the future development of services. A series of options

to help us achieve our aims were developed through an extensive strategic review. This was a staged process, focusing on our potential to reduce and reuse waste first, then options for recycling and composting and, finally, on recovery and disposal options for residual wastes as per the waste hierarchy. The potential impact of each option was evaluated against environmental, social and financial criteria to inform the Strategy's direction, and future planning and procurement decisions.

The environmental implications of the Strategy have further been examined through an independent overarching Strategic Environmental Assessment (SEA). The results of which, have been used to identify options with the least potential harm to the environment. This is explained in [Annex F \(Environmental report including SEA\)](#).

In addition to the main strategy development process (shown in Figure 6), a community panel was formed of householders from each of the Oxfordshire districts who met at important stages in the Strategy's development. A further public engagement exercise was carried out in July 2006 to inform Oxfordshire residents of the waste management issues facing the County and to promote sustainable waste behaviour. Further information about community engagement and involvement can be found in [Annex E \(Community engagement and involvement\)](#).

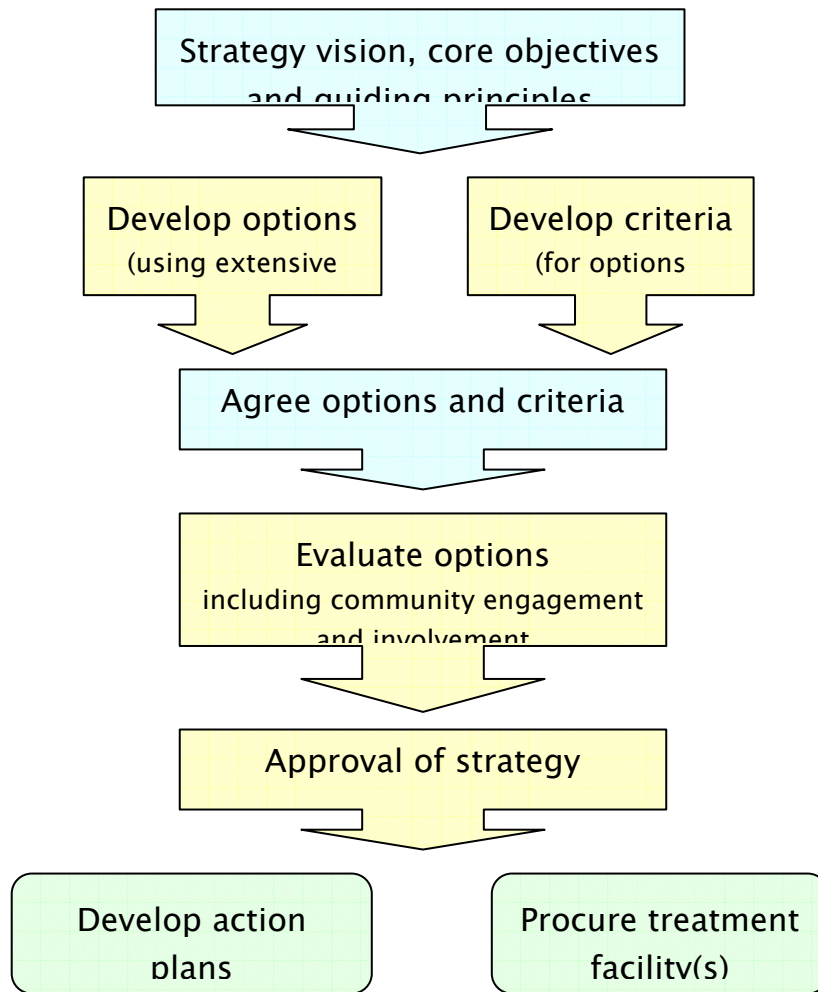


Figure 6 – Strategy development process

The Options Evaluation included a technical, environmental and cost analysis of the collection and treatment options (and their combinations). The Options Evaluation has enabled the Partnership to assess the collection and treatment options according to the weighted criteria agreed at the beginning of the review process.

The following factors have been adapted and developed so that the OWP strategy is specific to Oxfordshire and informed by:

- changes in waste policy;
- the local environment;
- the results of the technical assessment.

Throughout the review process and the development of this strategy a clear commitment has been made to undertake a rolling programme of public and stakeholder engagement and involvement.

Supporting documents

This strategy outlines the policies we will adopt for managing waste resources in the future. It is supported by a series of Annexes that provide further detail on how the strategy has been developed, and how it will be implemented to ensure that we succeed in reaching our aims, objectives and targets.

Annex	Content
Annex A	Provides an overarching OWP action plan for how the strategy will be implemented and individual action plans for the partner authorities
Annex B	Presents a plan for waste reduction and reuse
Annex C	Presents an appraisal of options for recycling and composting
Annex D	Presents an appraisal of options for residual waste
Annex E	Provides further detail on community engagement and involvement
Annex F	Presents the Environmental Report incorporating the Strategic Environmental Assessment – produced by external consultants
Annex G	Provides a summary of the glossary of terms and abbreviations

Table 4 – Contents of supporting documents

Vision and core objectives

The Strategy vision, core objectives and guiding principles (developed at the beginning of the strategy development process) are implemented through a vision, core objectives, policies and action plans. Each stage of the process feeds into the next so that the Partnership’s vision flows through the whole Strategy. In the same way, the core objectives channel down into the policies and the policies translate into the action plans.

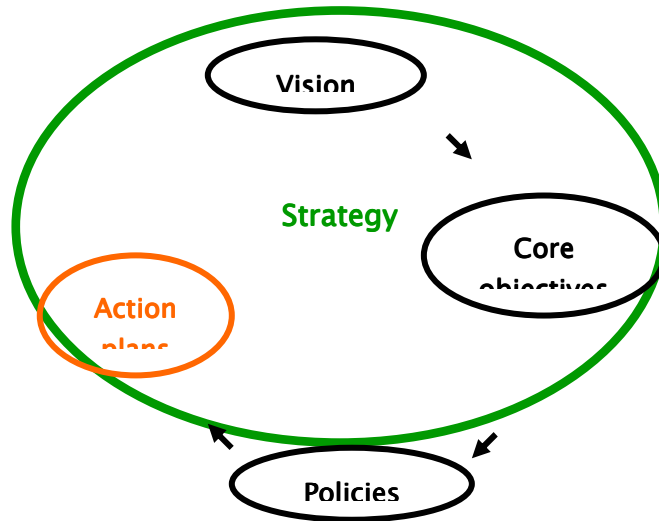


Figure 7 – Translating the Vision into action

The overall vision for the OWP is:

“We will work in partnership to reduce waste and to maximise reuse, recycling and composting. We will treat residual waste before disposal to recover further value and to minimise the environmental impact of disposal.”

To achieve this vision the Partnership has set the following core objectives:

1. Manage waste in accordance with the waste hierarchy: reduce waste first, then reuse, recycle and compost resources, recover value and, as a last resort, dispose of waste;

2. Promote waste reduction, reuse and recycling initiatives to Oxfordshire communities to help everyone manage their own wastes;
3. Manage wastes through seeking the most appropriate and sustainable solution that protects the environment, including minimising the transport of waste;
4. Meet or exceed performance required by statutory and locally agreed targets;
5. Work together through the provision of co-ordinated services and infrastructure for waste collection, treatment, transfer and disposal to maximise the efficient use of resources within Oxfordshire;
6. Ensure that waste facilities are suitably sized and distributed and that site identification is informed in accordance with the Minerals and Waste Development Framework and the Regional Spatial Strategy;
7. Assist the development of markets, especially those that are local, for recovered materials;
8. Enable customer satisfaction through delivery of effective and efficient services to Oxfordshire residents that minimise the overall tax burden at the best possible value;
9. Develop flexible and comprehensive waste management services that are robust and deliverable throughout Oxfordshire now and in the long term;
10. Lobby Central Government and work with local business to improve the efficient use of resources, reduce the impact of activities on resource consumption, which results in the

production of municipal waste, and encourage them to take responsibility for the wastes they produce.

Strategic policies

We used the strategy development process to develop the following policies, which are intended to support the delivery of the core objectives and overall vision for the Partnership.

Our policies take into account national waste policy, legislation, guidance, regional waste management needs, and the needs of Oxfordshire and local communities. The policies will be updated when necessary in order to keep abreast of forthcoming changes, in particular revisions to the national *Waste Strategy 2000*⁽¹⁾, and as part of the monitoring process.

⁽¹⁾ *Waste Strategy 2000 for England and Wales, Department of the Environment, Transport and the regions, May 2000.*

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

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

Over recent decades waste has had little or no perceived value, but should be viewed as a useful resource following the fulfilment of its initial purpose. An important element of the Strategy is to encourage the optimum use of resources. This may be through:

- Fiscal measures to reduce the consumption of raw materials (i.e. aggregates tax – a tax per tonne on virgin materials commercially exploited);

- Producer responsibility legislation to force producers to take responsibility for their products once they are discarded;
- Integrated product design. This is the redesign of products to reduce the amount of resources required for their manufacture, to improve their durability and to make them fully recyclable.

We will, as Councils, set an example through sustainable behaviour to reduce our own environmental footprint. We will also encourage the same behaviour throughout the county using the initiatives in [Annex B \(Waste reduction and reuse plan\)](#). Many of these issues, especially in relation to packaging waste are best tackled nationally, and we will lobby and work with Central Government to encourage them to take the necessary measures.

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.

With the right advice, information and incentives households, schools, businesses and communities can contribute significantly to waste reduction. Householders can reduce their wastes by, for example, composting their organic wastes at home or consuming products which produce less waste. We will encourage reduction by giving advice and information, and providing incentives and tools that encourage waste reduction (such as junk mail solution packs and a savvy shopping campaign). Further details are contained in [Annex B \(Waste reduction and reuse plan\)](#).

The introduction of fortnightly collections of residual waste will also have a major impact on encouraging waste reduction. Other English Local Authorities have found that putting limits on residual waste collections has a positive effect on recycling and composting rates.

The delivery of this Strategy rests, to a significant degree, on the willingness and desire of Oxfordshire residents to take responsibility for their waste. This is not a 'one way' responsibility. Some of the

decisions facing the Oxfordshire authorities have major financial and service design implications and the views of residents will continue to be taken into account.

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

Where waste cannot reasonably be reduced, some things can be used again, or used for other purposes. Reusing resources negates the need for reprocessing the materials, as is the case in recycling. We can help householders, businesses, schools and local communities to make use of valuable items, which have been discarded by others through encouraging the exchange of items (for example through Community Action Group SwapShops).

Policy 5: In accordance with regional policy, the Oxfordshire Waste Partnership will seek to reduce the growth of municipal waste across the County to 0% per person per annum by 2012.

Calculations based on historical waste data for Oxfordshire show that annual waste growth in Oxfordshire is expected to be 0.34% per household (from 2006 onwards). Projected housing increases (stated in the Oxfordshire Structure Plan) have not been included in this figure and therefore a greater increase will be expected.

The Partnership will seek to reduce waste growth to 0% per person per annum by 2012, through the approaches to waste reduction and reuse detailed in [Annex B \(Waste reduction and reuse plan\)](#).

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 31st March 2010: recycle or compost at least 40% of household waste;

By 31st March 2015: recycle or compost at least 45% of household waste;

By 31st March 2020: recycle or compost at least 55% of household waste.

(Waste Strategy 2000 recycling and composting targets for household waste)

After reducing the amount of waste that is generated, our objective is to recycle or compost as much waste as is economically feasible and sustainable. Our policies on recycling and composting recognise that we need to set ourselves challenging targets, provide adequate collection and processing arrangements for all residents and effectively promote these services County wide.

We have also agreed to a joint target as part of a Local Area Agreement (LAA):

- To reach 38% recycling or composting of household waste by 31st March 2009

We have agreed to a further stretch of this target. Oxfordshire has agreed to concentrate on increased recycling of non-biodegradable materials and an extra 4,875 tonnes of non-biodegradable waste has to be recycled between 2006/07 and 2008/09.

In order to reach these long-term targets, we propose to provide **every** household (subject to availability of access) with:

- A fortnightly collection of residual waste;
- Dry recyclable collections;
- A garden waste collection on a general, or paid for basis;
- A food waste collection (dependent on available treatment infrastructure);

Policy 7: The Oxfordshire Waste Partnership will ensure that recycling facilities and services are available to all residents.

Policy 8: The Oxfordshire Waste Partnership will encourage householders and businesses to separate waste for recycling

- Increased material streams for recycling at Waste Recycling Centres.

In addition to the proposals in policy 6, we intend to identify means of providing suitable facilities and services to those that live in flats, hard to reach and rural areas. This is in order to achieve maximum levels of participation in our recycling and composting schemes.

We recognise that all residents have a part to play in meeting recycling and composting targets and aim to increase participation rates by 10% by 2010, and 20% by 2020.

The OWP recognises that it is not only householders who are important in recycling their waste. Building on the success of Oxfordshire's previous marketing campaigns we will continue to educate people and encourage them to separate their waste in their home, school, business and community.

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

Even if we take the most optimistic view on what we can achieve through reducing, reusing, recycling and composting our rubbish, we will still be short of meeting the requirements of our LATS targets.

Countries with high recycling elsewhere face similar problems and have recognised that some form of ‘waste treatment’ will be necessary.

There are a number of possible treatment technologies, including high temperature incineration, pyrolysis, and gasification. In the case of food wastes, technologies are available through in-vessel composting and anaerobic digestion. All of these result in rubbish being converted into a useful product (such as electricity, heat or compost), and reduce pressure on natural resources.

Our policy is to use treatment technologies that recover value to reduce our reliance on landfill and meet our LATS targets. Whatever we choose must:

- Be safe for the environment and human health;
- Recover value from the waste;
- Not be a substitute for reuse, recycling and composting.

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

Our primary objective is to move management of waste up the hierarchy and to reduce the need for landfill. However, we recognise there is a continuing need for the disposal of waste and this should be adequately catered for.

Whilst at present disposal by means of landfill accounts for two thirds of our waste, we would expect this dependence to reduce in the long term to, at the very most, 25% (this is dependent on waste treatment capacity being delivered).

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

Certain minority components of the residual waste stream are more likely to cause pollution when disposed in landfill than if they are treated or recycled. The best ways of dealing with these hazardous components have been identified and appropriate actions adopted. We will continue to deal with hazardous waste in this controlled manner.

There is a legal requirement for specific management and disposal of hazardous wastes. The Partnership will promote the environmentally sound management of hazardous wastes and in particular hazardous waste reduction and reuse.

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

The recovery and disposal of waste must be managed in a way that attempts to avoid endangering human health, or harming the environment and enables waste to be disposed of in one of the nearest appropriate facilities. We aim to avoid passing the environmental costs of waste management to communities which are not responsible for its generation, and reduce the environmental cost of transporting waste to facilities and markets.

The OWP and Central Government believe that waste should not be exported from the UK for disposal. Waste Planning Authorities and the waste management industry should aim, wherever practicable, for regional self-sufficiency in managing waste. There is a need to develop effective ways of working together, and to maximise the effectiveness of our services through efficient use of pooled financial and technical resources.

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

The OWP recognises that the primary barrier to reuse and recycling is finding suitable and stable markets. The OWP will work with the Waste and Resources Action Programmes (WRAP) and other national or local organisations to provide and build stable markets for reusable and recyclable materials.

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.

The OWP is committed to delivering effective and efficient services to Oxfordshire's residents. The OWP is also committed to minimising the overall cost of waste services and ensuring best value.

The Partners will develop methods of working that further these commitments. Methods of working will include clear and business-like governance arrangements for the OWP and supporting officer groups, the smarter use of financial resources, a greater use of project management to ensure the delivery of the Action Plans, a greater emphasis on joint contracting or service delivery and a greater use, and sharing of, waste expertise within the Partnership.

5. Strategy implementation and monitoring

Route map to achieving our aims

Changes to waste management in Oxfordshire in the coming years will be significant. In the short and medium term, we will focus on improving reduction, reuse, recycling and composting. The target of 40% recycling and composting by 2010 represents a significant challenge for all of Oxfordshire's Authorities, in the short to medium

term. Substantial progress will need to be made towards this target year on year.

In progress towards our medium term actions, we have started the process of procuring treatment facilities to enable us to meet our 2010 LATS target. It is clear that a waste treatment facility is required to achieve self-sufficiency in landfill allowances. This is preferable to a fine of £150 per tonne of biodegradable waste, or buying allowances from other Local Authorities.

We will consider any new actions required beyond 2010 when we review the Core Strategy, but we must remain flexible to developments in policy, technology and community views at other times. The short, medium and long-term future actions, detailed above are summarised in Figure 8.

There is strong support across Oxfordshire's Authorities to undertake the actions required to deliver the Strategy. The Action Plan (**Annex A**) carries financial implications that will be considered for inclusion in budgets within the medium term and long term financial planning process.

In order to ensure this strategy is delivered, these actions are currently being implemented:

- The Oxfordshire Waste Partnership is being reconstituted as a formal joint committee (with a dedicated Partnership Officer) with a remit to ensure and monitor action planning and project delivery;
- Financial arrangements are being reviewed to ensure that budgetary considerations are dealt with equitably and create the right incentives to ensure delivery;
- An action plan has been developed by the OWP for all those actions which are generic across the Partnership. The County and Districts are preparing subsidiary action plans for their own responsibilities. These actions will not be uniform but they will be unified;
- The County is about to begin the procurement process for new waste treatment capacity.

The implementation of the whole strategy process will be overseen and monitored by the Oxfordshire Waste Partnership.

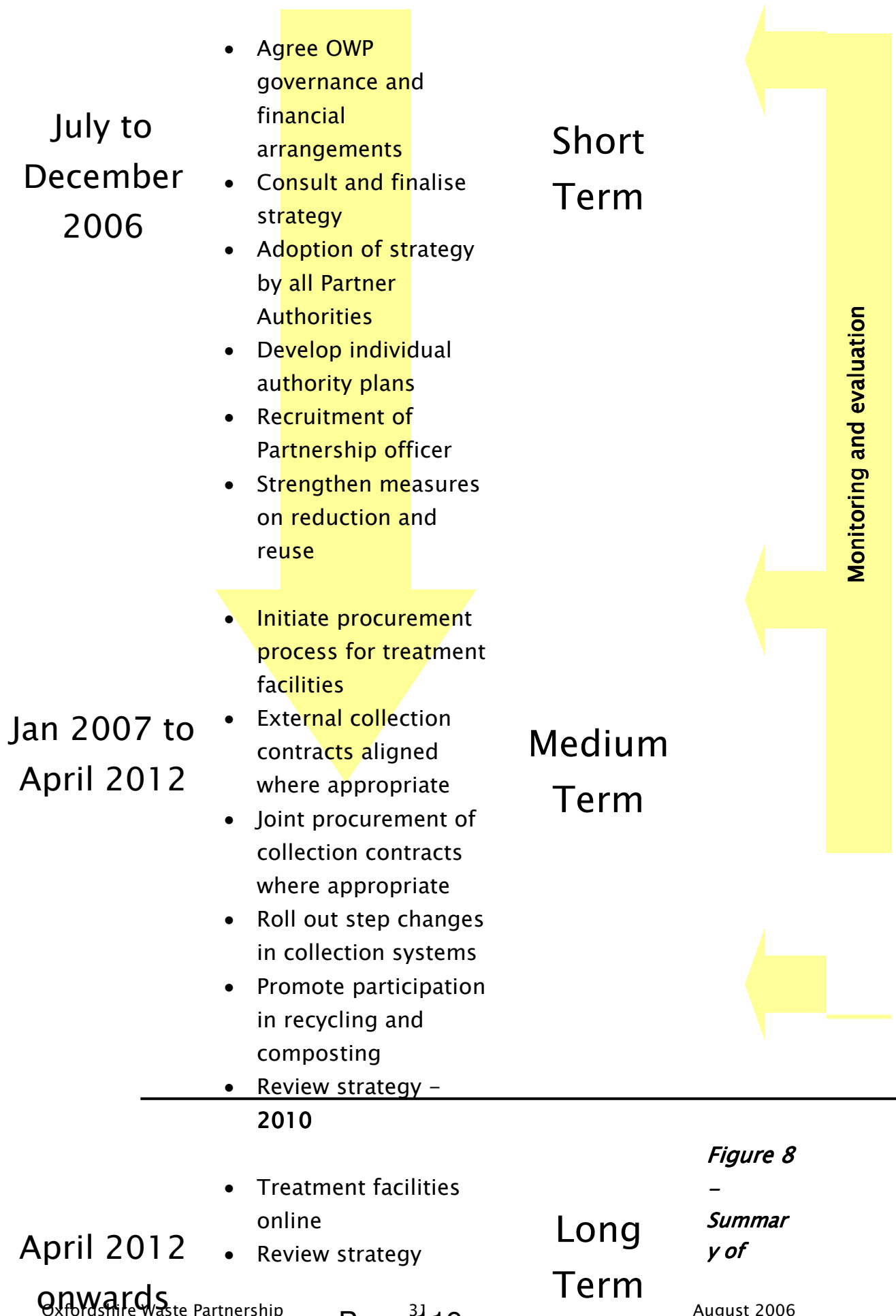


Figure 8
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Summary of

August 2006

future actions

Co-ordination with the Minerals and Waste Development Framework

Oxfordshire County Council's Planning Department is producing a Waste Development Framework that sets out locations and development control policies for waste management sites, including those for municipal waste. The infrastructure required for the implementation of this strategy will depend on suitable sites being available and coming forward through the planning process in a timely fashion. In order to facilitate this, the Partnership will work closely with the County's Planning Department to ensure that this Strategy is reflected in the Minerals and Waste Development Framework and that the Strategy remains deliverable within the planning system.

Monitoring progress and review of plans

This Strategy is intended to be a living document and practical management tool. The OWP is committed to regularly monitoring the implementation of the Strategy and to reviewing and updating both the OWP Action Plan (**Annex A**) and individual authority Action Plans each year as a minimum. If the Action Plans become substantially inconsistent with the Core Strategy, a review of the Core Strategy may be needed.

At the latest, the Core Strategy will be revised in 2010, by which time LATS will be well established and the National Waste Strategy will be scheduled for its next revision. Our revised document will be subject to a Strategic Environmental Assessment.

Thereafter, the Core Strategy will be reviewed at least every five years, or as required by developments in its implementation. Table 5 below details the timescales for monitoring and evaluation of the Core Strategy and Action Plans until the Strategy is reviewed in 2010.

Year	Monitoring and evaluation action
2006	Development, agreement, and implementation of strategy and action plans
2007	Evaluate progress on action plans, make changes if needed
2008	Evaluate progress on action plans, make changes if needed
2009	Target: recycle or compost 38% of household waste Evaluate progress on action plans, make changes if needed
2009/10	Target: reduce biodegradable wastes to landfill to 121,700 tonnes Target: recycle or compost at least 40% of household waste
2010	Target: increase participation rates by 10%
Review strategy, actions plans and relevance of policies	

Table 5 - Timescales for monitoring and evaluation of the Core Strategy and Action Plans

Annex A

Oxfordshire Waste Partnership Action Plan

**No Time to Waste:
The Oxfordshire Joint Municipal Waste Strategy**

The Guidance on Municipal Waste Management Strategies – July 2005 states that:

“long term strategic planning is vital to all authorities in securing both the infrastructure and service developments necessary to deliver more sustainable waste management.”

This action plan sets out the short to medium term actions that the Oxfordshire Waste Partnership (OWP) will collectively take to ensure delivery of the policy objectives within the ‘No Time to Waste’ joint municipal waste management strategy. Each of the individual Authorities has produced their own action plans, covering specific actions to be undertaken by their Council. These plans will be evaluated and updated quarterly and will be subject to an annual performance review.

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Waste prevention and reuse						
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.						
Policy 4: The Oxfordshire Waste Partnership will encourage the controlled reuse and reclamation of items through the provision of advice and appropriate services.						
Policy 5: In accordance with regional policy, the Oxfordshire Waste Partnership will seek to reduce the growth of municipal waste across the County to 0% per annum by 2012.						
Develop a joint policy to source and ring-fence internal and external	Ensure that the OWP continually seeks external	<ul style="list-style-type: none"> • Reduced Municipal Solid Waste (MSW) arisings 	<ul style="list-style-type: none"> • Officer time 	<ul style="list-style-type: none"> • Dependence on external funding for 	Project initiation December 2006	OWP

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
<p>funding for waste reduction and reuse (WRR) initiatives.</p> <p>Ring-fence existing internal funding for WRR initiatives.</p>	<ul style="list-style-type: none"> Increased reduction and reuse Development of new and innovative WRR initiatives Reduction in potential Landfill Allowance Trading Scheme (LATS) penalties. 	<ul style="list-style-type: none"> Officer time, (preferably an Enforcement Officer in each District Council) Funding to implement enforcement, promoting awareness and compliance Covert 	<ul style="list-style-type: none"> Continued trade waste abuse of the household waste stream Burden on council tax payers Continual/increased fly-tipping/illegal disposal incidents Detrimental affect on the environment Increased cost of 	<p>depending on outcome of WRAP funding</p> <p>Ongoing implementation</p>	<p>OWP through the Environment Enforcement Group</p>	
<p>Develop an enforcement plan and joint policies on controlling waste, and trade waste abuse.</p>	<p>Implement a joint enforcement plan.</p> <p>Implement joint policies and systems to control waste and deal with trade waste abuse. These policies will be integrated into the enforcement plan.</p>	<ul style="list-style-type: none"> Prevention of trade waste abuse and fly-tipping Pooled resources to achieve more successful enforcement outcomes Reductions in the amount of residual waste householders create Increased awareness/high levels 	<ul style="list-style-type: none"> Officer time, (preferably an Enforcement Officer in each District Council) Funding to implement enforcement, promoting awareness and compliance Covert 	<ul style="list-style-type: none"> Continued trade waste abuse of the household waste stream Burden on council tax payers Continual/increased fly-tipping/illegal disposal incidents Detrimental affect on the environment Increased cost of 	<p>Project initiation December 2006</p> <p>Ongoing implementation</p>	<p>OWP through the Environment Enforcement Group</p>

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
		<ul style="list-style-type: none"> of compliance of duty of care and waste carriers registration Reduction in the amount of trade waste in the household waste stream. 	surveillance equipment.	<ul style="list-style-type: none"> clearance and rectification Failure to reach Best Value Performance Indicators (BVPI) targets. 		
<p>Deliver the communications initiatives detailed in Annex B – Waste reduction and reuse plan.</p>	<p>Develop and implement a marketing plan. Build an advertising campaign with strong joint branding. Implement an education plan for schools and community groups. Create a customer feedback system, gaining feedback on campaigns and ideas from residents.</p>	<ul style="list-style-type: none"> Joint branding for future campaigns and advertising Work to marketing and education plans, making best use of resource, national events and potential impact Gain input from customers on existing initiatives and future campaigns/projects., ensuring that projects are fit for purpose Reduced MSW arisings Reduction in potential LATS penalties 	<ul style="list-style-type: none"> Officer time Funding to implement the programme Sign up from OWP on joint branding. 	<ul style="list-style-type: none"> Not reaching target audience Missed opportunity from efficiency of scales of joint procurement Untargeted advertising and marketing campaign. 	Ongoing implementation	OWP/Individual Authorities

Annex A – Oxfordshire Waste Partnership Action Plan

No Time to Waste: The Oxfordshire Joint Municipal Waste Management Strategy

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Develop the waste reduction and reuse (WRR) tools listed in Annex B.	Provide the tools that residents need to reduce and reuse their waste.	<ul style="list-style-type: none"> • WRR of MSW • Saving on collection and disposal costs • Increase in reuse of waste • Education of Oxfordshire's residents on WRR issues • Support residents to be proactive. 	<ul style="list-style-type: none"> • Officer time • Ringfenced funds for joint projects • Partnership working with external groups. 	<ul style="list-style-type: none"> • Increase in collection/disposal costs • Potential LATS penalties • Emphasis remains on recycling and disposal rather than the top of the hierarchy • Failure to meet BVPI targets. 	Ongoing implementation	OWP/OCC
Develop a waste reduction and reuse action programme to support the Waste Reduction and Reuse (WRR) Plan	Fund, develop, support and promote WRR initiatives in households, schools, businesses and communities.	<ul style="list-style-type: none"> • Reduced MSW arisings • Reduction in potential LATS penalties • Support community/business sector • Increase customer satisfaction • Increased WRR. 	<ul style="list-style-type: none"> • Officer time • Funding for projects. 	<ul style="list-style-type: none"> • No waste reduction • Possible increased waste collection and disposal costs. 	Project initiation September 06 Ongoing implementation	OWP

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
<p>Recycling and Composting</p> <p>Policy 6: The Oxfordshire Waste Partnership will provide an integrated system of collection and processing of household waste which will achieve, as a minimum, the <i>Waste Strategy 2000</i> recycling and composting targets for household waste (1).</p> <p>Policy 7: The Oxfordshire Waste Partnership will ensure that recycling facilities are available to all residents.</p> <p>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.</p> <p>Policy 13: The Oxfordshire Waste Partnership will assist the development of local markets for recovered materials. (1) This policy will be revised as appropriate with revisions to Waste Strategy 2000.</p>						

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
<p>District Councils to have costed implementation programmes in place for introduction of fortnightly residual waste collections and District-specific dry recyclables/ garden/ kitchen waste collections, that collectively deliver Policy 6 targets.</p>	<p>Each District to consider integrated and collection-only financial and environmental cost models, as necessary, and determine the most appropriate collection systems. Local consultation as necessary.</p>	<ul style="list-style-type: none"> Policy 6 recycling and composting targets delivered to deadlines. 	<ul style="list-style-type: none"> Resources to implement new collection systems will be identified in modeling reports. 	<ul style="list-style-type: none"> Actions aren't sufficient to deliver policy 6 targets. 	<p>Action plans in place by December 2006</p>	<p>OWP/ District Councils</p>
<p>The Oxfordshire councils will aim to increase recycling and composting participation rates by:</p> <ul style="list-style-type: none"> 10% by 2010; and 20% by 2020. 	<p>Promote services and educate community members through engagement and distribution of education materials Incentive measures used to increase home composting.</p>	<ul style="list-style-type: none"> Increased recycling Meet government targets. 	<ul style="list-style-type: none"> Funding Officer time. 	<ul style="list-style-type: none"> Targets not met Participation doesn't increase. 	<p>Ongoing</p>	<p>OWP</p>

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
The Oxfordshire Councils will collectively aim to achieve 100% coverage for recycling collections across the County by 2010.	Work with the community and contractor/s to extend collections	<ul style="list-style-type: none"> • Reduced MSW arisings • Increased recycling. 	<ul style="list-style-type: none"> • Officer time • Funding. 	<ul style="list-style-type: none"> • Low participation. 	2010	OWP/ Contractor
OWP will provide targeted and specific advice to residents regarding their recycling services, particularly to low-performing areas and will continue to encourage residents to use recycling services, at the kerbside, bring banks and the Waste Recycling Centres (WRCs)	Develop appropriate education materials/programmes and distribute/implement	<ul style="list-style-type: none"> • Reduced MSW arisings • Increased recycling • Decreased contamination. 	<ul style="list-style-type: none"> • Officer time • Funding. 	<ul style="list-style-type: none"> • Participation doesn't increase. 	Ongoing	OWP
Support recycling schemes	Promote and support	<ul style="list-style-type: none"> • Sustained recycling 	<ul style="list-style-type: none"> • Funding for 	<ul style="list-style-type: none"> • Failure of recycling 	Ongoing	OWP

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
<p>through promotions, grants and in-kind contributions</p> <p>Encourage businesses to improve their performance on recycling</p>	<p>local and council recycling schemes and allocate funding for programmes</p> <p>Develop recycling educational/ marketing campaign aimed at businesses</p>	<p>and composting programmes supported through the development of reliable end markets.</p>	<p>programmes</p> <ul style="list-style-type: none"> Officer time. 	<p>programme</p> <ul style="list-style-type: none"> No reliable markets. 		
<p>Residual Waste and Sustainable Waste Management</p> <p>Policy 9: The Oxfordshire Waste Partnership will provide a system for recovering value from residual wastes in order to meet LATS targets</p> <p>Policy 10: The Oxfordshire Waste Partnership will ensure the availability of landfill sites for the disposal of residual waste, where necessary.</p> <p>Policy 11: The Oxfordshire Waste Partnership, will seek to provide waste management services for specialized, potentially polluting material streams, such as hazardous waste and waste electrical and electronic equipment, which meet and exceed legislative requirements.</p>						

No Time to Waste: The Oxfordshire Joint Municipal Waste Management Strategy

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
<p>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.</p>						
<p>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.</p>						
<p>Procure and construct a residual waste treatment facility to meet the medium to long term requirements of the Landfill Allowance Trading Scheme</p>	<p>OCC to lead procurement of a waste treatment facility, consistent with the LATS targets and policies in this strategy.</p>	<ul style="list-style-type: none"> Complete outline business case and begin EU procurement process through competitive dialogue. 	<ul style="list-style-type: none"> Funding for infrastructure. 	<ul style="list-style-type: none"> Inability to meet timelines. 	<p>To be completed in line with the Draft Outline Business Case 2006</p>	<p>OCC/OWP</p>
<p>Ensure that waste facilities are procured in accordance with the Minerals and Waste Development Framework and the Regional Spatial Strategy</p>	<p>Consult with relevant officers during the procurement and planning process</p>	<ul style="list-style-type: none"> Successful procurement and construction of waste facilities. 	<ul style="list-style-type: none"> Funding Officer time. 	<ul style="list-style-type: none"> Delay in construction LATS penalties Non compliance with regional strategies. 	<p>To be completed in line with the Draft Outline Business Case 2006</p>	<p>OWP</p>
<p>Ensure waste reduction, reuse, recycling & composting, services</p>	<p>Achieve the actions within</p>	<ul style="list-style-type: none"> Minimal requirement for the use of existing 	<ul style="list-style-type: none"> Funding for all reduction, 	<ul style="list-style-type: none"> LATS penalties No reduction in 	<p>Ongoing</p>	<p>OWP</p>

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
and programmes are successfully implemented to promote the longevity of landfill sites	this plan and ensure that adequate resources are made available	or new landfill sites.	reuse, recycling and composting programmes.	MSW.		
Maximise cost-effective recycling and composting of waste before utilising residual waste management technologies	Implement recycling and home composting actions	<ul style="list-style-type: none"> Reduced finances required for residual waste infrastructure. 	<ul style="list-style-type: none"> Funding for waste reduction, reuse, recycling and composting programmes. 	<ul style="list-style-type: none"> Low waste reduction, diversion, participation and capture rates. 	Ongoing	OWP
Annex A – Oxfordshire Waste Partnership Action Plan						
Promote sustainable waste management, including appropriate disposal routes for specialised materials	Conduct waste composition analysis Ensure adequate disposal methods are available to the community for wastes produced Develop action plan to ensure sustainable approach to disposal of hazardous and	<ul style="list-style-type: none"> Sustainable waste management Decrease in the amount of hazardous waste being landfilled. 	<ul style="list-style-type: none"> Funding for analysis and ongoing monitoring Officer time. 	<ul style="list-style-type: none"> Not meeting targets Non compliance with legislation. 	December 2006 (composition analysis) Ongoing (monitoring)	OWP

No Time to Waste: The Oxfordshire Joint Municipal Waste Management Strategy

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
	specialized waste					
Working in partnership						
Policy 1: The Oxfordshire Waste Partnership will encourage the efficient use of resources, reduce resource consumption and take responsibility for the wastes they produce.						
Policy 2: The Oxfordshire Waste Partnership will lobby Government to focus on waste as an integral part of sustainable resource management.						
Adoption of Oxfordshire Waste Partnership Strategy	Completion of public engagement exercise Review of strategy and individual action plans Appointment of Partnership Officer	<ul style="list-style-type: none"> Up-to-date strategy Demonstrate commitment to strategy and speed process up Ascertain public preferred sustainable waste management options. 	<ul style="list-style-type: none"> Officer time £55K of partnership funding. 	<ul style="list-style-type: none"> No public buy in to waste problem or solutions. 	September 06 March 31 st 2008 September 2006	OWP
Agree funding and governance arrangements for Oxfordshire Waste Partnership	Review existing arrangements for funding	<ul style="list-style-type: none"> Improved partnership working. 	<ul style="list-style-type: none"> Officer time. 	<ul style="list-style-type: none"> Failure to realise the potential savings by working together. 	October 2006	OWP
Wherever possible respond jointly to Government consultations.	Set targets for number of responses	<ul style="list-style-type: none"> Encourage joint thinking. 	<ul style="list-style-type: none"> Officer time. 	<ul style="list-style-type: none"> None indentified. 	Ongoing	OWP

No Time to Waste: The Oxfordshire Joint Municipal Waste Management Strategy

Actions	How do we achieve the action?	What is the outcome of the action?	What resources are required?	What are the risks associated with achieving this action?	When does the action need to be completed?	Who is responsible for the action?
Partnership members to lead Oxfordshire by example by reduction, reuse and recycling of wastes from their own activities and through implementation of a 'buy recycled' policy.	Review opportunities for waste reduction, reuse and recycling Establish 'buy recycled' procurement policy	<ul style="list-style-type: none"> Lead by example. 	<ul style="list-style-type: none"> Monitoring Officer time. 	<ul style="list-style-type: none"> Negative press. 	Ongoing	OWP

Monitor and evaluate progress on action plans - each of these plans will be monitored and evaluated for progress and relevance.

The Oxfordshire Waste Partnership

Annex B

Waste reduction and reuse plan

No time to waste

The Oxfordshire Joint Municipal Waste Strategy

Introduction

This Waste Reduction and Reuse Plan sets out the Oxfordshire Waste Partnership’s approach for achieving high levels of waste reduction and reuse (WRR) over the next 24 years (2006 – 2030). This plan is part of a much wider Joint Municipal Waste Management Strategy for Oxfordshire, and falls under three key policies of the joint strategy:

Policy 3:	The OWP will help householders and individuals to reduce and manage their wastes through the provision of advice and appropriate services.
Policy 4:	The OWP will encourage the controlled reuse and reclamation of items through the provision of advice and appropriate services.
Policy 5:	In accordance with regional policy, the Oxfordshire waste partnership will seek to reduce the growth of municipal waste across the county to 0% per person per annum by 2012.

Table 1 – Core Strategy policies pertinent to waste reduction and reuse

This waste reduction and reuse plan is based upon an Evaluation of options for waste reduction and reuse and the knowledge and experience of waste management Officers in Oxfordshire.

This initial document outlines 18 high level approaches that the OWP intend to take to tackle waste reduction and reuse head on. Following on from this document, a detailed action plan will be developed, giving objectives and targets for each of the Joint Policy, Communications and Tools approaches. This will be shaped using a compositional analysis of waste to ensure that the OWP are designing reduction and reuse initiatives for the bigger volume waste streams.

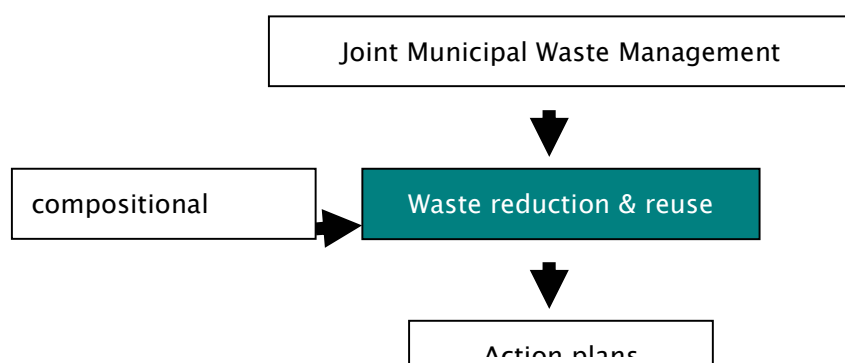


Figure 1 – Development of waste reduction and reuse plan

Background

Central Government

Central Government strategies state that the hierarchy in Figure 2 should be used to manage waste. This plan sets out how we aim to meet the first two.

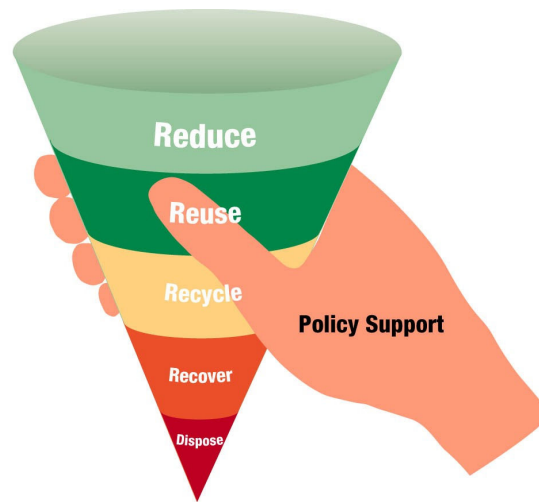


Figure 2 – Waste hierarchy

Local Government – Oxfordshire Waste Partnership

The partnership has a track record for delivering, and a reputation for producing fresh, forward thinking and innovative waste reduction initiatives. Their success has been proven as Oxfordshire has the lowest production of waste per head of all the counties in England. The partnership wishes to continue to deliver ground-breaking initiatives based on the waste hierarchy.

Vision

This plan has been designed to encompass and embrace future changes in the waste reduction and reuse fields and compliment the Core Strategy vision:

“We will work in partnership to reduce waste and to maximise reuse, recycling and composting. We will treat residual waste before disposal to recover further value and to minimise the environmental impact of disposal.”

There are three main elements of the plan:

Joint policies – To ensure that the OWP manages waste in the most effective way, joint policies across the councils are needed. These policies will give standards that both residents and Oxfordshire’s council’s adhere to.

Communications – To make waste reduction and reuse as easy as possible, communication, education and awareness raising is vital. This allows us to learn from our customers and convey information in a way which best suits residents.

Tools – We believe that practicing waste reduction and reuse should be made easy. So, where possible, we provide the tools to get the job done like the household waste reduction pack that has been requested by over 50,000 residents.

Using these three elements, we aim to be leaders in waste reduction and reuse, developing innovative and life style changing approaches to waste resource management.

An innovative partnership

In Oxfordshire, we have developed our initiatives by taking a holistic approach to waste reduction and reuse. Our four-pronged method of tackling waste reduction and reuse reaches residents from all angles of their lives and actively encourages a lifestyle change. Figure 3 shows how this works:

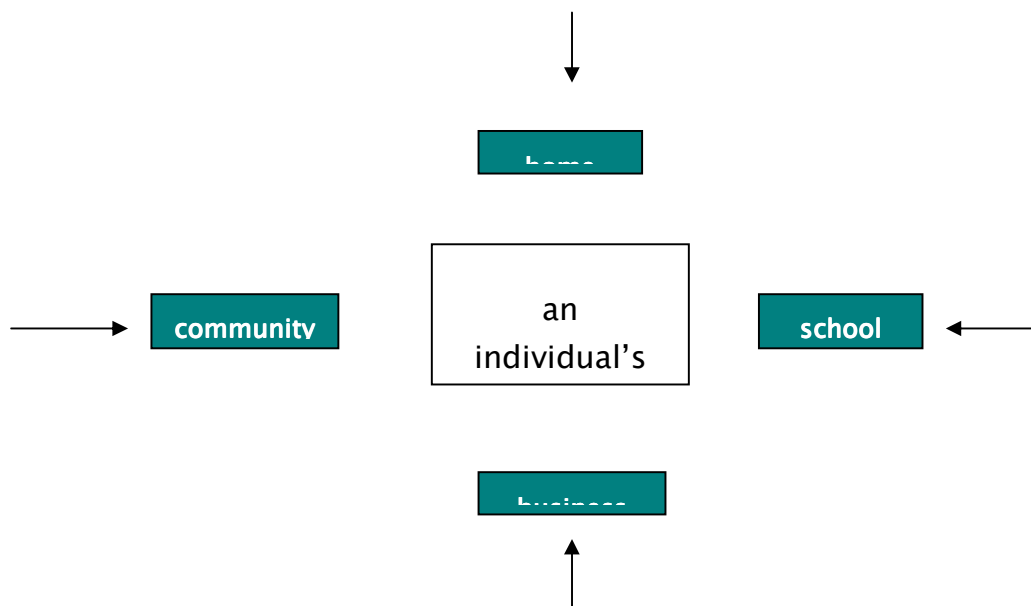


Figure 3 - Oxfordshire's key target areas

This method will continue to be used with this new plan, with new initiatives fitting naturally into one of the four target areas.

Waste reduction and reuse approaches

Table 2 below sets out 18 key approaches that will be used to deliver waste reduction and reuse initiatives across Oxfordshire.

Joint policy	
Approach 1	Work with external partners on waste reduction/reuse policies and initiatives
Approach 2	Attract funding for waste reduction and reuse initiatives
Approach 3	Develop joint policies for controlling waste and consider the potential for incentives and penalties
Approach 4	Develop a joint policy on trade waste abuse of the household system

Approach 5	Develop an overarching enforcement plan
Approach 6	Resource and develop reuse opportunities
Communications	
Approach 7	Develop and implement a marketing plan
Approach 8	Build an advertising campaign with strong, recognisable branding
Approach 9	Develop and implement an education plan for schools and communities
Approach 10	Initiate a customer feedback system
Tools	
Approach 11	Real nappy promotions
Approach 12	Hazardous waste reduction campaign
Approach 13	Home composting campaign
Approach 14	Savvy shopping campaign
Approach 15	Develop and target the household waste reduction pack
Approach 16	Develop the Community Action Group project
Approach 17	Support the Wild Waste Show and Oxfordshire Schools Sustainability Projects
Approach 18	Further develop and resource trade waste reduction initiatives

Table 2 – Joint policy, communications and tools approaches to waste reduction and reuse initiatives

Joint policy – approach 1

Work with government bodies, quangos, Parish Councils, NGOs, supermarkets, local businesses, Community Action Groups and other partners to continually develop and improve waste reduction and reuse policies and initiatives.

Background	The authorities in the partnership already work with many different organisations. Oxfordshire’s Councils should be working jointly with organisations such as Waste Resources Action Programme (WRAP) and supermarkets to make best use of resources and deliver local projects that affect national strategies.
Planned outcomes	<ul style="list-style-type: none"> • Pioneering initiatives with partners that push local and national best practice, resonating beyond Oxfordshire; • An international/national reputation for developing/encouraging new waste reduction and reuse initiatives; • Where possible be resource efficient by developing other people’s projects as blue-prints to be improved and delivered.

Joint policy – approach 2

Have a joint policy to source and ring-fence internal and external funding for waste reduction and reuse initiatives.

Background	The partnership has previously applied for WRAP funding predominantly for recycling campaigns. Currently money is not ring-fenced for waste reduction
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	and reuse campaigns. Changing this would make it easier to develop and fund a campaigns programme on a countywide basis.
Planned outcomes	<ul style="list-style-type: none"> • Larger number of applications for funding and less dependence on core budgets; • Support for a wider range of waste reduction and reuse projects; • Encourage funders to focus on waste reduction and reuse funds rather than concentrating on funding recycling related projects.

Joint policy – approach 3

Develop joint policies for controlling waste (including alternate weekly collection, and a side-waste ban). Also, consider the potential for incentives and penalties.

Background	<p>There are a variety of policy tools for reducing waste. Some of these are already in place in some of Oxfordshire’s Authorities, such as alternate weekly collection and side waste bans. These policies are designed to reduce the householder’s capacity for residual waste.</p> <p>There are several incentives and penalties available to encourage waste reduction/reuse and as legislation changes the number of measures available will increase. Some examples of these are limiting bin size and various forms of financial enforcement through both penalties and incentives.</p>
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Planned outcomes	<ul style="list-style-type: none"> • Reductions in the amount of residual waste householders are willing to put out; • Change of mindset for the householder about residual waste for landfilling; • Joint working on enforcement issues.

Joint policy – approach 4

Develop a joint policy on trade waste abuse of the household system.

Background	<p>There is an undefined amount of trade waste abuse in the household waste system in Oxfordshire. All Authorities should take a united stance on trade waste abuse and subsequent enforcement.</p> <p>This approach has to be part of a wider waste enforcement and education plan to ensure that Oxfordshire’s business community is aware of its legal Duty of Care and the potential fines.</p>
Planned outcomes	<ul style="list-style-type: none"> • A policy which is enforced countywide; • Reductions in the amount of trade waste in the household waste stream both at the kerbside and at Waste Recycling Centres; • Increased awareness of Duty of Care legislation; • Decreases in fly-tipping; • Increases in the number of businesses that manage their waste within the waste hierarchy.

Joint policy – approach 5

Develop an overarching joint enforcement plan

Background	Some of Oxfordshire’s Authorities have their own policies on enforcement. However, the partnership will benefit from an overarching countywide enforcement plan that takes into consideration communication, the range of differing services provided, public opinion and problem areas for waste management.
Planned outcomes	<ul style="list-style-type: none"> • Countywide clarity about, and action upon, enforcement; • Pooled resources to achieve more successful operations; • Prevention of trade waste abuse and fly-tipping.

Joint policy – approach 6

Resource and develop reuse opportunities

Background	<p>Oxfordshire Authorities already support a number of small scale reuse initiatives, from Community Action Group SwapShops to furniture reuse projects. This approach works well, but could be resourced on a much larger scale, offering long-term support to external organisations through reuse contracts.</p> <p>This approach could also be applied to household, school, business and community waste.</p>
Planned outcomes	<ul style="list-style-type: none"> • Reductions in the amount of reusable items being sent to landfill; • Investigate the potential for contracts with

	<p>appropriate groups such as The Oxford Cycle Workshop;</p> <ul style="list-style-type: none"> • Promotion of a holistic approach to the 3Rs (reduce, reuse and recycle), by placing greater emphasis on reuse rather than recycling; • Ability to network with charities and convey one countywide message on where to take items for reuse.
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Communications – approach 7

Develop and implement a marketing plan

Background	<p>Oxfordshire’s Authorities have the opportunity to further the work of the partnership by creating a joint marketing plan. This would enable the OWP to pool resources and make a greater impact with local, trade, national and international press.</p> <p>The marketing plan will be flexible enough to account for the individual work that each Authority does, yet ensure that joint publicity and education campaigns are delivered giving value for money.</p>
Planned outcomes	<ul style="list-style-type: none"> • Joint approach to branding, giving residents one clear message; • An annual programme of events and press releases, linking to national campaigns such as compost awareness week; • Investigate the potential for a joint website and

	joint public enquiry phone number.
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Communications – approach 8

Build an advertising campaign with strong, recognisable branding

Background	<p>Oxfordshire County Council has run a generic advertising campaign using taxis, radio, newspapers and buses as media spaces.</p> <p>Building a joint advertising campaign will ensure that it reaches all corners of the county, reflects local services and reinforces a joint brand.</p>
Planned outcomes	<ul style="list-style-type: none"> ▪ Wider campaign coverage, taking on a local context ‘reduce for Bicester’ or ‘reuse for Faringdon’; ▪ Develop the existing advertising branding used for advertising to convey a more sophisticated message; ▪ Investigate the use of new types of media such as lamp-post advertising in the city and towns; ▪ Link all branding back to the national waste campaign produced by WRAP; ▪ Increased understanding and recognition of the brand by residents, leading to action.

Communications – approach 9

Develop and implement an education plan

Background	<p>Through the Wild Waste Show Project and the School Sustainability Project, Oxfordshire's younger generations are becoming waste aware. Schools actively use waste issues as part of the curriculum.</p> <p>Increasingly, national environmental and health initiatives are applied through schools. Though there are some links to these projects, they could be expanded upon. An integrated education plan for Oxfordshire's schools and communities would make best use of the limited resource, and develop local and national partnership working.</p>
Planned outcomes	<ul style="list-style-type: none"> • Create a waste education pack for nurseries, schools, and brownies/cubs etc.; • Encourage more schools to work towards Eco-School 'Green Flag' status.

Communications – approach 10

Implement a customer feedback system allowing residents to contribute to joint policy, communications and tools.

Background	<p>Each Council has a separate customer feedback mechanism. However, there is currently no approach to gaining feedback on joint initiatives.</p>
Planned outcomes	<ul style="list-style-type: none"> • Initiate different means of gaining customer views at the brainstorming and implementation stage of projects; • Have a consistent method to pass resident's views up to councillors;

	<ul style="list-style-type: none"> • Create a web based feedback system for customer ideas and comments; • Investigate developing a joint complaints, compliments and comments system for waste related issues in Oxfordshire.
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Tools – approach 11

Real nappy promotions

Background	<p>The OWP seeks to promote the benefits of using washable nappies rather than conveying the negative impacts of disposable nappies.</p> <p>The existing Real Nappy Campaign is based on providing parents with an education pack. Support is also given to Real Nappy Reps as they provide education sessions at Nappuccino events and ante-natal classes etc.</p>
Planned outcomes	<ul style="list-style-type: none"> • Support the use of real nappies in maternity wards; • Increase number of parents using real nappies on their children; • Decrease amount of waste entering the residual waste stream; • Ensure the campaign is pitched at the right level and delivering its objectives.

Tools – approach 12

Hazardous household waste reduction campaign

Background	<p>A large amount of hazardous waste is disposed of at the Waste Recycling Centres. Paint, household and garden chemicals, that cost very little to buy, often go unused, and cost a great deal of money to dispose of properly.</p> <p>Though 95% of the household hazardous waste collected in the county is recycled, most of it is not needed in the first place.</p>
Planned outcomes	<ul style="list-style-type: none"> • Create a leaflet on hazardous waste reduction for general distribution; • Work with retailers to provide point of sale information on hazardous waste reduction and safe disposal; • Decrease the amount of hazardous waste entering the residual waste stream; • Encourage the usage of reusable goods and natural alternatives in place of hazardous items.

Tools – approach 13

Home composting campaign

Background	Oxfordshire Authorities have run a joint home composting scheme since 2000. Composters have been
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	<p>sold at a subsidised rate through various schemes and promotions.</p> <p>The scheme has been well received and there is now scope to develop communication and initiatives to reach residents who have been unwilling or unable to use the current scheme.</p>
Planned outcomes	<ul style="list-style-type: none"> • Research and develop a scheme marketing home composters to households not yet composting; • Develop a scheme for residents in flats, houses without gardens and student houses using an indoor composting system; • Educate residents on how to compost effectively.

Tools – approach 14

Savvy shopping campaign

Background	<p>Oxfordshire’s Authorities have the opportunity to change householder’s shopping habits. The waste reduction pack contains some tips on how to shop smartly, but more could be done.</p> <p>Supermarket packaging waste is becoming an increasing area of concern to residents. A comprehensive savvy shopping campaign would build upon the waste reduction pack and reusable bag to create habit and lifestyle changing behaviours in our residents.</p>
Planned outcomes	<ul style="list-style-type: none"> • A cohesive Oxfordshire wide campaign with in-store reminders;

	<ul style="list-style-type: none"> • Educational tools to help residents be savvy shoppers; • In-home reminders such as fridge magnets; • Encourage shoppers not to buy over packaged goods.
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Tools – approach 15

Develop and target the household waste reduction pack

Background	<p>The current household waste reduction pack has been available since 2002. The pack has successfully reached a core group of people ranging from those interested in the environment to those simply wanting to reduce their junk mail.</p> <p>By re-developing and targeting waste reduction packs, they can be designed for specific segments of the population, attracting their interest and suiting their individual needs.</p>
Planned outcomes	<ul style="list-style-type: none"> • Several new packs, targeted at specific segments of the population; • Create a tool that is useful and attractive to all types of resident; • Develop the content of the waste reduction packs; • Encourage residents to work towards making waste reduction a positive lifestyle change and ‘the norm’.

Tools – approach 16

Develop the Community Action Group project

Background	<p>The Community Action Group (CAG) project began in 2001 to encourage people in communities to come together and take action on waste issues.</p> <p>At present, Community Action Groups undertake junk swap days, green shredding events and trade waste management surveys, amongst many other projects.</p>
Planned outcomes	<ul style="list-style-type: none"> • Use CAGs to promote the waste reduction and reuse tools developed by the Oxfordshire Waste Partnership; • Work with Housing Associations to encourage the formation of CAGs and communicate the 3Rs to a different audience; • Encourage Youth CAGs to form, bringing energy to the project and sustainability of the groups; • Work with Oxfordshire’s business community to ensure that they are undertaking sound waste management practice.

Tools – approach 17

Support the Wild Waste Show (WWS) project and Oxfordshire Schools Sustainability Project (OSSP)

Background	The WWS Project delivers fun and imaginative waste
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	<p>education to Oxfordshire’s younger residents. The OSSP works at a strategic level with schools to develop their approach to waste and sustainability.</p> <p>The two projects compliment each other and help to ensure the viability of Sustainable Development within Oxfordshire’s educational establishments. By encouraging younger generations to think about waste as a resource, they will hopefully produce less waste in their adult lives.</p>
Planned outcomes	<ul style="list-style-type: none"> • WWS and District Councils work in partnership to develop a programme of events across each District, covering schools and community education; • Apply waste reduction and reuse initiatives in schools through OSSP, e.g. composting, waste exchanges and Youth Community Action Groups.

Tools – approach 18

Further develop and resource trade waste reduction initiatives

Background	<p>Of Oxfordshire’s businesses, 96% are classified as Small and Medium Sized (SME). All businesses have a duty to ensure their waste is disposed of responsibly.</p> <p>Oxfordshire recognises the benefits of engaging with it’s business community, to help businesses regardless of size or sector to reduce waste. In turn, this reinforces the waste reduction message amongst Oxfordshire’s residents.</p>
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Planned outcomes	<ul style="list-style-type: none"> • To hold waste reduction workshops providing practical advice on how businesses can reduce waste; • Distribute the commercial waste reduction pack to the business community; • Support the development of centralised trade waste recycling and trade waste recycling collection services; • Raise awareness amongst the business community of the financial and environmental benefits of waste reduction and reuse.
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Conclusion

This plan outlines the approaches that form the basis of future waste reduction and reuse initiatives in Oxfordshire. A compositional analysis of household waste will be used to ascertain the biggest elements of the current residual waste stream. The results of this will be used to:

- Strengthen and target the approaches (for specific materials);
- Develop targets for a waste reduction and reuse action plan.

Waste reduction and reuse initiatives are a large part of the OWP Action Plan (**Annex A**), but in order to ensure that all the approaches are continually funded and developed there is need for a specific waste reduction and reuse action plan to be developed. This will ensure that households, schools, businesses and communities are targeted. The waste reduction and reuse action plan will sit below the joint OWP action plan and will be led by Oxfordshire County Council and jointly delivered through the OWP.

Annex C

Options for recycling and composting collections

No Time to Waste
The Oxfordshire Joint Municipal Waste Strategy

Background

Introduction

As part of the review of the Joint Municipal Waste Management Strategy, and to address the need to divert waste to meet the Landfill Allowances, the Oxfordshire Waste Partnership (OWP), comprising the five Waste Collection Authorities and the Waste Disposal Authority, has considered options for future waste collection, treatment and disposal in order to meet the Landfill Diversion targets. In line with the waste hierarchy, options for future waste management arrangements have been analysed in terms of waste reduction, ([Annex B Waste reduction and reuse plan](#)), recycling and composting which is detailed in this report, and finally waste treatment and disposal ([Appendix D – Options for residual waste](#)).

Consideration of the waste collection options has been carried out by consultants at Environmental Resources Management (ERM) as part of the strategic review process. This summary report describes the evaluation and assumptions used for the collection options and the results of this process.

Overview of Options Appraisal

The recycling and composting options assessed in this report were identified through consultation with each of the District Councils of Oxfordshire and a final list of options were put to the OWP for final agreement.

The baseline option details the current collection system that each of the District Councils currently operate, (or operated in the year 2004/05). The data used for modelling both the collection options and residual waste options is for 2004/05. Each option builds upon the baseline collection system to provide additional capacity and/or to achieve higher rates of recycling and composting. The options

modelled were selected to present an understanding of what recycling levels could be achieved if additional materials were collected.

Unlike some other options appraisals, it is unlikely that one option will be chosen as ‘the best’. It is expected that a combination of options provided will be taken forward into the Strategy on the basis of the balance of advantages and disadvantages that is demonstrated through the appraisal.

Approach

The Kerbside Analysis Tool (KAT) (1) was used as the basis for the collection option modelling. KAT is an easy-to-use spreadsheet which allows users to make projections of kerbside collection infrastructure and associated standardised costs. Projections can be based on KAT default values, which have been derived from an extensive survey of a wide range of kerbside collections and are held within KAT or locally specific data for some or all values to tailor projections to a particular collection area. Each collection authority was requested to complete a questionnaire sheet. Information gathered from the questionnaire and subsequent discussions with Council Officers from each district was used as the basis for modelling collection options for the OWP.

Waste composition data was available for three of the District Councils: South Oxfordshire, Vale of White Horse and West Oxfordshire. The waste composition of these three authorities were averaged and applied to Cherwell District Council and Oxford City Council. The options then went through a refinement process.

Analysis of Options

The options were examined using the five following factors:

(1) Refer http://www.wrap.org.uk/local_authorities/toolkits_good_practice/kat_information.html for the latest version of KAT.

- recycling and composting rates achieved
- cost
- road kilometres
- Biodegradable Municipal Waste diversion
- greenhouse gas emissions.

Recycling and composting performance shows the amount of diversion from landfill for each option. The other four factors are the evaluation criteria agreed by the OWP steering group, members and community panel.

Data for each of the chosen criteria was generated by the KAT model. This data was extracted from all the data KAT produced and summed to give totals for Oxfordshire. The results for each criteria were then compared and ranked to evaluate how each option performed according to each criteria. The best performing options for each criteria were taken through to a subsequent process for short listing.

The evaluation criteria of public perception was to be used to assess the recycling and composting options through using the public participation rates for the collections modelled in KAT. However, it was realised that the participation rates in KAT are an input and not an output produced by the modelling and so using the participation rates would not be an appropriate way to assess the criteria in this circumstance. Public Perception was not used to assess the recycling and composting options.

Refinement Process

The results of the evaluation criteria were looked at in detail by the Oxfordshire Waste Management Strategy/Steering Group (OWMSSG) officers. These were interrogated to ensure that the modelling results

were correct with a clear understanding of why certain options had good results for a certain criteria while other options scored poorly. This scrutiny meant that some refinement of the data used for modelling was made to ensure that the options modelled were accurate and reflected a collection option that would be practical on the ground.

Results

The results of the collection modelling have been combined with the treatment and disposal options (**Annex D – Options for residual waste**). Table 2 gives a summary of the collection options available, whilst Table 3 gives the outcomes of the combined modelling.

Further detail on the collection options modelling is contained within the ERM consultants reports to the Oxfordshire Waste Partnership.

Targets and Policies

The results of the collection option analysis supports the following policies and targets from the Core Strategy, listed in Table 1:

Policy	Content
Policy 6	<p>The Oxfordshire Waste Partnership will provide an integrated system of collection and processing of household waste which will achieve, as a minimum:</p> <p>By 31st March 2010: recycle or compost at least 40% of household waste; By 31st March 2015: recycle or compost at least 45% of household waste; By 31st March 2020: recycle or compost at least 55% of household waste. (Waste Strategy 2000 recycling and composting targets for household waste)</p>
Policy 7	<p>The Oxfordshire Waste Partnership will ensure that recycling facilities and services are available to all residents.</p>

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.

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.

Table 1 – Targets ad policies for collection options

No Time to Waste: The Oxfordshire Joint Municipal Waste Management Strategy

Collection Options	A	B	C	D	E	F	G	H	I*
Refuse	Ftly	Ftly	Ftly	Ftly	Ftly	Wkly	Ftly	Ftly	Ftly
Recycling	Ftly – CO	Ftly – CO	Ftly – K/S	Wkly – CO	Ftly – CO	Ftly – CO	Ftly – CO	Wkly – CO	mixed Opt G&H
Organic	No Collection	Ftly – G/K	Ftly – G/K	Ftly – G/K	Ftly – G	Ftly – G/K	Ftly – G/K	Chrg Ftly G Wkly K	mixed Opt G&H

* – This Option consists of Cherwell operating Option G, West, South and Vale operating Option H and City operating fortnightly

Key	
Ftly	Fortnightly collection
Wkly	Weekly collection
CO	Co-mingled Collection
K/S	Kerbside Sort Collection
G	Garden Collection
K	Kitchen (Food) Collection
G/K	Combined Garden & Kitchen Collections

Residual, fortnightly co-mingled, fortnightly garden and kitchen collections, fortnightly paper and glass collections,

Table 2 – Oxfordshire strategic waste review summary of collection options

Collection	Disposal Option	Collection	Disposal/Treatment	Total	Ranking	Recycling
A	EFW MBT RDF Market	£239,043	£369,346	£608,389	3	32
B	EFW MBT RDF Market					
C	EFW MBT RDF Market					
D	EFW MBT RDF Market					

Annex C – Options for recycling and composting collections

E	EFW	
	No treatment	
F	EFW	
	MBT RDF to	
	Market	
G	EFW	
	MBT RDF to	
	Market	
H	EFW	
	MBT RDF to	
	Market	
I	EFW	
	MBT RDF to	
	Market	

NB. The ranking takes into account all financial, environmental and service criteria. The lower numbers represent the more favourable options, and the higher numbers represent the least favourable strategic options.

Table 3 – Results of Combined Evaluation

Conclusion

This report details the process and the outcomes of the collection modelling exercise. These results will now inform each District Council (Waste Collection Authority) as they evaluate the options further and select a collection scheme appropriate to their local circumstances. The final collection schemes will be in line with the overall OWP Core Strategy's vision, objectives and policies.

Annex D

Options for residual waste (treatment and disposal)

**No Time to Waste:
The Oxfordshire Joint Municipal Waste Strategy**

Introduction

This annex provides a summary report describing the Evaluation and assumptions used to assess how each of the collection options (in Annex C) impacts upon the treatment and disposal options (Coupling). The Coupling Assessment was undertaken so that the outcomes could shape both the Core Strategy and procurement of future residual waste capacity.

This annex supports the following policies in the Core Strategy:

Policy 6	<p>The Oxfordshire Waste Partnership will provide an integrated system of collection and processing of household waste which will achieve, as a minimum:</p> <p>By 31st March 2010: recycle or compost at least 40% of household waste;</p> <p>By 31st March 2015: recycle or compost at least 45% of household waste;</p> <p>By 31st March 2020: recycle or compost at least 55% of household waste.</p> <p>(Waste Strategy 2000 recycling and composting targets for household waste)</p>
Policy 9	<p>The Oxfordshire Waste Partnership will provide a system for recovering value from residual wastes in order to meet LATS targets.</p>
Policy 10	<p>The Oxfordshire Waste Partnership will ensure optimum use of landfill void.</p>

Table 1 - Core Strategy policies pertinent to Annex D Options for residual waste

The Landfill Allowance Trading Scheme (LATS) and the need for waste treatment

In recent years, the County Council and District Councils, both collectively individually, have taken an active role in promoting waste reduction, reuse and recycling. This has been to move towards a more sustainable future for Oxfordshire and to achieve statutory and local targets. The need to improve performance will continue and is, in particular, being driven by European legislation.

The European Union (EU) Landfill Directive 1999 sets challenging targets for the diversion of the biodegradable portion of municipal solid waste (MSW) from disposal to landfill. Oxfordshire must reduce the amount of biodegradable wastes landfilled to:

- 121,700 tonnes by 2009–10;
- 81,000 tonnes by 2012–13;
- 56,700 tonnes by 2019–20.

Central Government's national Waste Strategy 2000, supports the need for development of more sustainable waste management methods and processes. It sets out national waste recovery and recycling and composting targets:

- To recover value from 40% of municipal waste with at least 25% of household waste recycled or composted by 2005;
- To recover value from 45% of municipal waste with at least 25% of household waste recycled or composted by 2010.

In 2003, the Government passed the Waste Emissions and Trading Act (WET Act), which is a key driver for change in waste management practices. The WET Act has implemented the Landfill Allowance Trading Scheme (LATS) which sets allowances for each Waste Disposal Authority (WDA) for tonnes of biodegradable waste that can be sent to landfill. Targets have been set from 2009/10, every year, up to 2020, based on the targets in the EU Landfill Directive. The financial penalties for non-compliance with legislation if a WDA fails to meet its landfill allowance targets are severe. The County Council (Oxfordshire's WDA) must either reduce the amount we landfill every

year, face being penalised financially if we fail to meet these targets, or purchase allowances from another authority (if they are available) in order to landfill waste beyond our allowances.

Financial penalties will be £150 for each tonne of biodegradable municipal waste landfilled above the agreed landfill allowance in the target years of 2009/10, 2012/13 and 2019/20, plus potentially a share of any additional fine levied on the UK by the EU. The cost of purchasing an allowance in the future is currently unknown, but in the target year of 2009/10 and for a period thereafter it is likely to approach the level of the fine (£150, reflecting the national rate of progress in reducing reliance on landfill). In addition the costs of landfill are increasing due to increases in the Landfill Tax, which is forecast to increase by £3 per tonne each year up to 2011 (2005/06 tax is £21 per tonne). Therefore, the County Council has to implement alternative ways of diverting municipal waste from landfill, to reduce reliance on landfill as the final means of disposing of waste.

Figure 1 shows:

- Municipal Solid Waste growth projections;
- The Biodegradable Municipal Waste content;
- The LATS allowances for Oxfordshire.

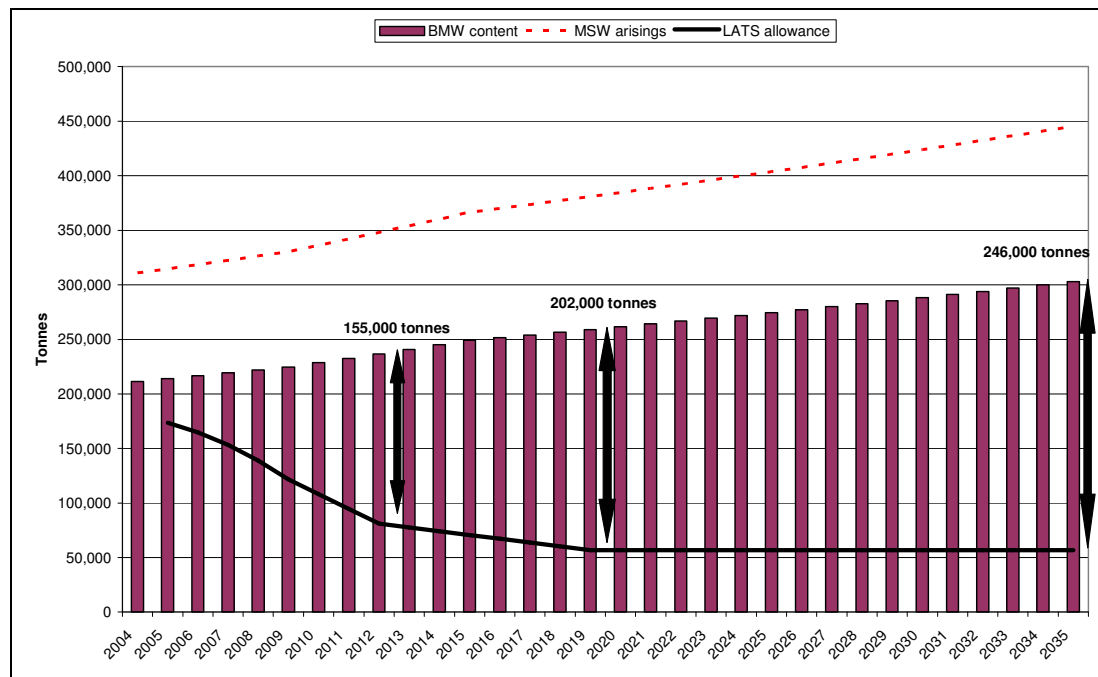


Figure 1: Oxfordshire Municipal Solid Waste profile

This indicates that, to meet LATS allowances, the County needs to divert around 155,000 tonnes of BMW from landfill by 2012/13, 202,000 tonnes by 2019/20 and potentially 246,000 tonnes by 2035/36 (depending on the landfill allowances beyond 2019/20). These tonnages are based on waste growth forecasts (from data currently available), and figures may vary depending on unpredictable future changes in waste growth. The requirement to divert waste from landfill would reduce in scale if the waste reduction, reuse and recycling targets in this Strategy were met. However, the reduction in growth would not be enough to alter the overall scale of the challenge, nor the need to commence procurement of new treatment capacity.

The Review

The County Council's Evaluation of the available treatment options to help us meet our LATS targets, has been done in conjunction with the development of this Strategy by the OWP. Both the County Council's and the Partnership's work has been carried out on a 'technology neutral' basis. Table 2 explains all the work that has been carried out, and by which consultants.

Consultant	Work carried out
ERM	Performed an Evaluation of the waste reduction and reuse options and of the waste collection options

Enviros	Worked for OCC to develop plans for the future treatment of waste.
	Examined the impact of the collection options on treatment and disposal.

Table 2 – Work carried out and by whom

Collection options and their link to treatment/disposal options

Collection options were developed and evaluated at the beginning of the strategy development process. A total of 12 collection options have been examined (including a baseline) in conjunction with a range of treatment and disposal options for residual waste incorporating landfill disposal, Energy from Waste, Advanced Thermal Treatment and Mechanical Biological Treatment. Figure 2 below, shows how this process worked.

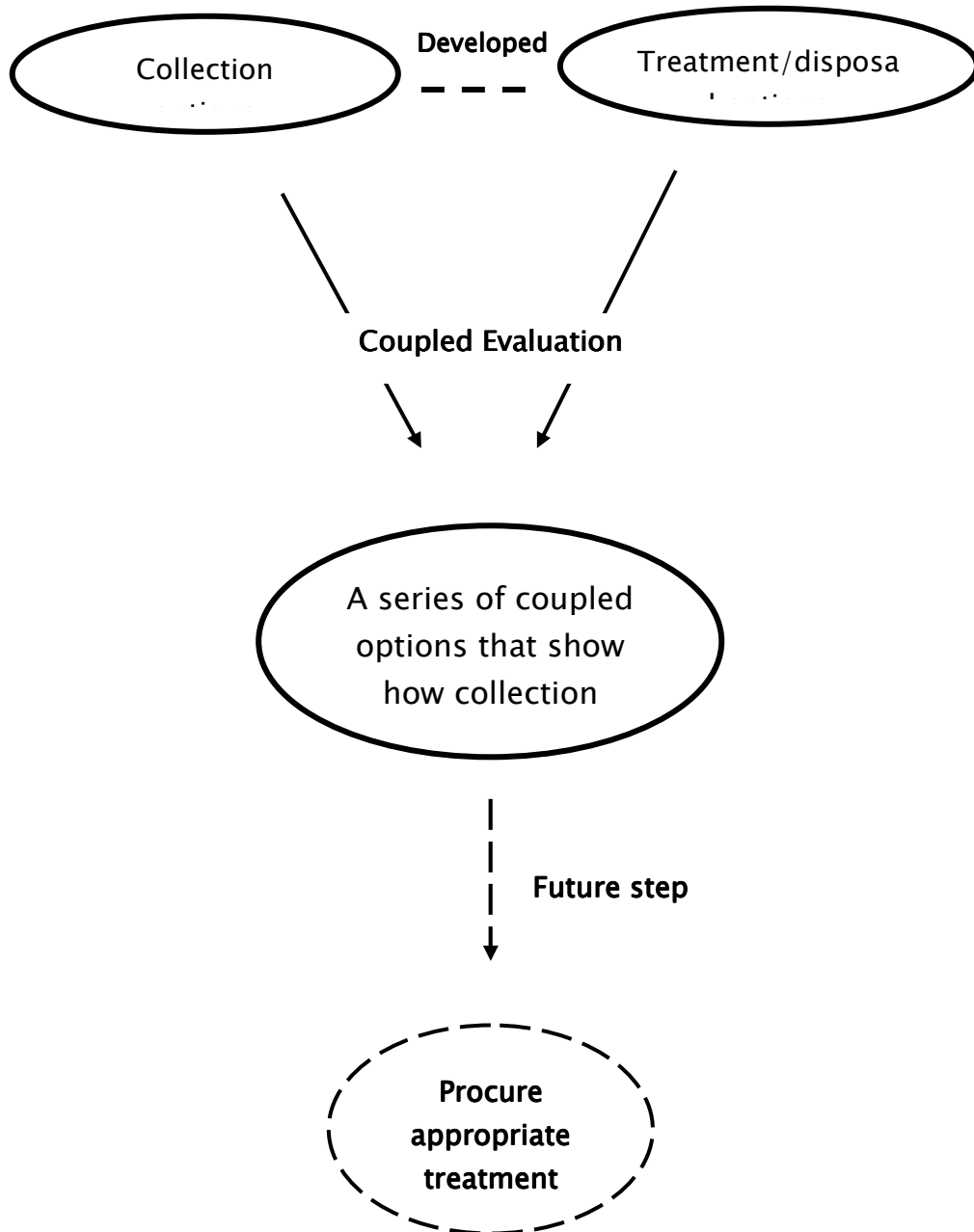


Figure 2 - The coupled Evaluation process

The coupled Evaluations

The following range of generic waste treatment and disposal options were coupled with each of the collection options for the coupled Evaluation:

- No treatment
 - all residual waste is sent directly to landfill
- Energy from Waste (EFW)
 - one or two facilities to treat residual waste
- Advanced Thermal Treatment (ATT)
 - one or two facilities to treat residual waste
- Mechanical Biological Treatment (MBT)
 - two plants to treat residual waste

The MBT option has been modelled with three possible sub-options:

- Refuse Derived Fuel (RDF) being combusted in dedicated a Oxfordshire facility;
- RDF being combusted through existing UK market structures;
- RDF being disposed of to landfill.

In addition, the model included the infrastructure needed for each of the collection, such as composting facilities (windrow and in-vessel), materials recycling facilities and transfer / bulking facilities.

Evaluation Criteria

Each combined collection and treatment/disposal option has been modelled in terms of waste flow and cost; then evaluated against a set

of weighted criteria. The criteria were developed with Officers and Members of the OWP, to inform the future of waste management in Oxfordshire. The criteria are outlined in table 3. The criteria for, and the rankings of, the various collection options is given in [Annex C \(Options for recycling and composting collections\)](#).

Criterion	Weighting
Costs (operational & capital)	17.1%
Deliverability	14.8%
Opportunities / benefits	1.2%
Public participation / acceptability / demand	10.5%
BMW diversion from landfill	14.4%
Landtake / sites	2.3%
Flexibility	10.5%
Depletion of resources	3.1%
Air acidification	2.4%
Greenhouse gas emissions	5.1%
Public health impacts	9.3%

Extent of water pollution	2.3%
Total road kilometres	7%

Table 3 – Coupling Evaluation criteria

Results

For each of the short listed collection options, Energy from Waste (EfW) is found (against the criteria and weightings above) to be the highest-ranking residual waste management option. However, the differences between the residual waste management options are not large enough to be decisive. They are also sensitive to the weightings given to different factors (such as cost and deliverability). Importantly, the results show that the treatment options are not highly sensitive to the choice of collection option. All three of the main treatment options (EfW, ATT, MBT) have their strengths and their risks these are outlined in Table 4.

Treatment	Strengths and risks
Energy from Waste	<ul style="list-style-type: none"> The main factors in the high ranking of EfW are the robustness of the technology in terms of flexibility, BMW diversion and revenue from energy produced. In line with the waste hierarchy, energy from waste should be employed for the treatment of residual waste only where waste reduction, reuse, recycling and composting have been optimised.

	<ul style="list-style-type: none">• The public engagement exercise has confirmed that EfW is the least favoured among the public. This may have been coloured by national experiences in the past where lower emission standards were achieved. These perceptions, even if based on outdated evidence, might heighten planning risks, subsequently possibly affecting the timing of delivery.
Advanced Thermal Treatment	<ul style="list-style-type: none">• Advanced Thermal Treatment has excellent potential for revenue from energy which is eligible for Renewable Obligation Certificates (ROCs), and therefore can be sold at a higher price. If cost were the only consideration ATT would come out highest in the ranking. The same applies even if 50% of the weighting is based on cost.• It scores less well against other criteria. In particular there are concerns over the deliverability and flexibility of this technology for the treatment of mixed MSW, as it has yet to be proven in the UK. On the criteria and weightings used for this Evaluation it scores bottom.
Mechanical Biological Treatment	<ul style="list-style-type: none">• The generic MBT option modelled ranks favourably against the criteria where any Refuse Derived Fuel (RDF) produced is sent for combustion through existing UK markets, rather than landfilling, or material combustion in a new dedicated Oxfordshire facility. This has obvious favourable financial and deliverability implications as no additional capital cost is incurred for a combustion plant, yet RDF is diverted from landfill.• There are substantial uncertainties over the availability of RDF combustion capacity within the UK market at present, and if this is not available MBT would be the highest cost option and/or secure only limited diversion from landfill.

Table 4 – Main treatment options – strengths and risks

It is important to emphasise that this options appraisal compares the performance of each option against a set of agreed weighted criteria. If these criteria change then the overall ranking may change. In addition, the appraisal exercise has been carried out by making a

number of assumptions on waste arisings, markets, prices and costs. These are constantly subject to change, and any changes will affect the overall evaluation and performance of each of the options. Some of the assumptions (for example on construction costs and on disposal options of MBT residues) can only be established by testing the market.

Therefore, whilst EfW ranks highest overall, the results of this Evaluation are consistent with OCC's policy of being technology neutral and seeking market responses through a competitive dialogue tendering process before deciding on procurement of a particular technical solution.

Conclusion

This annex details the process and the outcomes of the Coupling Evaluation modeling exercise and the assumptions used to assess how each of the collection options (in Annex C) impacts upon the treatment and disposal options (Coupling). These results will now inform the procurement of appropriate treatment capacity in the future. The final treatment and disposal capacity will be in line with the overall OWP Core Strategy's vision, objectives and policies.

Annex E

Community engagement and involvement

No Time to Waste: The Oxfordshire Joint Municipal Waste Strategy

Introduction

Policy three of the Core Strategy says that the Oxfordshire Waste Partnership will:

“help householders and individuals to reduce and manage their wastes through the provision of advice and appropriate services.”

The delivery of the whole Strategy rests, to a significant degree, on the willingness and desire of Oxfordshire residents to take responsibility for their waste. This is not a ‘one way’ responsibility. Some of the decisions facing the Oxfordshire authorities have major financial and service design implications and the views of residents will need to continue to be taken into account. Therefore, during the development of this Strategy, the OWP engaged and involved the community through two exercises:

1. During the initial development stages of the Strategy (October 2005 – January 2006) a representative Community Panel was used to gather the views and concerns of residents, so these could be fed into the Strategy process from the outset;

2. When the main elements of the strategy were becoming clear, but before finalisation, a wider public engagement exercise entitled 'No Time to Waste' was conducted. It explained the challenges faced, set out the emerging responses, promoted awareness and debate, and invited views.

The results of this second exercise were then fed into the final process of the Strategy formulation. This Annex reports respectively on both exercises.

Community panel

The Community Panel comprised residents from each of Oxfordshire's Districts areas. Where possible it reflected the male/female split, age and ethnic diversity present within the County. There were four meetings of the Community Panel over the early Strategy development period.

The main functions of the meetings were to:

- Identify issues that members of the community might raise about waste management in Oxfordshire, or in response to the Strategy;
- Respond to all subjects raised or explain the issues behind them. The desired outcome of this was that the Community Panel would gain a better understanding of the issues involved in the management of their waste;

This would then give the members of the panel a better footing to make comments on the Strategy as it was being developed and, hopefully, give them confidence in the overall process.

The meetings involved:

- Presentation of key information;
- Followed by discussion in groups to consider elements of choice and to debate priorities and direction for the Strategy.

All comments and opinions of the Community Panel were fed back to Officers and Members at OWP workshops and waste review meetings. Four Community Panel meetings were held at the Oxford Town Hall. Each Community Panel meeting was held at a specific stage in the Strategy's development.

First meeting – 26 October 2005

The first meeting had two purposes:

1. To give some background information on waste management, including current legislation;
2. To present the Strategy development process.

A discussion then developed about the aims and objectives for Oxfordshire's Joint Municipal Waste Management Strategy. The following key points were made in full group discussion:

- The panel understand the need to reduce waste going into landfill;
- Reduction –
 - The Community Panel think it is important to deal with waste upfront in terms of reducing waste generated;
 - there is a need to deal with waste at the root of the cause, work towards waste reduction and need to focus on consumerism in relation to packaging;
- Incentives for households to recycle to the maximum is important;
- People's housing situation affects their ability to recycle and get involved;

- Emissions from vehicles used to collect waste etc. could be reduced by switching to alternative fuels;
- The Community Panel gave two examples illustrated to show how other counties and countries force the householder to think about the amount of waste they produce:
 - **Montreal, Canada:** give a limit on the amount of waste put out for collection, any waste above the limit incurs a charge.
 - **Cambridgeshire:** have a larger bin for recyclables and smaller bin for other wastes
- If people are charged they might be more inclined to dump their waste in the countryside, i.e. fly tip;
- Economic incentives –
 - supermarkets should have a packaging levy;
 - offer incentives instead of charges/tax/levies;
 - people who recycle should get lower council tax – it should be council tax driven;
- As a Country we should fine people who do not recycle etc;
- The stricter Governments become, the more it narrows choices and it gets harder to monitor activity or behaviour;
- There should be a by-law passed to ensure each individual Authority manages its own waste within its own area and has responsibility for the waste.

Three breakout groups were formed to consider more closely the aims and objectives for the Strategy. Comments included:

- It should meet Government guidelines;
- Financial costs are important (the Community Panel do not want to see Government fines for Oxfordshire);
- The Strategy should be realistic in terms of the influence and power of Local Authority i.e. it should not try to do things that are undeliverable;
- A decent safe service should be provided;
- Communications –

- education/information from advertising – should reach everyone and should start at school;
- increase awareness of waste reduction and recycling;
- let people know what happens with their waste etc and how they can contribute/help;
- A Jamie Oliver approach could be taken – i.e. there should be local and national radical change and big shake up like the high profile school dinners issue.
- It should be simple to make a contribution to (participate in) recycling and composting schemes, particularly in difficult places like flats;
- It should consider fuel for the vehicles i.e. bio diesel;
- It should recommend buying in bulk;
- It should build in incentives and increase awareness of packaging issues;
- There should be more publicity and campaigns work should have a bigger profile;
- Recycling businesses could have more of a role;
- Big businesses should take more responsibility for waste e.g. packaging, recycling etc.

Second meeting, 2 November 2005

The purpose of the second meeting was to present and discuss the evaluation criteria that would be used to assess the options for the Strategy.

The meeting began with an update on the discussion from the previous meeting (Meeting 1). This was followed by a whole group discussion about what was important to the Community Panel with regard to waste and the collection service they receive. General comments received from the group are detailed below:

- Standards of service seem to be low, collection of rubbish causes a mess and this is not cleaned up immediately;
- Oxford City need to consider the advice they give out i.e. bin bags are required to be set out the night before collection but this allows vermin to break into them which causes a mess;
- Is it possible that the poor service provided by bin men is because of the poor perception people have of their job?
- Bin men are paid relatively well;
- There is not just a litter element to rubbish collection but also noise pollution from glass collection and vehicles;
- Recycling is not cost efficient but it makes people feel good;
- It is important to consider the issues involved with transport of materials for recycling;
- The group's knowledge –
 - the group need to know the background to recycling before it can make decisions;
 - it's difficult to choose criteria without knowing more information.

The group then split into three breakout groups to discuss evaluation criteria in more detail. The main points from each group were fed back at the end of the session. The key points were:

- Transport is important – it should consider environmental, traffic congestion, reduce road mile, emissions, and health and safety issues;
- What would be the costs of converting Didcot power station into an incinerator?
- Economic tools –
 - increase levies on products that are difficult to recycle;
 - incentives for shops/ restaurants to consider packaging;
- Invest now for the long term;
- Happy to spend the money now for the benefits in long term;

- It shouldn't be all about the cost;
- Good planning is important;
- Should look at best practice from around the world;
- Need good advertising/ awareness/ education;
- Need a countywide system that is streamlined – joint working;
- Would like the best environmental value;
- Effects on the environment should be considered;

The Community Panel was then asked to apply weightings to the criteria they considered to be important. The criteria and weightings did not match that of the OWP and Officers of the Project Team. However, the top three criteria after the Community Panel's weighting exercise are detailed below:

1. environmental impact
2. cost
3. education.

Third meeting, 16 November 2005

The purpose of the third meeting was to present and discuss the options being developed for:

- waste reduction and reuse
- recycling and composting
- residual waste treatment.

The group split into breakout groups to discuss the option sets, their implications for the Strategy and how practical they would be to implement. Key points raised were:

Waste reduction and reuse:

- Glossy magazines should be recycled too;
- Non-reusable nappies should be taxed, much like alcohol and cigarettes;
- Nappy laundering service should be promoted, and information on it should be included in nappy packs;
- Composting –
 - home composting bins should have a low price £5 – £10 to encourage more people to buy and use them;
 - composting bins should come in varying sizes to suit different numbers of people living in households;
 - garden makeover shows should publicise composting as a normal activity to be undertaken by everyone;
- The use of paper bags or bags for life over plastic ones should be heavily promoted;
- The glass deposit system should be re-introduced;
- Junk mail –
 - unwanted mail service (Royal Mail) – doesn't stop mail sent directly to the "The Occupier";
 - need a similar law on spam on the internet, as senders of junk mail advertising (loans etc);
 - OWP Could introduce a fine on newsagents that allow junk flyers into newspapers – this was disagreed by the group because it is not necessarily the newsagent that allows the flyers to go in;
- With regards to reuse, items such as mobiles and phones should be taken back by the producer/supplier or supermarkets should take them in return for store card points;
- There is a need for incentives so that purchasers return packaging used for large items such as TVs, or for the supplier to pick up packaging once the item has been taken home. The packaging could then be reused;

- Alternatively there could be recycling bins/skips at schools where people could take their recycling. As an incentive the school could receive credits in relation to the amount of recyclables they collect;
- Scout collection items for recycling and re-use is not seen in Oxfordshire.

Collection:

- The group was not happy with the fact that some Districts charge for collection of bulky waste while other Districts don't – this will encourage fly tipping;
- All attendees were generally happy with current waste collection system;
- Improvements could be made through synchronising the collection systems (i.e. frequency etc.);
- They would like a collection system that collects as much as possible;
- All Districts should standardise collection receptacle and colour but give choice on size, so as to help people use the system;
- OWP need to lobby developers to provide recycling facilities at new housing developments;
- Can crushers could be provided with recycling boxes or sold at discount to encourage the utilisation of space;
- They can see the advantages in having an alternate weekly collection like Cherwell District Council's;
- Dirty MRF –
 - Districts could streamline the collection so that all waste is collected in one black bag and a dirty MRF used to pick out the recyclables – however it is important not to lose awareness;
 - it was also noted that a dirty MRF would mean that some recyclables lose their value to market and so this may have a negative affect.

Residual Waste:

- There was no dislike for any particular type of treatment;
- Incineration –
 - was discussed as being appropriate but only after the maximum effort is made to reduce waste and all recyclables previously removed. This would ensure that only the minimum amount is burnt;
 - is for waste that has no other options available for disposal;
- There is strict legislation for current treatment technologies in comparison to old methods with regards to fumes and gases, and the environment;
- Where would the facility be located in Oxfordshire?
- Waste could be transported outside of the County but this would mean adverse affects on the environment through road miles and vehicle emissions – the group was concerned about this.

Fourth meeting, 24 January 2006

The fourth meeting:

- Presented the preliminary results from the waste reduction and reuse Evaluation work and the recycling and composting Options Evaluation work for the Strategy.
- The options developed for the residual waste treatment Evaluation were also presented for discussion.

Waste reduction and reuse options

The group split into three discussion groups to consider the waste reduction and reuse options and Evaluation results. Each group was asked to consider which option would be the most effective and to identify any problems that they thought might arise. Key points made were:

- A linkage was made between glass bottle returning to supermarkets and using reusable bags. Carry bottles for return into shop in bag and use the same bag to carry new shopping out;
- Opt-in for paper bills etc, automatically get no paper bills, spam etc;
- Smart shopping –
 - requires changes to be made with packaging at producer level;
 - is dependent on the producer of the packaging, removing wrapping at the shop does not minimise waste, it just shifts where the waste is collected;
- Composting –
 - is problematic with new housing and limited garden space;
 - there is a need to change the perceived association of composting with ‘gardening’;
 - some people have just grass in their garden, they could have a compost bin that is just for green kitchen waste;
 - it was noted that composting produces compost and not everyone wants/needs compost.

Waste collection options

The Community Panel was also divided into three discussion groups to consider the waste collection options and Evaluation results. Again, each group was asked to consider which of these they thought would

be the most effective and what they thought would be required in order to make them work successfully. Key points made were:

- The fortnightly frequency for all collections is good, if given the correct collection receptacle (i.e. bin with lid);
- There would have to be some exceptions made for housing that may not be able to accommodate a number of collection receptacles;
- It should be expected to take a while for a new system to become established. There might be problems with the amount of recyclables collected over two weeks and service might have to change to weekly;
- A new system would require flexibility with bin size, collection frequency for different housing types;
- There are real problems with perception of residuals being collected over two weeks;
- The group agree with stopping black sacks, far better to use reusable bins;
- Fortnightly collections may be too confusing for some people and they may not bother – lots of public awareness is required;
- The receptacles should all have stickers on stating what can and can't be put in for collection;
- The number of bring banks should be increased and all supermarkets should have them.

Waste treatment options

The three discussion groups considered the waste treatment options, which of these they thought would be effective and which they felt would be the most appropriate for Oxfordshire. Key points raised were:

- There are no strong feelings for any type of treatment;

- The maximum waste reduction and recycling efforts must be made before any type of treatment used;
- A treatment facility should not have any adverse environmental effects and should have limited transport involved with its process or getting to it;
- The type of facility considered should also deal with the waste completely (e.g. there is some risk with future markets for outputs of certain treatments).

In summary, composting and smart shopping have real potential to reduce waste. Also, the group are happy with fortnightly collections if supported by appropriate receptacles and frequency.

Public Engagement: “No Time to Waste”

Background

The OWP began developing a Public Engagement exercise in Spring 2006. This was to inform and involve County residents with the future of waste management in Oxfordshire; and in particular to introduce the need for change and the future options for delivering this change.

Objectives

The main objectives of the public engagement exercise were to:

- Raise the profile of waste management in the county and the need for change;
- Take initial steps to establish a community leadership role for the OWP (i.e. to lead and inform debate);

- Seek basic customer feedback on key themes to be addressed by the Oxfordshire Joint Municipal Waste Management Strategy (2005 to 2030).

Approach

Due to rigid time constraints, the public engagement exercise was limited to a five-week period (Friday 2 June – Sunday 7 July). This was extended to 17 July to enable people who went to the last few roadshows to take away forms and consider their response before sending them in. In order to maximise public engagement during this short-time period, a clear focus was given to delivering key messages via a hard-copy booklet and web pages. A wide range of communications activities was also used to ensure on-going publicity and distribution of these key messages. Table 1 shows how the objectives for the engagement were fulfilled.

Objective	How fulfilled
Raising the profile of waste management, the need for change and the OWP	<ul style="list-style-type: none"> • roadshows • website • advertising.
Seeking feedback	<ul style="list-style-type: none"> • hard-copy booklet form • website form • newspaper and Friends of the Earth forms.

Table 1 – Fulfillment of public engagement objectives

A public relations company was commissioned to develop an ‘identity’ for the public engagement exercise and to support the production of an attractive and accessible booklet (this is in the supplementary information). The theme ‘No Time to Waste’ was chosen, with a strap line of ‘It’s time to change the way we deal with our rubbish’.

The information booklet was developed by the PR company with the OWP. In particular it covered:

- The current situation regarding waste management in Oxfordshire;
- Why this cannot continue;
- The potential costs if we do not act;
- Progress to-date on waste reduction and recycling;
- Reduce, reuse, recycle;
- The options for dealing with residual waste;
- Oxfordshire Waste Partnership's waste Strategy;
- A feedback form with the following questions
 - *What would help you to reduce the amount of waste you produce?*
 - *What would most help you to recycle more?*
 - *Are there any waste collection, waste reduction, recycling or waste disposal issues that you think we should consider as we prepare to finalise the Oxfordshire Waste Strategy?*
 - *Other comments*
 - *What is your postcode?*
 - *Where did you get this leaflet?*

In total, 17,000 No Time to Waste booklets were printed and these were made available to members of the public at libraries, leisure centres, council offices, one-stop-shops and other public buildings. They were also handed out at special roadshows and other promotional events/activities organised or supported by members of the OWP (e.g. Wild Waste Show, environmental fairs etc.). A small number of booklets were directly mailed to all County Councillors, District Councillors, Parish Councils and Community Action Groups. The No Time to Waste web pages provided information to further expand on issues raised in the booklet, as well as giving people an opportunity to feedback on-line.

The web pages were hosted on the Oxfordshire County Council website under the URL www.notimetowaste.org.uk. A link was provided from the homepage of all six Councils, the County Council intranet and the Oxfordshire 'schools' intranet'. In total, the web pages received 1,162 views and 707 visits. The associated news pages

(i.e. press release pages) on the county council website received 195 views and 153 visits.

Table 2 below summarises the communications and outreach activities employed as part of the public engagement exercise.

Activity	Summary
Press releases	<p>These successfully resulted in a wide-range of media coverage including:</p> <ul style="list-style-type: none">• A feature article in the Oxford Times (launch)• Coverage in the Banbury Guardian, Herald Series and Oxford Mail• Interview on BBC South Today• Interviews on Touch FM, Fox FM, Mix 96, BBC Radio Oxford.
Radio advertising	<p>A 30-second radio advert ran on Fox FM between 12 June and 2 July, which is estimated to reach 195,000 county residents aged 15+.</p>
Bus advertising	<p>40 street liner bus adverts ran across the county bus network between 12 June and 7 July. This is estimated to have reached at least 60% of the County's adult residents.</p>
OWP roadshow events	<p>Cherwell District Council's waste promotions trailer was temporarily re-branded with No Time to Waste livery (a picture of this is in the supplementary information).</p> <p>Each District Council was asked to host a minimum of two roadshow events using the trailer as a backdrop and these were promoted via press releases, on the web and using posters where possible.</p> <p>The road shows had two specific aims. First, to take the Public Engagement's key messages out to communities and offer expert advice first hand. Second to provide another opportunity for individual councils to promote waste reduction and recycling issues.</p> <p>In total, 15 road show events were held, each attracting approximately between 30 and 100 visitors. There were:</p> <ul style="list-style-type: none">• 3 roadshows in Cherwell• 3 roadshows in Oxford City• 4 roadshows in South Oxfordshire• 2 roadshows in the Vale• 3 roadshows in West Oxfordshire.

Table 2 – Communication and outreach activities for the Public Engagement exercise

Feedback responses

As part of the Public Engagement exercise, Oxfordshire residents were invited to give their views and opinions on the issues set out in the booklet and on the 'No Time to Waste' web pages.

In addition, other organisations helped to contribute to this important debate. In particular, the Banbury Guardian ran a copy of the OWP response form for their readers to complete. Also Friends of the Earth (FoE) distributed a 'Yes to recycling, No to incineration' form to their membership in Oxfordshire and through other promotional activities. The FoE forms broadly replicate the questions posed in the OWP No Time to Waste booklet, with pre-printed answers to:

Q2 What would help you to recycle more?

"I agree with Friends of the Earth, comprehensive recycling, including weekly collections of sorted recycled materials and segregated food waste; bi-weekly collections of un-sorted waste; and charged-for garden waste collections."

Q3 Are there any other waste collection, reduction of disposal issues that you think we should consider?

"I agree with Friends of the Earth: the use of Mechanical Biological Treatment using anaerobic digestion for unsorted waste, and segregated food waste municipally composting using in-vessel composting. I do not wish to see Oxfordshire's waste burnt in any kind of incinerator"

Responses to all the feedback forms returned between 2 June and the extended deadline of 17 July have been processed. More forms arrived after this date but were not included in the analysis.

In total, 891 response forms were received. Table 3 below shows how the responses were received.

Source	Number of Responses
OWP Booklet	330
On-line form	169
Banbury Guardian form	15
Friends of the Earth form	377
Total	891

Table 3 - Number of responses received from each source

The geographical breakdown of response is set out below in Table 4. However, this is an approximate split, as some postcode areas straddle more than one district.

Source	Number of responses					
	Cherwell	Oxford	South	Vale	West	Other
OWP Booklet	53	60	119	47	46	5
On-line form	32	59	35	21	17	5
Banbury Guardian	15	0	0	0	0	0
Friends of the Earth	32	142	68	87	32	16
Total	132	261	222	155	95	26

Table 4 - Geographical breakdown of responses

Key messages

Below is a summary of the high-level key messages for the OWP that came out of the comments on the feedback:

- The OWP should look to take on a community leadership role to address excess and unnecessary packaging at source (i.e. manufacturers) and/or at distribution (i.e. supermarkets);
- Continue to work to improve recycling in the County;

- Engage the community through on-going public information and education;
- Note that a significant proportion of respondents (although not necessarily residents) are against incineration;
- Individual authorities should look to expand the breadth of their recycling schemes and ensure consistency when applying schemes.

Detailed comments

There were many detailed comments both in answer to the three main questions posed and as 'other comments'. These are broken down below by question.

Q1. What would help you to reduce the amount of waste you produce?

The clear message regarding waste reduction is to address it at source (or distribution) perceived excess and unnecessary packaging. Typical comments include: *"Get supermarkets and manufacturers to use less packaging"* or *"persuade manufactures to use less packaging (maybe a reduction in council tax for shops that use less packaging)"*. It was also suggested that packaging should be recyclable and that a greater number of products should be produced in packaging that is refillable or returnable.

Plastic bags and unsolicited mail are also cited as waste reduction challenges and it was suggested by a number of respondents that a *"compulsory charge for carrier bags"* should be levied and that the volume of *"unsolicited adverts in post and attached to papers"* should be reduced. Figure 1 gives more detail.

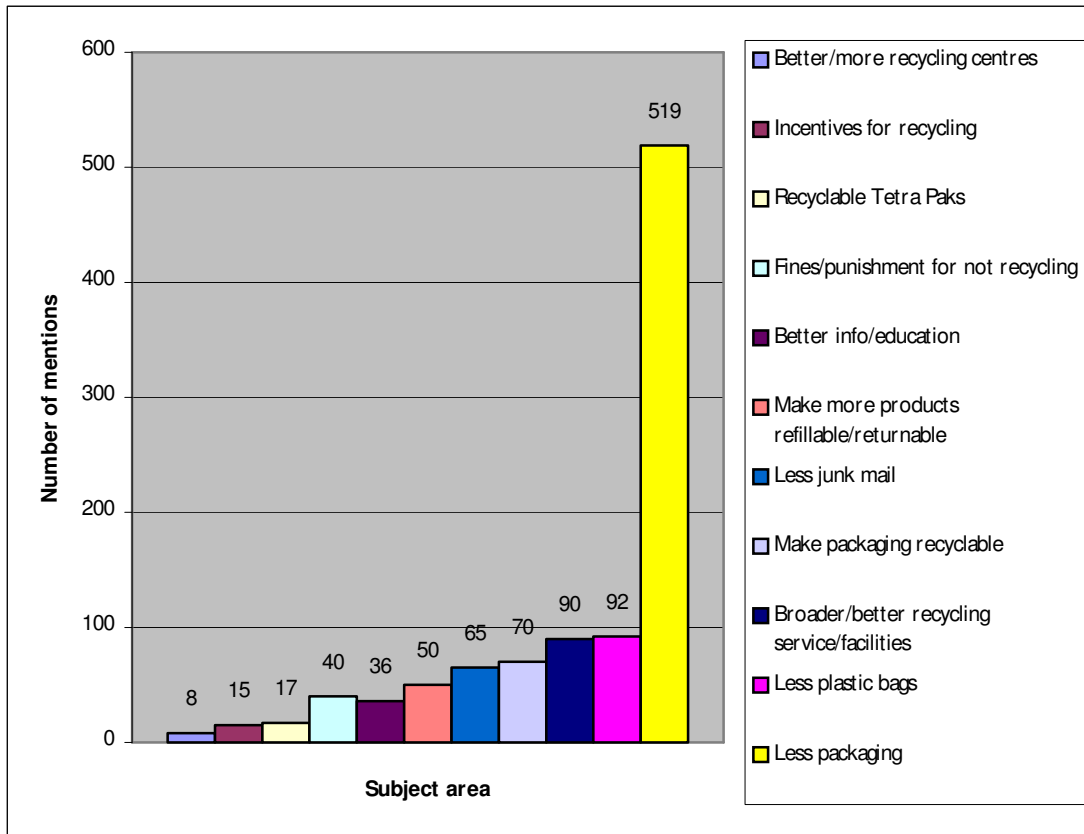


Figure 1 – Responses to Q1 What would help you to reduce the amount of waste you produce?

(Base: Comments given on OWP Leaflets, OWP Web Forms and OWP Banbury Guardian Form, FOE Leaflet)

Q2. What would most help you to recycle more?

The clear message from respondents, regarding recycling, is that individual Authorities should look to expand the breadth of their doorstep recycling schemes by including additional materials and ensure consistency when applying schemes. Analysis by District Council area suggests that for Cherwell and South Oxfordshire this is glass, for Oxford City and the Vale of White Horse plastic and for West Oxfordshire green waste. Figure 2 shows more detail.

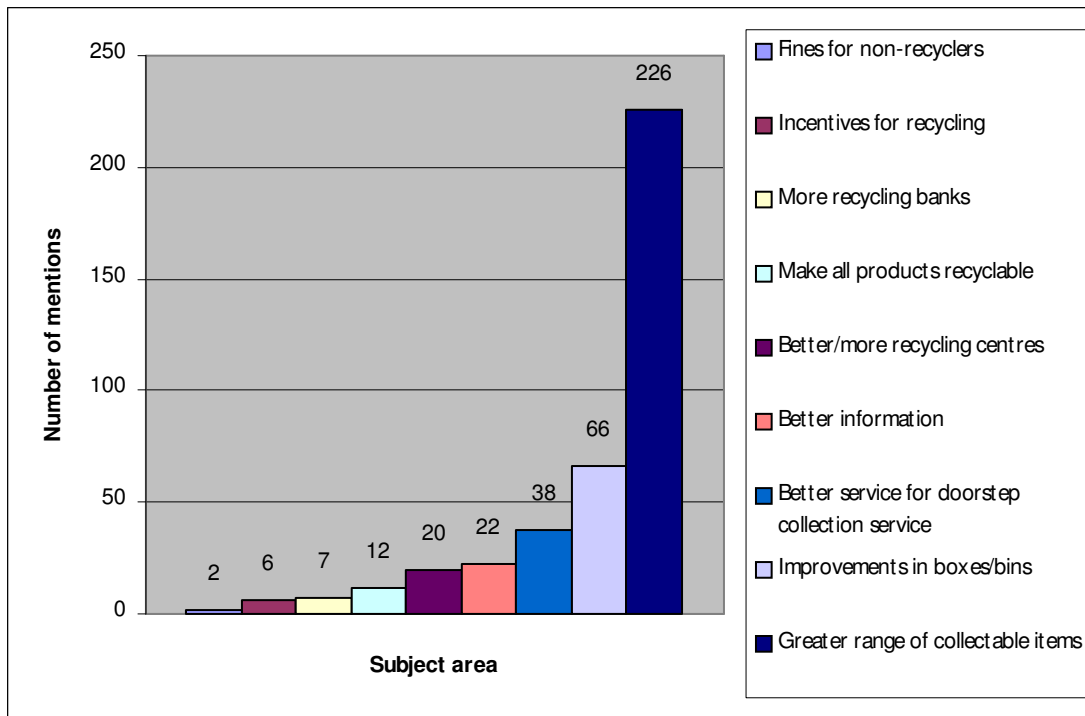


Figure 2 – Responses to Q2 What would most help you to recycle more?
 (Base: Comments given on OWP Leaflets, OWP Web Forms and OWP Banbury Guardian Form)

The text from the pre-printed Friends of the Earth response card (377 responses) is not shown in this chart.

“I agree with Friends of the Earth, comprehensive recycling, including weekly collections of sorted recycled materials and segregated food waste; bi-weekly collections of un-sorted waste; and charged-for garden waste collections.”

Q3. Are there any waste collection, waste reduction or waste disposal issues that you think we should consider as we prepare to finalise the Oxfordshire Waste Strategy?

Respondents took the opportunity to repeat messages or raise issues that others had commented on elsewhere when presented with the

‘catchall’ questions regarding the Oxfordshire Waste Strategy and the open comments question.

Again, doorstep recycling was the predominant issue, although some respondents did use this as an opportunity to comment on the future waste disposal technologies available to the OWP. Figure 3 shows more detail.

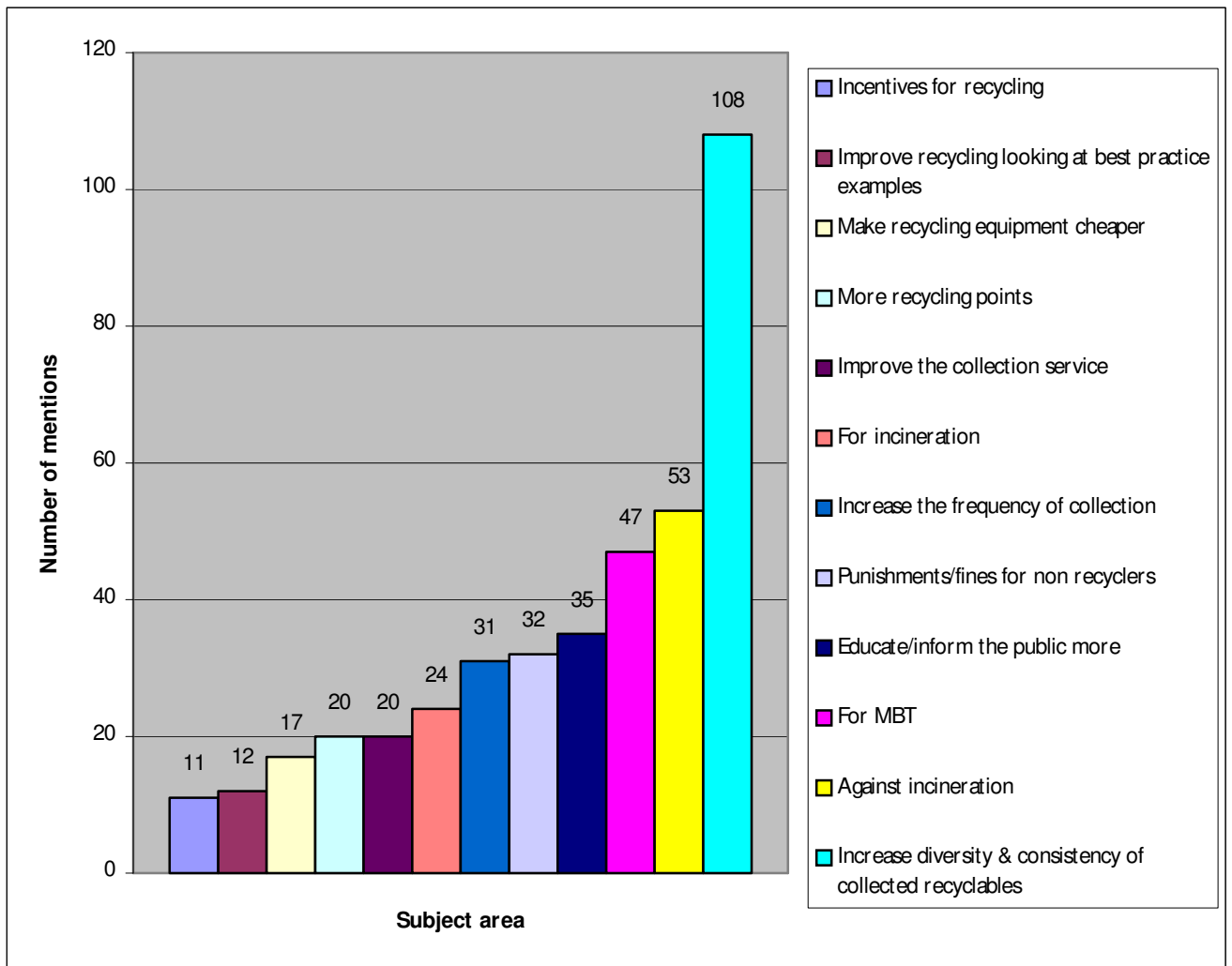


Figure 3 – Q3 Are there any waste collection, waste reduction or waste disposal issues that you think we should consider as we prepare to finalise the Oxfordshire Waste Strategy?

(Base: Combined OWP Leaflets, Web Forms and Banbury Guardian Returns)

The text from the pre-printed Friends of the Earth response card (377 responses) is not shown in this chart.

"I agree with Friends of the Earth: the use of Mechanical Biological Treatment using anaerobic digestion for unsorted waste, and segregated food waste municipally composting using in-vessel composting. I do not wish to see Oxfordshire's waste burnt in any kind of incinerator"

Other comments

Other comments are summarized in Figure 4.

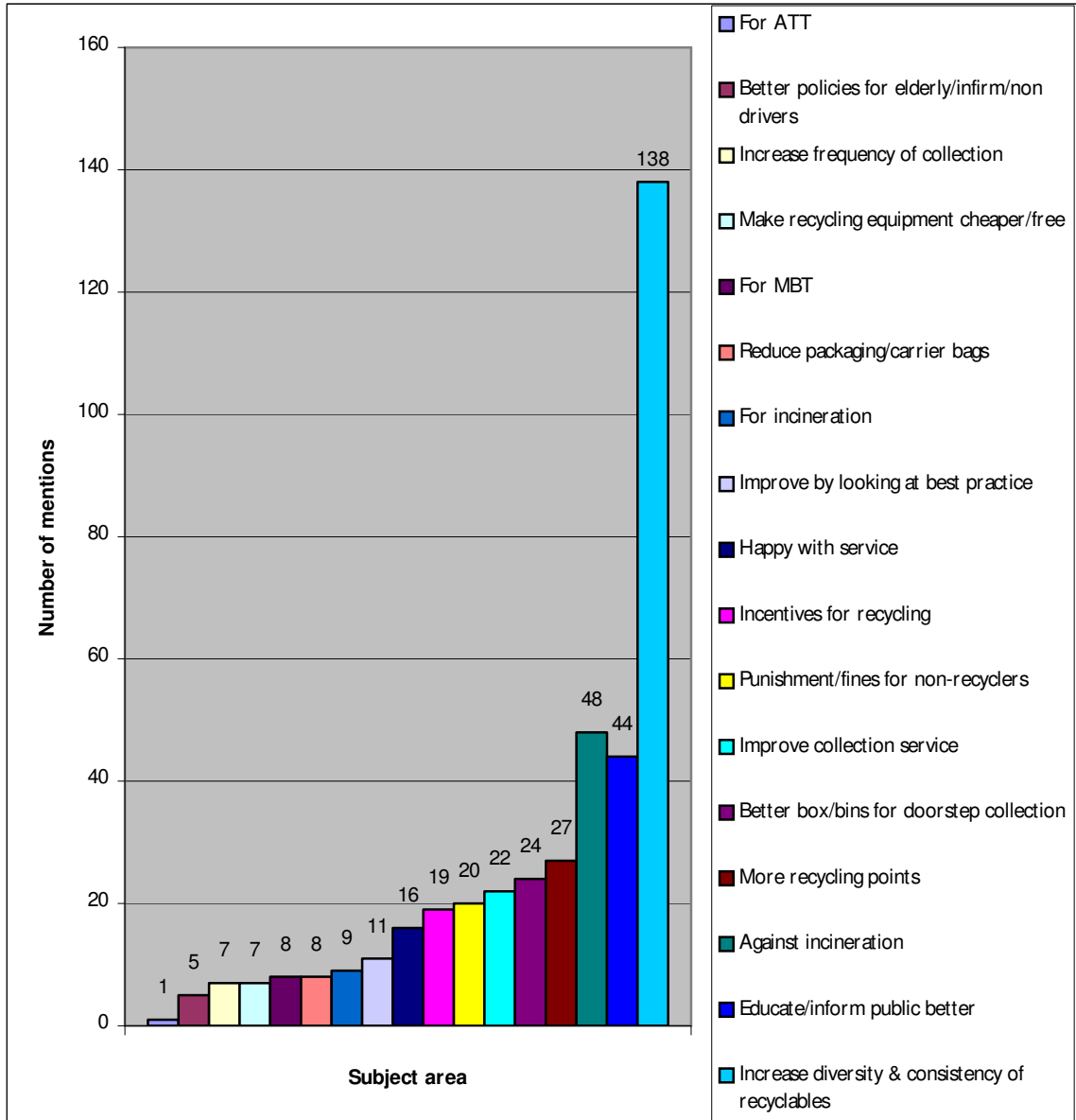


Figure 4 – Other comments

(Base: Comments given on OWP Leaflets, OWP Web Forms and OWP Banbury Guardian Form, FOE Leaflet)

Conclusion

The Community Panel and the Public Engagement exercises provided public engagement and involvement for the Strategy development process. The Core Strategy also includes provisions for feedback, complaints, compliments and comments in the future.

Supplementary information

- 1. No Time to Waste Booklet**
- 2. No Time to Waste Promotional Trailer**



2. Waste Trailer



The Oxfordshire Waste Partnership

Annex G

Glossary and abbreviations

**No Time to Waste:
The Oxfordshire Joint Municipal Waste Strategy**

Glossary and abbreviations

Glossary

Term	Description
Advanced Thermal Treatment (Gasification and Pyrolysis)	A means of recovering energy from waste, known as advanced thermal treatment. Waste is heated at high temperatures and a useable gas is produced.
Anaerobic Digestion	The biological decomposition of organic material in the absence of oxygen, producing biogas (typical composition of 65% methane and 35% carbon dioxide) and residue (digestate suitable to be used as a soil improver).
Best value	The duty on Local Authorities to deliver effective, economic and efficient services and seek improvement in the quality and standard of their service provision.
Best Value Performance Indicators	Best Value Performance Indicators (BVPIs) are gathered and submitted by the Government as part of a national set of performance measures for the range of local government services. There are currently 94 BVPIs that have to be included in Best Value Performance Plans, providing the public and local and central government with a means of monitoring, analysing and comparing the achievements of local authorities.
Biodegradable Municipal Waste	The component of Municipal Solid Waste capable of being degraded by plants and animals. Biodegradable Municipal Waste includes paper, card, food and garden waste, and a proportion of other wastes such as textiles.
Biodegradable	This is waste that is able to decompose through the action

waste	of bacteria or other microbes, including materials such as paper, food waste and garden waste.
Bring Site/Bank	A bring site or is a localised collection point for recyclables such as glass, paper, cans, etc.
Bulky waste	Waste is considered 'bulky' if it does not fit into the householder's bin. These wastes are then generally collected through District Council bulky waste collections, or brought to a Waste Recycling Centre by the householder.
Central composting	Large-scale schemes which turn garden waste from households into compost, using windrows (long lines of green waste that is shredded and turned frequently).

Term	Description
Central Government	Government at the level of the nation state.
Co-mingled	Different recyclable materials collected in the same container.
Composting	The degradation of organic wastes in the presence of oxygen to produce a fertiliser or soil conditioner.
Digestate	Solid and/or liquid product resulting from anaerobic digestion.
Dry recyclables	Material such as paper, textiles and cans that are collected through kerbside schemes, or delivered to bring banks or Waste Recycling Centres.
Duty of Care	The duty of care is a law that requires industry to take all reasonable steps to keep waste safe. All waste handlers must be authorised to transport and recycle or dispose of waste safely. The duty of care applies to any company that produces or imports, keeps or

stores, transports, treats or disposes of waste.

Energy from Waste The burning of waste to produce energy (heat) which is used to generate electricity.

Gasification This is the process whereby carbon based wastes are heated in the presence of air or steam to produce fuel-rich gases. The technology is based on the reforming process used to produce town gas from coal.

Global warming The progressive gradual rise of the earth’s surface temperature thought to be caused by the greenhouse effect and responsible for changes in global climate patterns. An increase in the near surface temperature of the Earth. Global warming has occurred in the distant past as the result of natural influences, but the term most often used to refer to the warming predicted to occur as a result of increased emissions of greenhouse gases.

Greenhouse gas A term given to those gas compounds in the atmosphere that reflect heat back toward earth rather than letting it escape freely into space. Several gases are involved, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), ozone, water vapour and some of the chlorofluorocarbons.

Household waste Waste from collected from domestic properties or delivered to bring sites and Waste Recycling Centres, for recycling and composting and disposal.

Hazardous Waste Regulations The Hazardous Waste Regulations 2005 define hazardous waste as a material listed in The List of Waste Regulations 2005 (also known as the European Waste Catalogue). These include items such as fluorescent tubes and batteries.

Term	Description
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Incineration	This is the controlled burning of waste, either to reduce its volume or its toxicity. Ash residues are usually landfilled.
Inert	Innocuous, undamaging, non-toxic. Something that is non detrimental to health or the environment.
In-vessel composting	The aerobic decomposition of shredded and mixed organic waste within an enclosed container, where the control systems for material degradation are fully automated. Moisture, temperature and odour can be regulated, and a stable compost can be produced much more quickly than outdoor windrow composting.
Kerbside collection	Any regular collection of recyclables from private households and from commercial or industrial premises. It excludes collections services requested on demand, such as ChemCollect (hazardous waste collection) or bulky household waste.
Landfill Allowance Trading Scheme	Each country in the UK will be set targets for the level of Biodegradable Municipal Waste (BMW) it may landfill. In the landfill allowance scheme, allowances will be allocated to each local authority at a level that will enable England to meet its own target and contribute to achieving the EC targets.
Landfill Directive	Adopted by the Member States during 1999, the EU Landfill Directive is intended to reduce the environmental effect on the landfilling of waste by introducing uniform standards throughout the European Union. The main objectives are to stimulate recycling and recovery of waste, and to reduce emissions of methane (a powerful greenhouse gas).
Landfill sites	Landfills are areas of land in which waste is being deposited, which often make use of disused quarries.

Landfill Tax	Introduced in October 1996, this tax is levied on landfill site operators with the explicit environmental objective of reducing the UK's reliance on landfill as a means of disposal. The level of the tax is £18 a tonne during 2005/06, and is set to increase by a further £3/year thereafter until it reaches £35/tonne. A lower rate of £2/tonne applies to waste which is inert.
Local Area Agreements	Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government.

Term	Description
Local Authority	Local authority (LA) is a generic term for any level of local government in the UK. In geographic terms LAs therefore include English counties, non-metropolitan districts, metropolitan districts, unitary authorities and London boroughs.
Materials Recycling Facility	Dedicated facility for the sorting/separation of recyclable materials.
Mechanical Biological Treatment	A generic term for mechanical sorting/separation technologies used in conjunction with biological treatment processes, such as composting.
Minerals and Waste Development Framework	Following the Planning and Compulsory Purchase Act 2004, it will progressively replace the minerals and waste local plans. It contains a statement of the authority's policies concerning the disposal of waste and policies concerning the working and apportionment of minerals.
Municipal Solid	Household waste and any other wastes collected by the

Waste	Waste Collection Authority, or its agents, such as municipal parks and garden waste, and waste resulting from the clearance of fly-tipped materials. This also includes waste taken to Waste Recycling Centres and bring banks, for reuse, recycling or disposal.
Municipal waste	This includes all waste collected by a Waste Collection Authority, such as households, commercial and industrial premises, street sweepings and fly tipping. Municipal waste also includes all wastes deposited at bring banks and Waste Recycling Centres.
Pyrolysis	During pyrolysis, organic waste is heated in the absence of air to produce a mixture of gaseous and liquid fuels and a solid, inert residue (mainly carbon).
Quango	Stands for 'quasi-autonomous non-governmental organisation', sometimes referred to as a non-departmental body. Although quangos are part of national government they operate at a distance. The Audit Commission is a quango.
Real Nappy Reps	Representatives of reusable nappy companies. The representatives are usually local residents that are proactive about real nappy usage and waste management issues.
Recyclate	Post-use materials that can be recycled for the original purpose, or for different purposes.
Recycling	Recycling involves the processing of waste material, either into the same product or a different one. Many non-hazardous wastes such as paper, glass, cardboard, plastics and scrap metals can be recycled.

Term	Description
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Reduction	Reduction can be accomplished through reviewing the
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production processes as to optimise utilisation of raw (and secondary) materials and resources. This decreases disposal costs and need for raw materials and energy usage. Householders can apply the same principals e.g. savvy shopping (buying only the products that they need and with less packaging) or stopping junk mail.

Refuse Derived Fuel

A fuel produced from cumbustible waste that can be stored and transported, or used directly on site to produce heat and/or power.

Regional Self Sufficiency

Dealing with wastes within the region or county where they arise.

Regional Spatial Strategy

There will be a regional spatial strategy for every region in England. The strategy will decide how much development there should be, how it will be spread around the region and how it will be delivered. It will make a difference to what happens locally to the environment, infrastructure, transport, housing, economic development, agriculture, minerals and waste. As such, it is of great significance to the future of local areas.

Renewable Obligation Certificates

Introduced in 2002 by the Department of Trade and Industry, this system creates a market in tradable renewable energy certificates, for which each supplier of electricity must demonstrate compliance with increasing Government targets for renewable energy generation.

Residual waste

Waste collected in black sacks or wheeled or deposited at Waste Recycling centres for disposal rather than reuse, recycling or composting.

Reuse

The commercial sector can reuse products designed to be used a number of times, such as reusable packing i.e.

wooden pallets. Householders can buy refillable containers or re-use plastic bags. Reuse contributes to sustainable development and saves raw materials, energy and transport costs.

Separate collection	Kerbside schemes where recyclables are collected separately to the ordinary household waste collection – by a different vehicle or at a different time.
Savvy shopping	Shopping in a smart way by choosing to buy items with little or no packaging, often saving money too.
Strategic Environmental Assessment (SEA)	A SEA is an environmental assessment applied to policies, plans and programmes, as required under the SEA Directive.

Term	Description
Sustainable Development	Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.
Trade/commercial waste	Trade waste arises from commercial premises used for business, industry, sport, recreation or entertainment and excludes household waste.
Treatment	This involves the chemical or biological processing of certain types of waste to render them harmless, to reduce their volume before landfilling, or to recycle certain materials.
Waste	This is a wide-ranging term including most unwanted materials and is defined by the Environmental Protection Act 1990. Explosives and radioactive wastes are included.
Waste arisings	This is the amount of waste produced in a given area during a given period of time.

Waste Collection Authority	The authority responsible for the collection of waste under the Environmental Protection Act 1990, and this role is fulfilled by the District and City Councils in Oxfordshire.
Waste Disposal Authority	The authority responsible for disposing of waste under the Environmental Protection Act 1990, and this role is fulfilled by the County Council in Oxfordshire.
Waste hierarchy	<p>The waste hierarchy, introduced by the EU Waste framework Directive, is an abstract framework that prioritises the options for waste management. It represents a sliding scale starting with the most sustainable option (reduction) and ending with the least sustainable option (disposal):</p> <ul style="list-style-type: none">• reduction• reuse• recycling and composting• recovery• disposal <p>All elements of the hierarchy should be supported by policy.</p>
Waste Planning Authority	This is the authority responsible for implementing the provisions of the Town and Country Planning Act 1990 in respect of waste planning. This role is fulfilled by the County Council in Oxfordshire.

Term	Description
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WET Act

The Waste and Emissions Trading (WET) Act 2003 is a measure, that the government is using to meet the demands of the European Landfill Directive. Tying in with the targets of the Landfill Directive, the WET Act will see progressively tighter restrictions on the amount of biodegradable municipal waste (defined as food and garden waste as well as paper) local waste disposal authorities can landfill.

Abbreviations

Abbreviation	Full term
AD	Anaerobic Digestion
AONB	Area of Outstanding Natural Beauty
AQMA	Air Quality Management Areas
ATT	Advanced Thermal Treatment
BMW	Biodegradable Municipal Waste
BVPI	Best Value Performance Indicator
C&D	Construction and Demolition
C&I	Commercial and Industrial
CAG	Community Action Group
CDC	Cherwell District Council
Cllr	Councillor
Defra	Department for the Environment, Transport and Rural affairs
EfW	Energy from Waste
EIA	Environmental Impact Assessment
EPA	Environmental Protection Act 1990
EU	European Union
FoE	Friends of the Earth
GVA	Gross Value Added
LAA	Local Area Agreement
LATS	Landfill Allowance Trading Scheme

MRF	Materials Recycling Facility
MSW	Municipal Solid Waste
MWMS	Municipal Waste Management Strategy
NGOs	Non Governmental Organisations
OBC	Outline Business Case
OCC	Oxfordshire County Council
ODPM	Office of the Deputy Prime Minister
OWMSSG	Oxfordshire Waste Management Strategy/Steering Group
OWP	Oxfordshire Waste Partnership
OxCC	Oxford City Council
RDF	Refuse Derived Fuel
ROCs	Renewable Obligations Certificates
3Rs	Reduce, Reuse, Recycle
SAC	Special Area of Conservation

Abbreviation	Full term
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SAM	Scheduled Ancient Monuments
SEA	Strategic Environmental Assessment
SME	Small and Medium sized Enterprises
SODC	South Oxfordshire District Council
SSSI	Site of Special Scientific Interest
UK	United Kingdom
VWHDC	Vale of White Horse District Council
WCA	Waste Collection Authority
WCS	Waste Collection Services
WDA	Waste Disposal Authority
WEEE	Waste Electrical and Electronic Equipment
WET	Waste and Emissions Trading Act
WODC	West Oxfordshire District Council
WRAP	Waste and Resources Action programme
WRC	Waste Recycling Centre
WRR	Waste Reduction and Reuse
WWS	Wild Waste Show

REPORT OF THE CHIEF EXECUTIVE &
DEPUTY DIRECTOR (PLANNING AND COMMUNITY STRATEGY)
TO THE EXECUTIVE
1 SEPTEMBER 2006

Proposal by Thames Water Utilities Ltd. for a Reservoir.

1.0 Introduction and Report Summary

- 1.1 Thames Water Utilities (TW) has announced its intention to begin public consultation on 14th September 2006. It is understood that an exhibition will be open to the public at the Guildhall in Abingdon, followed by venues in Steventon, East Hanney and Wantage and that the consultation period will last 8 weeks. It is further understood that this first consultation will set out the needs case for a reservoir and the case for it being located in the Vale of White Horse area. It is possible that an indication only of its location will be provided at this stage with no more than a concept design.
- 1.2 TW has indicated that it foresees a second public consultation on design and after use proposals taking place early in 2007, again with an 8 week consultation period.
- 1.3 The purpose of this report is to draw some of the immediate issues for this Council to the attention of the Executive inviting it to set a framework for this Council's response and to consider future working arrangements with potential partner organisations involved in assessing the reservoir proposal.
- 1.4 The contact officer for this report is Mike Gilbert (01235 540681)

2.0 Recommendations

- 2.1
- a) that the Head of Communications and Leader of the Council be designated as the official contact points at the Council;
 - b) that all members of the Council be invited to a private briefing on the proposal prior to the submission of the Council's response to the first consultation;
 - c) that an extension of time by four weeks be sought from Thames Water to enable this Council to consult widely on views before submitting its response;
 - d) that the Council should consult its residents for views in a variety of ways, including
 - a special Vale Voice exercise
 - a special edition of Vale Views
 - an invitation to each Town and Parish Council to express a view
 - a whole area structured survey undertaken by an accredited organisation such as IPSOS MORI;
 - e) that the County Council and South Oxfordshire District Council be invited to join the proposed consultation exercise, both to avoid duplication and to share the costs;
 - f) that the Environment Agency be approached to see whether agreement can be reached to share consultants on those aspects which directly affect both bodies;
 - g) that the County Council and South Oxfordshire District Council be approached to explore the scope for joint working in order to avoid duplication and additional costs;

- h) to request the Officers to bring a further report to the next meeting of the Executive, in the light of the public consultation by TW, on the resource implications (in both time and finance) and proposals on how the Council could best approach its obligations to respond to this potential major development.

3.0 Relationship with the Council's Vision, Strategies and Policies

This report relates to the Council's Vision in that it supports all objectives. The report does not conflict with any Council Strategies.

4.0 Issues

- 4.1 There are a number of issues which are already apparent on which the Executive needs to take a view.
- 4.2 TW is now confident that it intends to seek deemed planning permission through the use of a Compulsory Works Order. This is a specific procedure which enables TW to apply directly to the Secretary of State concurrently for permission and any Compulsory Purchase Orders. Under this procedure, this Council would be a statutory consultee during the CWO process and a principal party at the subsequent Public Inquiry. As such the Council's submission to the Inquiry would be an Executive function, although it would of course be open to the Executive to consult full Council if it so wished. Despite this intention it remains open to TW at any stage to submit a planning application to this Council and the Chief Executive and Monitoring Officer have written to every member of the Council urging caution in making public comments since this remains an, albeit remote, possibility.
- 4.3 The Council will inevitably receive a series of comments and questions throughout the whole process. Until the exhibitions begin on 14th September, any approaches can only be referred to TW. However, from that date there will be an increasing expectation on the Council and it will be important that PR issues are managed through an agreed protocol. It is suggested that Nikki Malin, Head of Communications, should be the contact officer for communications, with Jerry Patterson as the official Council spokesperson. The Head of Communications will necessarily need to refer on technical queries to the appropriate officer within the Council, or direct them to TW.
- 4.4 TW has a tight timescale leading up to a probable Inquiry sometime in 2008. It has therefore set a consultation deadline of 8 weeks. This deadline is not realistic to enable the Council to consult meaningfully with various organisations and stakeholders and it is therefore suggested that an extension of time should be sought. It is not also realistic to believe that the Council will be able to give a full response in the timescale allowed and it is therefore likely that a holding or interim response will be made.
- 4.5 The impact of any reservoir will extend beyond the boundary of the Vale. It is likely that SODC and OCC will also wish to consult before responding. In order to avoid duplication and the incurring of additional costs, the County Council and South Oxfordshire District Council could be invited to join the consultation exercise. It is imperative that objective consultation takes place to avoid pressure groups (whether in favour of or against a reservoir) from dominating any consultation. Such consultation could comprise the use of Vale Voice, Vale Views, a structured survey by an accredited organisation such as IPSOS MORI and writing directly to all Town and Parish Councils. Public meetings are not recommended since they are likely disproportionately to attract pressure groups and can become dominated by one or more of such groups and therefore focussed on limited issues rather than providing a comprehensive overview.
- 4.6 The Environment Agency has already engaged consultants to research TW's business and needs plan. Bearing in mind the short consultation timescale, the likely limited availability of experts in needs analysis and the costs involved in duplicating research, the Environment Agency could be approached to see whether an agreement could be reached to share and

rely on its expert consultants on the needs case. The Environment Agency has produced a briefing note which is duplicated at Appendix A on its position as at July 2006. It can be seen from the briefing note that there are a number of issues relating to the reservoir proposal that fall outside the Agency's remit to consider, in particular, air quality and noise pollution during construction, the visual impacts of the reservoir, and traffic during and after construction. This authority, together with the County Council and South Oxfordshire District Council, will need to address these issues throughout the CWO process.

- 4.7 This common, or overlapping, interest suggests a powerful case for seeking to establish joint working and it is suggested that approaches are made to the other two Councils to establish their willingness and the scope for such work.
- 4.8 This proposal is one of the most significant potential developments ever to be faced by the Council. It will require considerable resource, both in senior officer time and finance. The Executive will wish to bear in mind that there are a number of other major initiatives such as the Great Western Park (Didcot) development and the anticipated planning application for Grove which also need to be handled often by potentially the same staff. It is clearly not yet possible to quantify the impact or put forward proposals for mitigating it. The Executive may wish to request a further report from officers on this aspect to its next meeting. Such a report will need to consider the possible engagement of consultants to assist in assessing the issues such as noise, pollution and visual impact where these fall to this Authority to lead on. There may also be a need to seek advice on the potential costs and benefits of alternative after use proposals.

TERRY STOCK
CHIEF EXECUTIVE

RODGER HOOD
DEPUTY DIRECTOR (PLANNING AND COMMUNITY STRATEGY)

Background Papers: None

Thames Water's upper Thames major resource development (UTMRD)

Briefing on the Environment Agency's position and role

24 July 2006

Background

Thames Water believes that it will need a major new source of water to meet the forecast demand by around 2020. Its current preferred option is a new storage reservoir to the south-west of Abingdon, which would be filled from the River Thames.

Demand for water is forecast to increase, particularly in London and across the south-east of England, where significant housing growth is planned. The population in London is forecast to increase by about 315,000¹ by 2030 and for the rest of the south-east of England by 800,000² by 2017.

Leakage reduction and demand management, ways of reducing water use, are vital parts of the strategy to meet this increased demand. However, they will not remove the need for new sources of water such as a desalination plant, a reservoir or movement of water from another part of the country. Companies must also consider the potential impact of climate change on the yield of any of these options.

Thames Water is currently preparing the case to justify the proposed reservoir. It plans to consult on the first stages of this in autumn 2006.

Key messages

- This is Thames Water's project – we will scrutinise its proposals.
- Our role is to make sure that there is proper use of water resources in the Thames catchment and to review the need for any new resources.
- We agree that Thames Water cannot meet the forecast growth in demand for water through demand management and leakage reduction alone but we are yet to be convinced that it needs the proposed reservoir.
- We support Thames Water's work to investigate the options it has to balance supply and demand but we believe the company should have done more over the last 15 years to reduce leakage, increase household metering and put practical measures in place to help its customers save water.
- We recognise that new reservoirs are an important option for managing water resources and maintaining supply. But a new reservoir is only one of the many options which we would expect Thames Water to consider.

¹ London Housing capacity Study – 2004

² South East Plan draft Consultation

Before Thames Water announce their preferred option we will want them to:

- Justify that they need more water and how much this is.
- Choose an appropriate package of measures, which we expect to include demand management, leakage reduction and possibly new sources of water.

Our experts will then carefully consider all the information provided and use it to inform our decision. We will then advise Government of our view.

If Thames Water were to justify that they need more water and that the best option is a reservoir, we will:

- Ensure that there is an appropriate assessment of alternative sites.
- Ensure that the proposal includes appropriate ways to mitigate environmental impacts and, where possible, provides wider benefits for recreation and other water users.
- Determine any environmental permits associated with the development including the abstraction licence, discharge consent and land drainage consents. These will include when and under what conditions, the company can abstract water from, and return it to, the River Thames.
- Ensure that any development has a full flood risk assessment and does not increase the flood risk.
- Advise Government of our position and issues surrounding the planning, construction and operation of a reservoir.

We do not cover:

- Air quality and noise pollution during construction - this is the responsibility of the Vale of White Horse District Council
- Traffic issues surrounding construction and operation of the reservoir - this is the responsibility of Oxfordshire County Council.
- Visual impacts of the reservoir or amenity once it is built – this is the responsibility of Vale of White Horse District Council.

Glossary

Demand management = reducing water use

Leakage reduction = reducing the amount of water leaking from water main network

New sources of water = such as reservoirs, desalination plants, reuse schemes or transfer of water from other parts of the country.

Contacts: Charlotte Davidson (Environment Agency UTMRD Project Manager) 01491 828 412

REPORT OF THE STRATEGIC DIRECTOR
TO THE EXECUTIVE
1 SEPTEMBER 2006

Treasury Management – Review of Activities in 2005/06

1.0 **Introduction and Report Summary**

- 1.1 The Council's Treasury Management Policy requires a report to be made on Treasury Management performance in the previous financial year.
- 1.2 The purpose of this report is to detail the Council's cash investment performance in the financial year 2005/06 and to raise any treasury management issues.
- 1.3 The Contact Officer for this report is Steve Lawrence, Head of Asset Management, tel: 01235 540321

2.0 **Recommendations**

- (a) *To note the return on cash invested during 2005/06 and the balances of the funds at 31 March 2006; and,*
- (b) *To note the prospects for the return on cash investments in 2006/07*

3.0 **Relationship with the Council's Vision, Strategies and Policies**

- (a) Vision Statement objectives A and B.
- (b) The report relates to the Council's strategy for sound financial management.
- (c) The report complies with the Council's Treasury Management Policy, approved by Service Delivery Policy Overview Committee on 27 November 2001 and Council on 19 December 2001, and follows the procedures recommended in the revised CIPFA Treasury Management Code of Practice, 2002.

4.0 **Background and Supporting Information**

- 4.1 This report outlines the performance over the last financial year of those funds managed in-house and those managed by the Authority's appointed investment manager (*Investec Asset Management*). The review of the Fund Manager's performance is provided by the Council's investment adviser – *Butlers*. In addition it gives Members a general overview of the current situation in the investment market.

5.0 **In-house Investment Performance**

- 5.1 At the beginning of 2005/06 cash held in-house totalled £8.06m. During the year the maximum invested at any time was £19.69m and the total cash that passed through the account (turnover) was £195m. In-house investment income in the year amounted to £649,280, thus achieving an average return of 4.83%. At the end of March 2006 the net position was a balance of £5.78m
- 5.2 It was necessary to borrow small amounts for a total of 9 days during the financial year 2005/06 in order to cover temporary deficits. The maximum outstanding at any time was £2.7m and the average rate of interest paid was 4.54% (annual equivalent). The borrowing limit set by the strategy is £5m.

- 5.3 It is difficult to set targets for this sort of operation which aims to maximise returns within the constraints of security and flexibility. Some measure of achievement can be obtained by looking at the rates achieved compared to the average 7-day deposit rate provided by Butlers.

Return on cash investments	in-house team	7-day rate
Fin. year 2005/06	4.83%	4.61%
Previous years:		
Fin. year 2004/05	4.75%	4.58%
Fin. year 2003/04	3.55%	3.58%

The relatively good performance in 2005/06 was largely due to taking a 2 year investment at a good rate with a portion of the proceeds when the Tesco site was sold in 2004.

6.0 **External Fund Managers**

- 6.1 The performance in 2005/06 is set out below showing the fund manager's return before payment of fees.

Sum Managed at 1.4.2005 £	Sum Managed at 31.3.2006 £	Increase in value at 31.3.2006 (gross) £
15,077,085	15,754,585	705,440

- 6.2 The result for *Investec* shown above equates to a gross rate of return (before fees) of 4.68% (4.50% after fees).

Performance over 3 years (net of fees)

Rate of return	2003/04	2004/05	2005/06
Investec Asset Management	2.59%	4.71%	4.50%
7 day deposit rate	3.58%	4.58%	4.61%
7 day rate exceeded by:	(0.99%)	0.13%	(0.11%)
L A funds average	3.05%	4.68%	4.59%
Average exceeded by:	(0.46%)	0.03%	(0.09%)

- 6.3 The Council's investment advisers (*Butlers*) have reported on the state of the market and the performance of the fund manager (*Investec*). The consensus in December 2005/January 2006 was that a cut in interest rates was imminent. A combination of factors pushed gilt yields up and a number of fund managers moved money back into gilts in the hope of capital appreciation when yields fell again. Hopes of a rate cut evaporated with the publication of the Bank of England's Quarterly Inflation Report in February and gilt yields continued to rise. *Investec*, while optimistic, had been cautious, choosing gilts with short durations which limited the damage. However, what might have been a decent performance in 2005/06 was undermined by this last quarter.

- 6.4 The first quarter of 2006/07 continued to be difficult. *Investec* reduced its gilt holding which proved to be the correct decision and is hopeful of making up lost ground in the rest of the financial year.

7.0 **Investment Income Review**

- 7.1 The actual investment income achieved in 2005/06 fell short of the revised budget by £95,330 (£1,354,720 to £1,450,050). This shortfall represents 6.6% of the budget and was entirely due to the poor performance of the fund manager in the final quarter of 2005/06.
- 7.2 The investment income calculation for the 2006/07 budget was based on economic predictions in January 2006 which were that interest rates were expected to drop off a little in 2006 and then climb back as 2007 started. In the event the base rate was raised in August 2006 from 4.5% to 4.75% and the market is expecting another rise before the end of the year, although economic opinion is divided on this. The in-house return should be a little better than expected and the Fund Manager is optimistic about achieving 5% which was the rate used in the forecast. The final payment on the purchase of an investment property in Canterbury will be a little later than anticipated but this will have very little effect.

8.0 **Report Conclusion and Summary**

- 8.1 The return on cash invested was lower than expected in 2005/06. Rising interest rates mean that the return in 2006/07 should be better than expected providing that the Council's Fund Manager can recover from a poor start.
- 8.2 There are no treasury management issues to raise at the moment.

STEPHEN LAWRENCE
HEAD OF ASSET MANAGEMENT

STEVE BISHOP
STRATEGIC DIRECTOR

Background Papers:

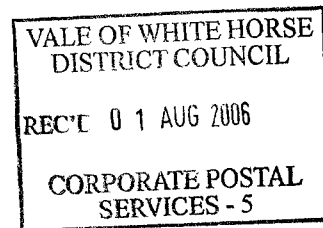
Treasury Management Policy agreed by Council 19 December 2001
Treasury Management Strategy agreed by the Executive March 2006
Fund manager review published by Butlers 28 April 2006

123 South Avenue
Abingdon
Oxfordshire
OX14 1QS

Mr Terry Stock,
Chief Executive,
Vale of White Horse District Council,
Abbey House,
Abbey Close,
Abingdon,
OX14 3JE.

28 July 2006

Dear Mr Stock,



Friends of Abbey Meadow Outdoor Pool

Our Friends Group adopted the attached constitution recently. You will see that it authorizes me to invite your council to nominate a representative to sit on our management committee, and this letter constitutes that invitation. We would be happy with either an elected member or an officer.

As you can see, we are keen to take input from each of the three major groups involved in the financing and running of the pool.

We are delighted by the popularity of the swimming pool this summer and wish to do everything we can to enable this valuable facility to be a success year by year.

May I take this opportunity, through your office, to thank Vale of White Horse District Council for its very generous support of the pool and for all the goodwill towards this precious amenity in the heart of Abingdon and in the hearts of Abingdonians.

Yours sincerely

A handwritten signature in cursive script that reads "Elizabeth Edgecombe". A horizontal line is drawn under the signature.

Elizabeth Edgecombe
Chairman
Friends of Abbey Meadow Outdoor Pool

17 May 2006

Constitution for the Friends of Abbey Meadow Outdoor Pool

Name

The name of the association shall be Friends of Abbey Meadow Outdoor Pool.

Object

The object of the association is to enhance the enjoyment and recreation offered to the public by the open-air pool and to support its operation with ideas, practical effort and resources.

Membership

Full membership shall be open to all on registration. There shall be no annual fee but donations shall be accepted.

Management Committee

The Management Committee shall comprise a maximum of 14 members, including Honorary Officers, Chair, Vice Chair, Secretary and Treasurer. Abingdon Town Council, Vale of White Horse District Council, and the company operating the pool shall each be invited to propose a member.

The Mayor of Abingdon will be invited to be Honorary President of the Association.

Powers and Duties

The general management and direction of the affairs and funds of the Association shall be the responsibility of the management Committee. It may nominate members to serve on other bodies, pay part or the whole of any expenses to any member incurred in the execution of his or her functions or duties on behalf of the Association, and it may fill casual vacancies from time to time in its membership. Casual members shall resign at the AGM following their appointment, though they may stand for election at that time.

Meetings

The Management committee shall hold meetings not less than quarterly. Four members shall constitute a quorum.

An Annual General Meeting will be held of all registered members, when elections will take place and an annual report and audited accounts will be presented. Auditors will be appointed at the AGM.

A Special General Meeting of members may be called by a quorate meeting of the Management Committee or at the request of 10 members of the Association in writing to the Secretary. The date should be fixed and notified to all members by the management committee within 14 days of the request.

The date of any general meeting (annual or special) will be determined by the Management Committee and notified to all members giving 14 days' clear notice of the date and agenda. One third of the membership, or 12 members, whichever is the lesser, shall constitute a quorum at any general meeting.

Finance

A bank account shall be set up by the Management Committee and administered by the Treasurer. Cheques drawn on the Friends' account will require the signatures of any two of the officers.

Alterations to the Constitution

Amendments to the Constitution may be made at a general meeting of the Association with a 2/3 majority of those present and voting. The amendments must be circulated to all members in writing at least 21 days before the meeting.

Dissolution

The dissolution of the association may be determined by a 2/3 majority of those voting at a general meeting. In the event of dissolution, the assets of the association shall be given to a body with similar aims and purpose.

Adoption

This constitution was adopted by the inaugural meeting of the friends on 17 May 2006

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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